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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - STAFF GOVERNANCE COMMITTEE

THURSDAY 4 MARCH 2021 @ 1300 HRS

BY CONFERENCE FACILITIES

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

5 MINUTES OF PREVIOUS MEETING: 3 DECEMBER 2020 (attached) P Stark

The Committee is asked to approve the minutes of this meeting.

6 ACTION LOG (attached) A Cameron

The Committee is asked to note the updated Action Log and approve the closed actions.

7 PROGRESS AND PERFORMANCE REPORT QUARTER 3 2020/21

7.1 People and Organisational Development (attached) S Semple

- *Executive Summary*
- *Health and Wellbeing Referral Data*
- *Mental Health Referrals*
- *Assurance Data*

7.2 Training, Safety and Assurance (attached) J Dickie

The Committee is asked to scrutinise these reports

Please note that this meeting will be recorded for the purposes of minute taking only.
 The recording will be destroyed following final approval of the minutes

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- 8 WORKPLACE PLANNING**
8.1 Resourcing: Verbal update (*verbal*) *J Sharp*
- 9 HMFSI TRAINING OF RETAINED DUTY SYSTEMS PERSONNEL ACTION PLAN** (*attached*) *P King*
- 10 UPDATE: WORKING TOGETHER FRAMEWORK**
10.1 Update from Employee Partnership Forum (*verbal*) *L Barnes*
10.2 Update from Partnership Advisory Group (*verbal*) *L Barnes*
- 11 STRATEGIC RISK REGISTER** (*attached*) *L Barnes*
- 12 FORWARD PLANNING**
12.1 Policy Forward Planning Schedule Update (*attached*) *M Corry*
12.2 Committee Forward Plan Review (*attached*) *P Stark*
12.3 Items for Consideration at Future IGF, Board and Strategy Day meetings *P Stark*
- 13 REVIEW OF ACTIONS** (*verbal*) *A Cameron*
- 14 DATE OF NEXT MEETING**
Thursday 3 June 2021

PRIVATE SESSION

- 15 MINUTES OF PREVIOUS PRIVATE MEETING: 3 DECEMBER 2020** *P Stark*
(*attached*)
The Committee is asked to approve the minutes of this meeting.
- 16 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE UPDATE**
16.1 Draft Minutes of last meeting – 3 December 2020 (*attached*) *L Barnes*
16.2 Update of last meeting – 4 March 2021 (*verbal*) *L Barnes*
The Committee is asked to note the draft minutes and verbal report.
- 17 KEY CASE UPDATES 2020/21 – Q3** (*attached*) *G Clark*
The Committee is asked to note the report.

Please note that this meeting will be recorded for the purposes of minute taking only.
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PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 3 DECEMBER 2020 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Primrose Stark (Chair) (PS)
Bill McQueen (BMcQ)

Anne Buchanan (Deputy Chair) (AB)
Malcolm Payton (MP)

IN ATTENDANCE:

Liz Barnes (LB)
John Dickie (JD)

Director of People and Organisational Development
Assistant Chief Officer, Director of Training, Safety and Assurance

Stuart Stevens (SSt)

Assistant Chief Officer, Director of Service Delivery

Scott Semple (SSe)

Head of People and Organisational Development

Ceri Dodd (CD)

Deputy Head of People and Organisational Development

Geri Thomson (GT)

Deputy Head of People and Organisational Development

Rachael Scott (RS)

Deputy Head of People and Organisational Development

George Lindsay (GL)

HR Advisor (Item 9.1 Only)

Julie Harkins (JH)

Health and Safety Manager

Mary Corry (MC)

People and Organisational Development Business Manager

Alasdair Cameron (AC)

Group Commander, Board Support

Heather Greig (HG)

Executive Officer Board Support

Debbie Haddow (DH)

Board Support/Minutes

OBSERVERS:

Brian Baverstock, Board Member
Fiona Thorburn, Board Member

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present, in particular observing Board Members Fiona Thorburn and Brian Baverstock.

2 APOLOGIES

- 2.1 Kirsty Darwent, Chair of SFRS Board
Richard Whetton, Head of Governance, Strategy and Performance
Fiona Munro, Head of People and Organisational Development
Karen Lockhart, Head of Safety and Assurance
Paul King, Deputy Assistant Chief Officer Training and Employee Development

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

3.1 The Committee discussed and agreed that the Key Case Update report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9F). The draft minutes/verbal update of the Remuneration, Appointments and Nominations Sub Committee would also be taken in private due to the confidential nature of business taken to this meeting.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

(L Barnes left the meeting at 1305 hrs)

5 MINUTES OF PREVIOUS MEETING: 10 SEPTEMBER 2020

5.1 The following amendments were noted and agreed:

Karen Lockhart's role amended to *Head of Safety and Assurance*.

Paragraph 7.1.7 to be amended to read *"..recruitment health assessments to recommence.."* instead of *"..routine health assessments to recommence.."*.

All items taken in private at the previous meeting to be added under *Consideration and Decision of Any Items to be taken in Private* noting the reasons for same.

5.2 **Subject to the above amendments, the minutes of the meeting held on 10 September 2020 were approved as a true record of the meeting.**

5.3 Matters Arising

5.3.1 None

6 ACTION LOG

6.1 There were no outstanding open actions to report.

7 PERFORMANCE AND RISK REPORT QUARTER 2 2020/21

7.1 People and Organisational Development (POD)

7.1.1 SSe presented the Committee with the POD Progress and Performance Report Quarter 2 2020/21, noting the references to work planned in Quarters 3/4 were subject to change due to reprioritisation of Directorate workloads.

The following key areas were highlighted:

- Rescheduled Resolution Advisory Panel (RAP) meeting in respect of Retained Duty System (RDS) Terms and Conditions (T&Cs) to be held in Quarter 3.
- Negotiations concluded in regard to standardisation of Instructors T&Cs with full and final offer issued.
- Increased Cycle to Work Scheme spend limit.
- COVID-19 Employee Recognition process launched to recognise individuals/teams during this period.
- Building the Future Together programme initial work commenced.
- To meet both legal and moral obligations the "We are Positive About Disability Guide to Reasonable Adjustment" has been established.
- Review of Integrity at Work Policy being undertaken.
- Talent management and development online leadership development sessions delivered, Leadership Development Centres for middle managers established and skills bank survey launched.
- Update with People, Training, Finance and Assets project, in particular engagement (in-house), development of communication plan and appointment of a project manager.

- Update with the Protecting Vulnerable Groups (PVG) Scheme project noting previous significant delays and current progress.
- Delay to the review and relaunch of Equality and Human Rights Impact Assessment process.
- POD Progress and Risk Table including movement of risks.
- Continue to promote Leavers questionnaire, however returns remain low.
- Continuation of recruitment at a reduced capacity due to the impact of COVID-19.
- Benefits of electronic medical records and the positive impact on support provided by the health and safety team.
- Safe system of work/risk assessments in place for carrying out health and wellbeing assessments and routine fitness assessments.
- Musculoskeletal Reduction and Injury Group terms of reference and initial action plan agreed at the National Safety and Assurance Board. Increase in referrals for psychological reasons.
- Wellbeing Group continue to meet to support staff and it is intended that a pulse survey will be issued to gain feedback.
- Mental Health Strategy progressing, in particular the approach to suicide prevention and providing appropriate training.

(B McQueen joined the meeting at 1315 hrs)

- 7.1.2 SSe confirmed that the PVG checks were being undertaken on current and new employees and there were no significant issues to date. It was anticipated that the programme, which was approximately 50% complete, would take up to a further 12 months to finalise. GT commented on the potential issues that may arise and that individual cases would be reviewed as necessary. Due to the significant risk, the Committee requested further coherent information on any potential issues of concern and how these would be addressed. GT confirmed that the Discipline Policy and Employment & Criminal Conviction Policy had been revised and therefore processes were in place. She further commented on the automatic process in place with Disclosure Scotland to highlight any potential issues.
- 7.1.3 As Chair of the Employee Partnership Forum (EPF), AB noted their recent discussions regarding recommencement of health and safety assessments, liability in relation to non-disclosure of pre-existing health conditions and the proactive work within the mental health/suicide prevention areas.
- 7.1.4 In relation to the negotiations of Instructors Terms and Conditions, the Committee were informed that the full and final offer was rejected by the FBU and the future options available to the Service.
- 7.1.5 In relation to the recommencement of health and safety activities, GT outlined the impact on such activities from COVID-19 and the subsequent measures put in place. It was noted that the Risk Assessment and Safe Systems of Work were live documents therefore were continually reviewed/revised to ensure the safety of personnel and the general public.
- 7.1.6 In relation to workforce planning, the Committee requested an update on recruitment /promotion processes. LBa confirmed the recruitment campaign launched and would be progressed as normal. The internal processes for promotions and support staff procedures were progressing virtually with slight delays. The main issue was the capacity to undertake training in a socially distant setting, therefore intake numbers have been reduced. The Committee requested an update on the promotion/recruitment processes be brought to the next meeting.
- ACTION: SSe**
- 7.1.7 The Committee commented on the positive work in regards to modern apprenticeships within the Service and CD noted that an online process for internal assessors/verifiers had been developed to continue progress in this area.

7.1.8 In regard to any potential RDS promotional issues, CD stated that this was being progressed through the Retained & Volunteer Duty System (RVDS) project by moving elements online, undertaking engagement to align and tailor requirements specifically to RVDS and also looking to identify how to proactively prepare individuals for development in advance of any promotion opportunities.

7.1.9 **The Committee scrutinised the report.**

7.2 Training, Safety and Assurance

7.2.1 JD presented the Training, Safety and Assurance Progress and Performance Report 2020/21, noting that the Health and Safety Analysis was not available at this time due to competing demands within the data performance team. The following key areas were highlighted:

- Key successes for the training function within this quarter including premises being made COVID secure, trainee courses commenced, appointment of additional driving instructors and delivery of specialist rescue courses to support this aspect of service delivery.
- Risk regarding COVID impact and capacity have remained static.
- Specialist Rescue spotlight to highlight the reduction in training due to social distancing/travel restrictions. Early decision made to extend the currency of competencies for a number of areas across specialist rescue and work was ongoing to identify and prioritise training to ensure maintenance of these skills, whilst remaining compliant with Scottish Government's guidelines. Where necessary, in conjunction with Service Delivery locally deliverable training was identified, supported and delivered.
- Operational readiness - identifies 95% compliance rate for maintaining training for operational competence.
- Operational core competencies and incident command competencies remain constant. Remote incident command courses developed and piloted. This will be further developed to help delivery of this training remotely going forward.
- Recovery plan being developed to improve the delivery of training such as Urban Search & Rescue (USAR), Mass Decontamination (MD), etc.

7.2.2 In relation to the Incident Command Competency rates for Flexi Duty Officers reducing, the Committee queried what impact this had. JD confirmed that there were remedial actions being taken, competencies were being maintained through daily monitoring and mentoring processes and he was comfortable that this situation was improving.

7.2.3 In relation to how competency levels of dual contracts personnel were recorded, JD confirmed that they were considered as 2 separate contracts and therefore recorded as such. It was noted that there was potential for dual contracts to expedite competency of secondary roles, however this was also dependent on other factors such as availability for training nights, etc.

7.2.4 The Committee thanked the teams for the above reports, noting the format and informative content. The Committee formally acknowledged the level of work undertaken during the pandemic period in continuing to deliver business as usual and develop recovery plans.

7.2.5 **The Committee scrutinised the report.**

7.3 Health and Safety Improvement Plans Q2 2020/21

7.3.1 JH presented a report outlining the progress made against the Annual Health and Safety Improvement Plan 2020/21 and associated bespoke Service Delivery Area (SDA) Directorate plans. The following key areas were highlighted:

- Impacted significantly by COVID-19 however good progress was being made in Quarter 3.
- Positive position in comparison to previous year with 45% completion.

7.3.2 The Committee noted and welcomed the improved position from previous years, particularly in light of the recent circumstances.

7.3.3 **The Committee scrutinised the report.**

8 WORKPLACE CULTURE

8.1 Building the Future Together Programme (Cultural Framework)

8.1.1 CD presented the Committee with an update on the proposed Building the Future Together Programme (Cultural Framework Blueprint) and associated phased programme approach. The following key points were highlighted:

- Seeking to broaden and strengthen current activities/elements that support a positive organisational culture.
- Programme aims to support other key strategic interdependences ie future vision agile working, reset and renew routemap.
- Programme focusses on leadership, learning and development, training, safety and wellbeing and engaging with our people.
- Four key pillars are Staff Governance Charter, Leadership Style, Workforce and Values and Behaviours. These will be complimented by a 5th element which will review ongoing performance monitoring.
- Cultural framework was built on the strong foundations of structure, systems and strategies which would create an environment to support innovative thinking, empower leaders, build on skills, competencies and behaviours to deliver an SFRS that remains fit for the future.
- Engagement workshops scheduled including POD, Trade Unions and Heads of Functions/Senior Management Board (SMB). The Heads of Function/SMB workshop will be looking at defining the project board and membership, identify workstream leads, governance arrangements, capture and track programme benefits and interdependencies.
- Staff Governance Charter (Pillar 1) outlines the 6 commitments which demonstrates the Service's commitment to staff and clarifies expectations and also outlines the 6 key benefits.

8.1.2 In relation to promulgating information to personnel, CD stated that a communications plan would be developed with the aim to deliver consistent information in a concurrent manner.

8.1.3 CD confirmed that the language used within the charter had been lifted from the Strategic Plan and would be further adapted to ensure it is more palatable and would be included in the wider communications plan.

8.1.4 In relation to Rep Bodies forming part of the Programme Board, CD confirmed that this would be discussed at the workshop on 11 December 2020 and would welcome their early involvement and support. How to engage with non-unionised staff would be discussed at the SMB workshop to identify how best to structure these engagements.

8.1.5 It was requested that consideration be given to arranging a workshop for the Committee.

ACTION: CD

8.1.6 **The Committee noted the report.**

8.2 Skills Profiling Project

8.2.1 CD presented an update to the Committee on the Skills Profiling Project noting that it would be undertaken through a phased approach focusing on the development of a Skills Bank with later phases focussing on succession planning. Over 500 responses had been received following the launch of the Skills Bank questionnaire.

8.2.2 CD provided a brief overview to the Committee on the various skills/qualifications declared by employees and further detail would be brought back to the next meeting (March 2021).
ACTION: CD

8.2.3 In relation to succession planning, CD confirmed the importance across all levels within the organisation. Plans and processes were in place, however, there were opportunities to improve and enhance. CD to include talent management/succession planning within the proposed workshop as noted above. (Para 8.1.5)

8.2.3 **The Committee noted the report.**

8.3 **SFRS Staff Survey Update**

8.3.1 CD presented the Committee with an update on employee engagement activities and the proposed approach for the next Staff Survey in line with the Building the Future Together Programme. The following key points were highlighted:

- Next staff survey to be themed around the 6 commitments within the Staff Charter.
- Significant mapping would be required to link back to the 2018 survey to ensure continuity.
- Justification for the delay in the next survey.
- Employee engagement activities such as CO broadcast, COVID-19 recognition scheme, etc.

8.3.2 The Committee accepted the reasons for delaying the survey, cautioned against an extended delay and suggested that short pulse surveys could potentially be carried out in the interim. The Committee requested that a short paper be submitted to the Board to provide an update to highlight the good work ongoing during this period and future intentions.

8.3.3 CD indicated that consideration would be given to map out the proposed timeline, factor in the themes of the staff charter and link back to the 2018 survey. If appropriate, the potential to carry out an interim pulse survey would be considered.

8.3.4 **The Committee noted the report.**

*(The meeting broke at 1443 hrs and reconvened at 1450 hrs)
(G Lindsay joined at 1450 hrs)*

9 **PAY, REWARD AND BENEFITS**

9.1 **Standardisation of Uniformed Terms and Conditions - Final Review of Detached Duty Provisions**

9.1.1 GL provided an update to the Committee on the conclusions of the final review of the standardised Detached Duty (DD) provisions and noted the following key points:

- Original final review postponed due to the introduction of revised DD zones.
- Findings of interim reviews carried out in June 2019, concerns were raised around transportation of PPE and completion of travel claim forms.
- Final review found that the new DD zones were generally positively received.
- Between January and June 2020, over 8,000 DD occurred with only 80 being deployed outwith the identified DD zones, however, the majority of these were voluntary.
- One station has been identified, due to its geographical location, that may be subject to excessive DD and this would be further investigated with the Local Senior Officer.
- Slight increase in DD cost claims due to the wider revised zones.
- Issues with transportation of PPE and completion of travel claim forms were decreasing. New DD arrangements have received wide acceptance and were working well.

9.1.2 GL informed the Committee that the standardised DD provision savings were approximately £200,000 per annum.

9.1.3 **The Committee scrutinised the report and welcomed the positive outcome.**

(G Lindsay left at 1500 hrs)

9.2 COVID-19 Employee Recognition Process

9.2.1 RS presented the report to the Committee informing them of the introduction of a one off COVID-19 Employee Recognition process, which was approved by the Strategic Leadership Team (SLT) on 12 November 2020. The following key points were noted:

- Launch of the SFRS Employee Recognition Scheme was delayed due to COVID. SLT approved the use of savings from the existing benefits schemes to purchase vouchers from Edenred to be used specifically to recognise staff during the pandemic period.
- Positive opportunity to demonstrate the value of staff and recognising their contributions both within the Service and to the wider community.

9.2.2 **The Committee noted the report and welcomed the recognition scheme.**

10 TRAINING STRATEGY

10.1 JD presented a report to the Committee providing an oversight of the Training Strategy for 2020-2025 and noted the following key points:

- Approved by SLT on 14 July 2020.
- Strategic objective of the training function with 7 priorities to support the delivery of same.
- Key themes outlined to support delivery of the objectives, priorities and provide guidance to managers to focus their attention towards delivery of priorities and strategic objectives.
- Timelines of training strategy key themes.
- Relationship between local and national delivery methods.

10.2 The Committee commented on the high number of deliverable dates recorded as Q4 in future years and asked for this to be reviewed to allow the Committee to clearly monitor progress, etc. JD noted the comments, stating that these were indicative dates and noted that work may have already commenced in some areas. Consideration should be given to raise the Committee's awareness of the scope of the work in responding to the TED programme of work and delivery plan and how effectively progress can be monitored.

10.3 Update to be provided at a future Board Strategy Day session. It was agreed that discussions outwith the meeting would take place on how to capture and monitor progress whilst avoiding duplication of reporting.

ACTION: PS/JD/PK

10.4 **The Committee noted the report.**

11 LEADERSHIP AND DEVELOPMENT

11.1 Learning Needs Analysis

11.1.1 CD presented the report to the Committee with an update on the status of the current Learning Needs Analysis (LNA), the impact of COVID-19 and the resulting requirement to review the 2020-21 LNA. The following key points were noted:

- Review of process to closer align with the business and financial planning cycles, inclusion of additional governance (via SMB).
- Introduction of learning partner approach to ensure regular engagement, appropriate monitoring within the functions, review process and changing priorities of and implementation of LNA to ensure that it remains a live document.

11.1.2 **The Committee noted the report and the revised process going forward.**

12 HEALTH AND WELLBEING

12.1 Re-establishment of Health and Wellbeing Activities

12.1.1 GT presented a report to the Committee outlining how the Health and Wellbeing Department will return to undertaking routine activities following cessation as a result of COVID-19 restrictions. The following key points were noted:

- Medical and fitness questionnaires were issued to employees throughout this period.
- Impact of local restriction levels were being continually monitored.
- Introduced appropriate Safe Systems of Work, risk assessments undertaken and upgrades to equipment and premises.

12.1.2 GT stated that the Service had some dispensation from Scottish Government to move in/out of different tier areas. However, aspects of fitness/medical assessments generate aerosol particles, therefore appropriate measures had to be in place to ensure the safety of all personnel.

12.1.3 **The Committee noted the report.**

13 UPDATE: WORKING TOGETHER FRAMEWORK

13.1 Update from Employee Partnership Forum (EPF)

13.1.1 LB advised the EPF held a meeting on 19 November 2020 and highlighted the following key areas discussed:

- Reduced crewing on appliances and assurance given that this was in response to COVID.
- Increased mobilisation to incidents outwith rolemaps.
- Consultation on Operational Control courses and the FBU's involvement.
- Day duty staff capability progress raised but requested to be raised through the appropriate governance route.
- Other items included the revision of Terms of Reference, format of Chief Officer's report, update on staff survey delay, recommencement of wellbeing activities, building the future together programme and the training strategy.
- Forum agenda to be revised to raise trade union business earlier in the meeting and no AOCB would be accepted.

13.1.2 **The Committee noted the verbal update.**

13.2 Update from Partnership Advisory Forum (PAG)

13.2.1 LB advised the PAG held a meeting on 2 December 2020 and highlighted the following key areas discussed:

- Increased mobilisation to incidents outwith rolemaps. Concern that prior knowledge of Scottish Ambulance Service's non-attendance was known. Assurances given that this was not normal practice, however, the SFRS does have a responsibility to provide humanitarian services. Acknowledged that individual cases would be reviewed, if necessary.

13.2.2 **The Committee noted the verbal update.**

14 STRATEGIC RISK REGISTER

14.1 SSe presented the risk register to the Committee stating that discussions were held within the Directorate to review the risks within the Directorate risk register to ensure that they are succinct, current and dynamic. It was recognised that some Directorate risks have strong links with other Directorates and discussions were ongoing to ensure these were succinct and aligned. Consideration to be given to the best way to highlight any significant high-level risks to the Committee.

14.2 The Committee noted the importance of being alive to the issues and that papers/discussions should link back to any risks.

14.3 **The Committee noted the report.**

15 FORWARD PLANNING

15.1 Health and Safety Policy and Management Arrangements Forward Planning Schedule

15.1.1 JH presented a report to the Committee detailing ongoing work in relation to the development and review of SFRS's Health and Safety (HS) Policy and associated management arrangements. It was noted that the increased workload due to COVID-19 has impacted on the development of management arrangements, however, it would be the intention to progress development and consultation work in Quarter 4 and Quarter 1 (2021/22), respectively.

15.1.2 **The Committee noted the report.**

15.1 POD Policy Review Schedule Update

15.1.1 The POD Policy Review Schedule Update report was presented to the Committee and the key policies review scheduled for the next quarter were highlighted. RS highlighted a review of the position and timescales due to COVID-19 and revised Directorate priorities. The next iteration of the report would reflect this revised position.

15.1.2 **The Committee noted the report.**

15.2 Committee Forward Plan Review

15.2.1 The Committee noted the Forward Plan.

15.3 Items for Consideration at Future IGF, Board and Strategy Day Meetings

15.3.1 The following items were identified for future meetings:

- Staff Survey Update (Board – Date TBC)
- Training Strategy 2020-2025 Update (Strategy Day – Date TBC)
- General issue on the avoiding duplication of reporting (Integrated Governance Forum).

16 REVIEW OF ACTIONS

16.1 HG confirmed the 4 formal actions arising during the meeting.

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on Thursday 4 March 2021 at 1300 hrs.

17.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: 10 SEPTEMBER 2020

18.1 The minutes of the private meeting held on 10 September 2020 were approved as a true record of the meeting.

19 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE

19.1 The draft minutes of the RANSc meeting on 10 September 2020 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (3 December 2020).

20 KEY CASE UPDATE 2020/21 – QUARTER 2

20.1 RS presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 2 2020/21.

STAFF GOVERNANCE COMMITTEE – ROLLING ACTION LOG



Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Committee. No actions will be removed from the log or the completion dates extended until approval has been sought from the Committee.

The status of actions are categorised as follows:

- Task completed – to be removed from listing
- No identified risk, on target for completion date
- Target completion date extended to allow flexibility
- Target completion date unattainable, further explanation provided.

Actions/recommendations

Currently the rolling action log contains 4 actions. A total of 4 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status). There are no actions categorised as Green status and no actions categorised as Yellow status on the action log.

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Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 3 December 2020						
Item 7.1.6	Performance and Risk Report Q2 2020/21 POD: Update to the Committee in March around promotion/recruitment processes.	SSe	March 2021		March 2021	Completed (04/03/2021): Update to be provided under agenda item 8.1 Resourcing Update.
Item 8.1.5	Building the Future Together Programme (Cultural Framework): Workshop session to be arranged, when appropriate, to look at Governance Charter which will include links to the succession plan.	CD	March 2021		March 2021	Completed (04/03/2021): Building the Future Together Programme workshop for SGC has been arranged for 4 March 2021.
Item 8.2.2	Skills Profiling Project: Paper back to the March meeting which will provide an overview of the skills profiles of staff.	CD	March 2021		March 2021	Completed (04/03/2021): An update on the overview of the skill profile of SFRS staff (from the Skills Survey) has been developed. This will form a part of the BFT Workshop (4 March 2021) and the briefing paper will be shared with SGC as part of the Workshop information pack.
Item 10.3	Training Strategy 2020-2025: Update to be provided at a future strategy day. PSt, JD and Paul King to discuss off table how SGC and SDC can capture and monitor progress of this without duplication of work.	PSt/JD/ PK	March 2021		January 2021	Completed (04/03/2021): Training Strategy was presented at the Board Strategy Day (28 January 2021).



**Report No: C/SGC/01-21
Agenda No: 7.1**

PROGRESS AND PERFORMANCE REPORT

(abridged version due to Covid resourcing constraints)

QUARTER 3

2020-21

Safety. Teamwork. Respect. Innovation.

Contents	Page
Introduction	3
Overview of Directorate Objectives	4 -13
Analysis	
2.1 Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles	14 - 15
2.1.1 Management referrals	
2.1.2 Self-Referrals	
2.2 Implement the Mental Health Strategy to promote and support the wellbeing of staff	15 - 19
2.2.1 Number of Stress Referrals	
2.2.2 Stress Referral Outcomes	
2.2.3 Number of Self Referrals to Employee Assistance Programme	
2.2.4 Number of days lost due to Stress and Mental Health Reasons	
2.3 Absence Summary	19 - 25
2.3.1 COVID-19 Absence	
2.3.2 Short Term Absence	
2.3.3 Long Term Absence	
2.3.4 Number of Staff on Modified Duties	
Appendix 1 – Data Analysis	26
Appendix 2 – Glossary of Terms	27 - 28

Introduction

This report details the performance of the People and Organisational Development (POD) Directorate against the Priorities set out by Scottish Government in the Fire and Rescue Framework for Scotland 2016, which states “***The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to Workforce Planning; promoting the safety, health and wellbeing of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities that it serves.***” In turn these priorities have been identified in the SFRS Strategic Plan as “***We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.***”

The format and content of the POD Performance Report has been updated to align with the actions and objectives contained within the Annual Operating Plan and POD Directorate Plan.

In addition, the presentation of statistical data has been reviewed to provide a more consistent method of reporting throughout the Analysis sections from pages 14 to 25.

The COVID-19 Pandemic continues to impact on SFRS. In response to the ongoing impact, Directorates continue to review their objectives contained in the Annual Operating Plan and Directorate Plans with only critical work being progressed at this time. This will result in some timescales being extended or work being deferred for the remainder of 2020/21 and into 2021/22. This has also resulted in a modified version of the POD Performance Report for this quarter focussing on key updates and health and wellbeing related information.

1. Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose

The National Joint Council Resolution Advisory Panel (RAP) meeting took place in Q3 to assist in reaching agreement on a package of standardised RDS terms and conditions. The recommendation of the RAP was to maintain the status quo and consider any changes within the wider review of RVDS. This was accepted by the Service but rejected by the FBU. At the request of the FBU, further dialogue has taken place in a final attempt to resolve the outstanding issue of multiple disturbance allowances. If an agreed position can be reached, an implementation and communications plan will commence in Q4.

Following rejection of SFRS's full and final offer on standardisation of Instructor's T&Cs in Q3, new discussions are underway in an attempt to resolve the outstanding issues.

2. Strengthen and promote the SFRS Total Reward package including recognition and benefits frameworks which are fair, attractive, inclusive and recognise our employees' contribution

Due to the onset of the pandemic, SFRS was unable to launch its Recognition Scheme as planned at the start of April 2020. Following SLT approval, a Covid-19 Recognition Scheme was launched during Q3 and a recognition panel is now established. Regular employee communications have been issued to encourage nominations to recognise employees who have gone above and beyond during the pandemic. Nominations received will be considered by the recognition panel in early Q4.

The recognition processes and associated communications developed to support the Covid-19 Recognition Scheme will then be reviewed to inform the implementation of the SFRS Recognition Scheme in 2021.

3. Support, promote and monitor the development of a diverse workforce and inclusive culture, aligned with SFRS values

A number of online women's positive action events were undertaken in Q3 with approximately 50 attendees. Feedback is being used to continue to develop the format/content of such events to meet needs of specific groups. A plan for LGBT/BAME events has been developed for roll out in Q4. Outreach activity is being progressed to engage with underrepresented groups via online platforms whilst COVID restrictions prevent face to face engagement.

A Positive Action (PA) communications plan is now developed. This has included development of a PA page on iHub to increase awareness and support from internal employees. Initial communications have also been issued to encourage employees to complete their sensitive data on the HR system and to increase understanding of the benefits of doing so, with further communications to follow in Q4.

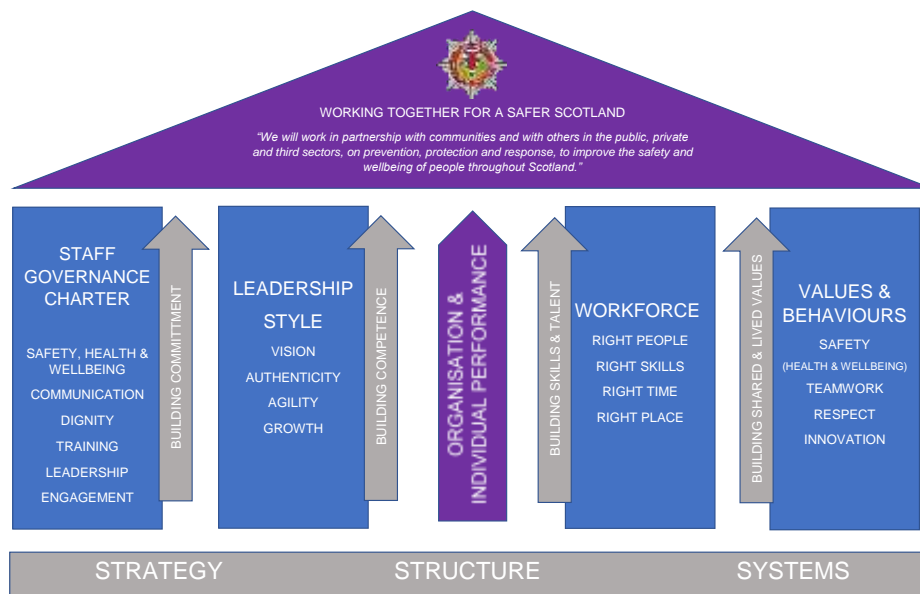
Unfortunately progress against other areas of the PA Strategy have not yet commenced due to capacity and POD resource being redeployed to support COVID critical work activity.

Due to impact of COVID-19 on academic arrangements, some delays have been experienced in matching students by Career Ready with SFRS mentors. Matching of eight mentors and students will take place in Q4, along with initial training for mentors.

An initial session with care experienced young people (CEYP) was developed in conjunction with WhoCares?Scotland and held in Q3 to explore what CEYP may find useful as part of employability workshops. This supports the Service's commitment as a Corporate Parent. Feedback from this session is being reviewed to inform the development of workshops and further roll out will take place in 2021.

Following corporate approval, the Service will roll out the provision of access to free sanitary products from January 2021 for visitors and staff within buildings across the Service for use by those who may require this. The provision of free sanitary provisions is a key measure to address period poverty in the UK and part of SFRS' commitment to advancing equality and supporting a healthy workforce, as well as ensuring dignified and inclusive workplace facilities for both employees and visitors to our premises.

The Cultural Framework concept has been developed into a structured programme and re-branded as the Building the Future Together (BFT) Programme. Engagement continues to support the development and implementation of the BFT Programme. Engagement sessions have taken place with Trade Union colleagues, People & Organisational Development colleagues and the Senior Management Board. The proposals for pillar 1 of the programme 'Staff Governance Charter' were approved by the POD Directorate Management Team in December. Staff Governance Committee, Strategic Leadership Team and Employee Partnership Forum are fully supportive of the programme and welcome the opportunities that it will bring. The graphic summarising the concept is shown below.



SFRS Bullying, Harassment and Discrimination policy has been drafted along with supporting procedures and guidance documents. However, further progress against the project plan has been delayed due to POD resources being redeployed to support other critical priorities. Actions and milestones have been reviewed and it is anticipated that the project plan will continue to be progressed from Q1 21/22 when consultation of the revised documents will commence.

4. Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels

Strategic Leadership Team (SLT) Leading Edge Development programme implementation continued with the virtual delivery of the third facilitated session in November 2020.

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The remaining programme elements have been scheduled into a series of three virtual modules (sessions 4, 5 and 6) which have been planned for implementation in Q4.

Leadership Development Centre (LDCs) Policy has been approved and is now live. The policy describes the principles of the LDCs and work continues to develop the supporting process with plans underway to launch LDCs for Supervisory level in Q1 2021/22. This process will ensure that potential future leaders are afforded development in preparation for applying for a promoted post thus keeping the talent pipeline as robust and effective as possible. The Strategic Workforce and Resource Plan has also been reviewed to ensure that the proposed LDC levels and psychometric requirements are fully scoped and in line with service priority timelines.

The service recently concluded a 'Skills Audit' to support development, succession planning and business continuity. Early data is very encouraging showing a varied set of skills across the workforce and this will be developed into a 'Skills Bank' ready for launch in Q4. A sample of one of the questions (work related skills) is depicted below and shows the number of responses as being just under 700.

The screenshot shows a digital form titled 'Skills Passport Questionnaire - Swed'. The question is: '12. Which of the following skills do you have?'. Below the question is a table with five columns representing proficiency levels: 'Intermediate Proficiency', 'Advanced Proficiency', 'Subject Matter Expert', and 'Deselect my Option'. The rows list various skills: 'Verbal Communication', 'Written Communication', 'Customer Service', 'Report Writing', 'Team Work and Collaboration', and 'Problem Solving'. Each cell in the table contains a radio button for selection. The 'Responses' count is shown as 699.

	Intermediate Proficiency	Advanced Proficiency	Subject Matter Expert	Deselect my Option
Verbal Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Report Writing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Work and Collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The 2021-22 Learning Needs Analysis (LNA) action plan templates were issued across the Service in Q3 supported by engagement meetings. The completed submissions will be reviewed and collated in Q1 with recommendations prepared for onward presentation to Staff Governance Board. Implementation of the approved LNA priorities will be supported and monitored by regular Learning Partner engagement. Work has continued in transitioning priority leadership and development programmes on to accessible and virtual delivery platforms including Assessor and Verifier

programme in support of the continued Firefighter Modern Apprenticeship programme implementation; Supervisory Leadership Development Programmes and the Leadership for Change Programme.

5. Review the Working Together Framework and supporting arrangements to ensure that it continues to foster positive partnership working arrangements and harmonious employee relations

Further engagement has taken place with SLT in respect of the review of current partnership working arrangements to ensure these remain fit for purpose. Early engagement has commenced regarding current and future needs and to review the existing suite of documents associated with the Framework. This will continue in Q4 including a review of the Consultation and Negotiation Policy, revised governance process to incorporate the Remuneration, Appointments and Nominations Sub Committee (RANSC) and a revision to the terms of reference for the Partnership Advisory Group (PAG).

6. Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles.

A total of 44 of 46 objectives from Year 1 (2018/19) of the Clinical Governance Action Plan are now complete; with clinical effectiveness being strengthened by the completion of a further 3 objectives relating to the creation of draft forms connected to the evaluation of occupational health practice.

A total of 36 of 42 objectives from Year 2 (2019/20) of the action plan are now complete, with 5 of those completed in Q3. A further 5 processes in development this quarter connected to the management of clinical records and the recording of staff competence to practice. Work to strengthen clinical effectiveness of staff through networking is also in progress.

A total of 25 of 56 objectives from Year 3 (2020/21) of the action plan are now complete, with 1 completed in Q3; this being a process to evidence minutes of meetings with workers or their representatives regarding HW issues.

The Management of Health Conditions Policy commenced formal governance in Q3. Consultation will progress in Q4 and the policy will be implemented in Q2 2021/22.

The health and wellbeing appointment text messaging reminder service was trialled within the test environment and will be implemented in Q4. An invitation to tender for the scanning and indexing of health and wellbeing records into the Electronic Health and Wellbeing Information Management System (E-HWIMS) was issued in Q3 and the contract will be awarded and complete in Q4.

A degree of work on the vaccinations project for staff exposed to water/blood borne viruses was progressed in Q3 with further engagement with the Working Group to consider commencement of the programme and staff communications. However, following the review of the AOP and the pausing of the OHCA project, this will be deferred.

Pre-placement (recruitment) and routine health assessments were re-established for a period in Q3 and carried out in line with a revised safe system of work and risk assessments which met clinical and safety requirements. Clinical and professional guidance continues to be reviewed in accordance with Scottish Government protection levels. A number of SFRS venues were upgraded to meet clinical standards and new equipment was purchased to support the delivery of assessments in the safest possible manner. Planning began on how the resultant backlog of 1154 medical assessments and 830 fitness assessments, at the end of Q3, would be managed.

A review of recruitment processes has been initiated to identify how HW can help improve attraction and support the recruitment of RVDS Firefighters.

The Wellbeing Group approved a further suite of resources relating to health conditions impacted by COVID. These were made available on the iHub.

International Stress Awareness Week together with “Movember” and Alcohol Awareness Week were promoted in Q3 and fitness and mindfulness sessions continued. The calendar of events/campaigns for 2021 has been broadened to include Equality, Diversity, Inclusion and Human Rights themes.

A draft employee wellbeing survey was developed and will be introduced in Q4.

The survey will provide a benchmark that will allow SFRS to evaluate the impact of its activity around HW support to date during the pandemic. It will also inform a plan of focussed interventions aimed at improving physiological wellbeing.

Four organisations have been invited to submit bids to undertake a research project to develop a bespoke SFRS fire ground fitness assessment and a contract will be awarded in Q4.

Procurement of functional training equipment to support fitness development of RVDS employees has progressed with delivery of equipment expected in Q4.

7. Implement the Mental Health Strategy to promote and support the wellbeing of staff

Engagement commenced with external charitable stakeholders and we have shared our strategy for their review and feedback. This engagement will continue to develop, to identify opportunities for partnership working. As part of the Mental Health Strategy, a Suicide Prevention Sub-Group was established during Q3. A suicide awareness campaign took place and was uploaded to the re-designed mental wellbeing pages on the iHub and made available on the SFRS Platforms App.

During Q3 the Lifelines website was formally launched and made available on both the iHub and the Platforms App to increase the reach of the information. A media campaign will be launched in Q4. Work has progressed to develop integrated workshops for SFRS management and leadership training.

8. Design and implement improved practices to reduce the risk from exposure of contaminants

Engagement with external cancer support charity, Maggie's, began in Q3 with discussions around SFRS accessing Cancer in the Workplace training sessions. These sessions will commence in Q4.

The Health Surveillance Policy commenced formal governance in Q3. Consultation will progress in Q4 and the policy will be implemented in Q2 2021/22.

The policy implementation includes a skin assessment questionnaire for routine health assessments that ensures SFRS is proactive in the detection of skin conditions that may be attributable to exposure to contaminants.

The interim report, “Minimising Firefighter’s Exposure to Toxic Fire Effluents”, carried out by the University of Central Lancashire was made available for further consideration by the Contaminants Group and an action plan will be developed.

9. Deliver an integrated People and Training Systems to meet SFRS's current and future needs for recording and managing relevant personal information

Contract renewal discussions commenced with MidlandHR in Q3. MidlandHR are the providers of iTrent, the current SFRS People System. The existing contract expires in April 2021 and SFRS are seeking a contract extension to maintain continuity whilst the procurement stage of the PTFAS programme is undertaken.

The SFRS issued a Voluntary Ex-Ante Transparency Notice (VEAT) to extend the Wholetime and Flexi Duty System rostering system, Kronos, until December 2022.

The Programme Manager was appointed in Q3 and in advance of taking up post at the start of Q4 they have been orientating themselves with the programme’s progress to date.

Employee stakeholder engagement sessions to raise the profile and awareness of the programme were held in Q3 and will continue in Q4. The People and Training sub-group and the Finance and Asset sub-group continued to meet in Q3. Both forums are exploring ways in which the current systems can be improved to support day to day activity and processes as well as informing the programme’s scope.

10. Strengthen and improve the SFRS approach to providing Accessible Communications for service users and employees who have a disability, condition restricting communication/understanding or those for whom English is not a first language

Progress against this action has paused due to Covid-19 and the unavailability of the required partners, internal and external to SFRS, to progress this as intended. It is anticipated that some elements of this objective can be progressed from Q2 2021/22.

11. Deliver PVG Scheme project to ensure all relevant employees have this in place by March 2021

Due to a lower than anticipated rate in the submission and processing of PVG Scheme application forms, an analysis was carried out to identify the extent and causes of these delays. It was established that these were due to multiple factors, including a poor rate of response from employees; challenges in processing applications due to lack of administrative capacity and exacerbated by the number of returned incomplete applications; and reliance on a single individual to counter sign all applications. An extension to the project is being requested in Q4 and a range of remedial measures are being implemented to address the delays.

12. Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights

Work continued on the review of SFRS's current Equality Outcomes, the development of new Equality Outcomes and preparation of the Mainstreaming Report for publication in April 2021. In Quarter 3 SLT approved the proposed approach for aligning the new Equality Outcomes with the Strategic Plan and Annual Operating Plan and the progression to a Board Strategy day early in Q4.

The duty to undertake Island Impact Assessments, as set out in the Islands (Scotland) Act 2018, has been incorporated into the existing Equality and Human Rights Impact Assessment process which is due for further review and relaunch by the end of Q4 2021/2022.

13. Develop and implement a Strategic Resourcing Plan aligned with current and future workforce requirements

Since the Coronavirus pandemic, the ability to recruit and promote has been significantly hampered due to a range of factors.

Analysis of leavers forecasting information and the impact of COVID-19 on operational availability and crewing continues. The predicted turnover of Firefighters, Crew, Watch, Station, Group and Area Commanders from our various structures will require significant effort from a range of stakeholders, in activities such as; resourcing, gaining

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competency, role familiarisation, essential training and learning. HROD have established a weekly stakeholder Tactical Resourcing Recovery Group to focus primarily on uniformed recruitment and promotion campaigns.

Safe Systems of work have been created to ensure COVID-19 secure resourcing processes are deployed at all stages of resourcing. These are constantly monitored and adjusted to current guidance and instructions.

The new open recruitment process for Wholetime Firefighters launched in Q3, supported by a communications strategy using the #We are SFRS...You are SFRS. The main ethos of the new arrangements is to target recruitment in line with workforce planning predictions, consequently candidates for the East and North will be prioritised for the March intake.

The pandemic has exposed the challenges of maintaining the RVDS Duty Systems, with leavers outstripping new starts. A review of RVDS recruitment is being reinigorated to support the newly established National RVDS Leadership Forum to turn around quick improvements and sustainable changes within RVDS attraction, recruitment and selection.

Work is progressing on the review of the re-engagement policy to facilitate quick re-engagement from a pool of retirees/leavers from various staff groups to maintain resilience within Service Delivery. Notably the HMRC Treasury have ceased taxation relaxation on pensions, which will impact the process for re-engagement. The revised policy will progress via governance in Q4.

Analysis

Overview

This section focuses on data in relation to two of POD's Annual Operating Plan/Directorate Objectives, which are also contained within the introduction, these are:

- Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles
- Implement the Mental Health Strategy to promote and support the wellbeing of staff

2.1 **Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles**

2.1.1 **Management Referrals**

Health and Wellbeing received 245 new management referrals during Q3, representing a decrease of 16 new referrals from Q2 and a reduction of 34 (12%) referrals compared to the same period in the previous year. Of the 245 new referrals in this reporting period, 228 attended for appointment.

The top three reasons for referral are detailed below:

- Musculoskeletal Injury or conditions 34% (78 of 228)
- Psychological (stress) 30% (67 of 228)
- Undefined/undiagnosed conditions 16% (36 of 228)

The number of management referrals due to musculoskeletal injury has decreased by 18% (95 to 78) compared to Q2 and a reduction of 6 referrals (7%) compared with the same period in the previous year.

Management referrals due to psychological reasons (both Mental Health and stress) have decreased by 5% (92 to 87) from Q2 and increased slightly from the same reporting period compared to the previous year, up 7% (81 to 87). From January 2021, regular data on mental health absence and referrals will be analysed to consider whether the pandemic may be having an impact on our staff.

A larger than usual number of referrals for undefined conditions was reported in Q3, an increase of 27 cases or 245% (11 to 38) cases. This may be a result of investigations and specialist appointments being delayed/suspended during the Covid-19 pandemic. A similar increase was also noted over the first 2 quarters of the year when comparing to the previous year, adding further suggestion that the above reasons would have attributed to this outcome.

An overall reduction in MSK injury was recorded from Q2 to Q3 as well as from the same period in the previous year. The decreases observed in Q3 may be a result of the tight restrictions and reduced leisure/contact sporting activities, which are often the reasons reported for lower limb injury.

2.1.2 Self-Referrals

In the reporting period there were a combined 17 self-referrals made to OH, a reduction of 6 from the previous quarter. This was a small reduction in 6 self-referrals made to OH in the previous reporting period.

Of the 17 self-referrals to OH, 4 were requesting advice on fitness for work, 12 were for advice only and 1 for a physiotherapy referral. No self-referrals were recorded for mental health support during this period, however, 38 contacts were made to Employee Assistance Programme (EAP). It is encouraging that employees are utilising this service appropriately. Further EAP information will be reported later within this report.

2.2 Implement the Mental Health Strategy to promote and support the wellbeing of staff

2.2.1 Number of stress referrals

When considering the 84 new management referrals relating to psychological illness, 67 were reported as stress referrals. This was a decrease from 92 psychological cases, including 68 for stress in Q2. Of these, 34% (23 of 67) were due to work related stress, 54% (36 of 67) were due to non-work-related stress and 12% (8 of 67) were due to a combination of both work and non-work-related stress. In the reporting period, 27% (17 of 84) of referrals for psychological illness were due to mental health

conditions not classified as stress, rather pre-existing diagnosed Mental Health conditions.

2.2.2 Stress Referrals Outcomes

Compared to Q2 there was a 13% increase in work related stress cases (26 cases compared to 23). Non-work-related stress referrals increased by 14% (41 cases compared to 36) in the previous quarter.

Work-related stress

The 2 top reasons for work related stress were demands and relationships, both recorded 10 cases (38%) compared to 7 cases reported in Q2.

Of the 26 work-related causes of stress, 11 were reported as a conflict with the manager and 3 cases of perceived bullying and harassment, 2 of which were related to managers. As this is new data being reported, no comparators are available this quarter.

Non-work-related stress

Relationships and bereavement were the top 2 reasons reported for non-work-related stress in this reporting period and this remains similar to Q2, with 21 non-work-related relationships (compared to 19 in Q2) and 11 bereavements (compared to 10 in Q2). Therefore, similarly to work stress, these remain the top reasons when compared to Q2.

The most common cause of stress in the reporting period remain unchanged from Q2 with non-work-related relationships, 21 cases being referred, followed by bereavement with 11 referrals. A slight increase of 3 and 1 respectively from Q2.

*Non-work-related relationships have increased steadily in Q1 from 16 to 21. This may be attributed to the demands and changes employees are experiencing in these challenging times.

Impact of COVID

With a more in-depth analysis over a longer period and from the start of the lockdown period, it was recognised that referrals relating to bereavement has been identified as increasing 67% since Q1 reporting. It is unclear if this was COVID related deaths,

however this would fall in line with the COVID-19 trends of the past year. The numbers are small in comparison to the referral numbers; however, they are higher than have been reported in pre COVID-19 times.

This data has been compared to the previous year and there has been no significant change by comparison year on year.

This further analysis disputes that COVID-19 has had an impact on stress in or out of the workplace as numbers are similar to previous reporting periods.

Referral Rates

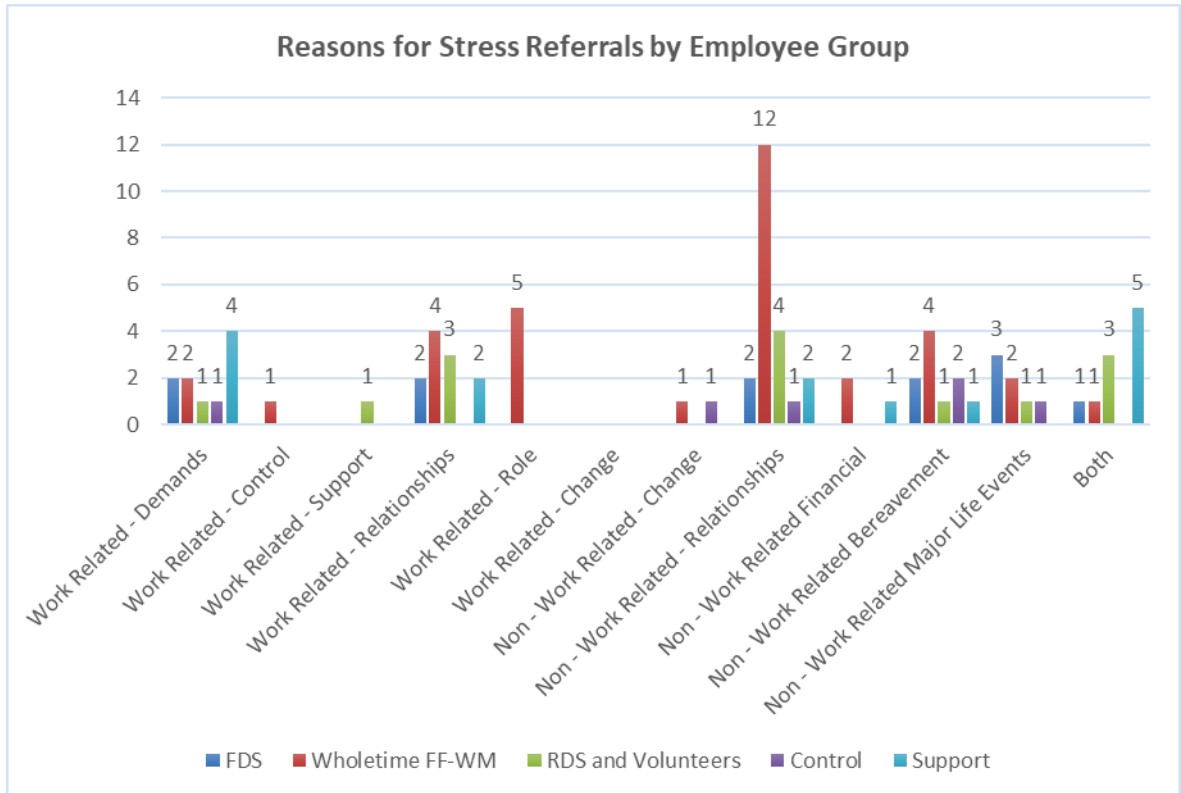
In relation to the referral rates per staff group, the data shows a referral rate per 1000 employees this reporting period of 10 for W/T operational staff, 6 for RVDS staff, 32 for operations control staff and 21 for support staff. Building on previous work with Operations Control, engagement will take place in Q4 to discuss enhancement of the provision of focussed interventions.

Ongoing Support

All stress and mental health management and self-referrals, continue to have the option of Employee Assistance Programme as further support where required. There has been no break in this service throughout the COVID-19 pandemic.

Onward referral to the Rivers Centre can also be offered for those cases with suspected trauma, in line with that provided for Post Incident support if required.

The graph below shows the stress related causal factors by staff group:

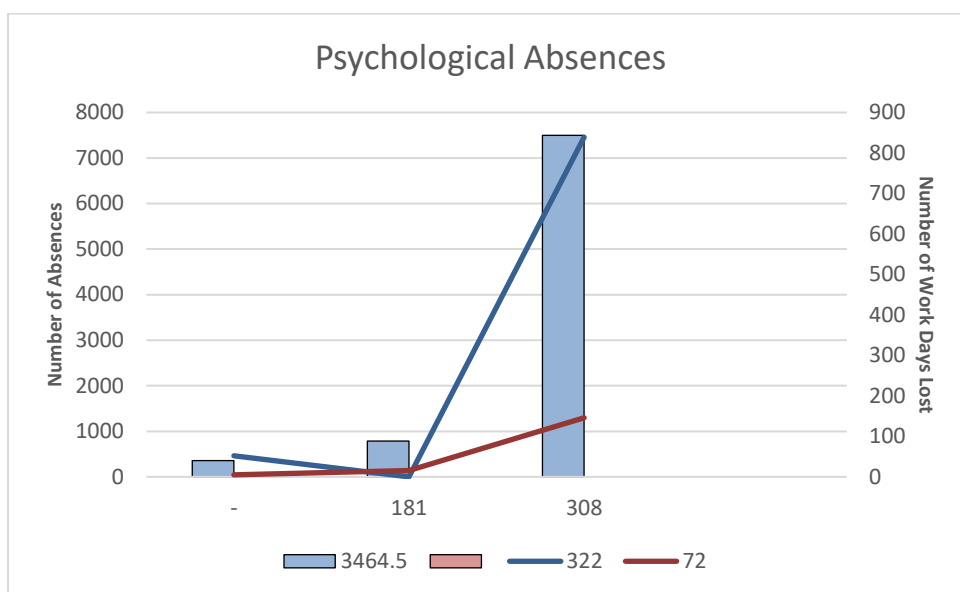


2.2.3 Number of Self Referrals to Employee Assistance Programme

From the information received from OH Assist for this reporting period, there were 38 contacts for psychological support, compared to 26 referrals in Q2. Of the 38 referrals, 32 were new, 5 were returning for support for a new problem and 1 returned for the same issue.

The most common source of referral was through another colleague. It is encouraging that staff are self-referring for support by word of mouth from a colleague.

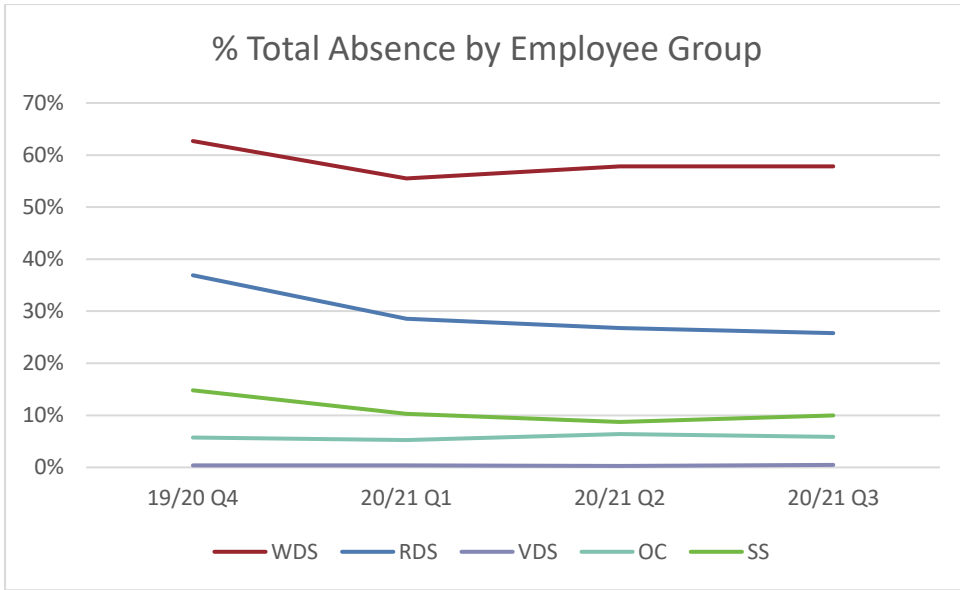
2.2.4 Number of days lost due to Stress and Mental Health reasons



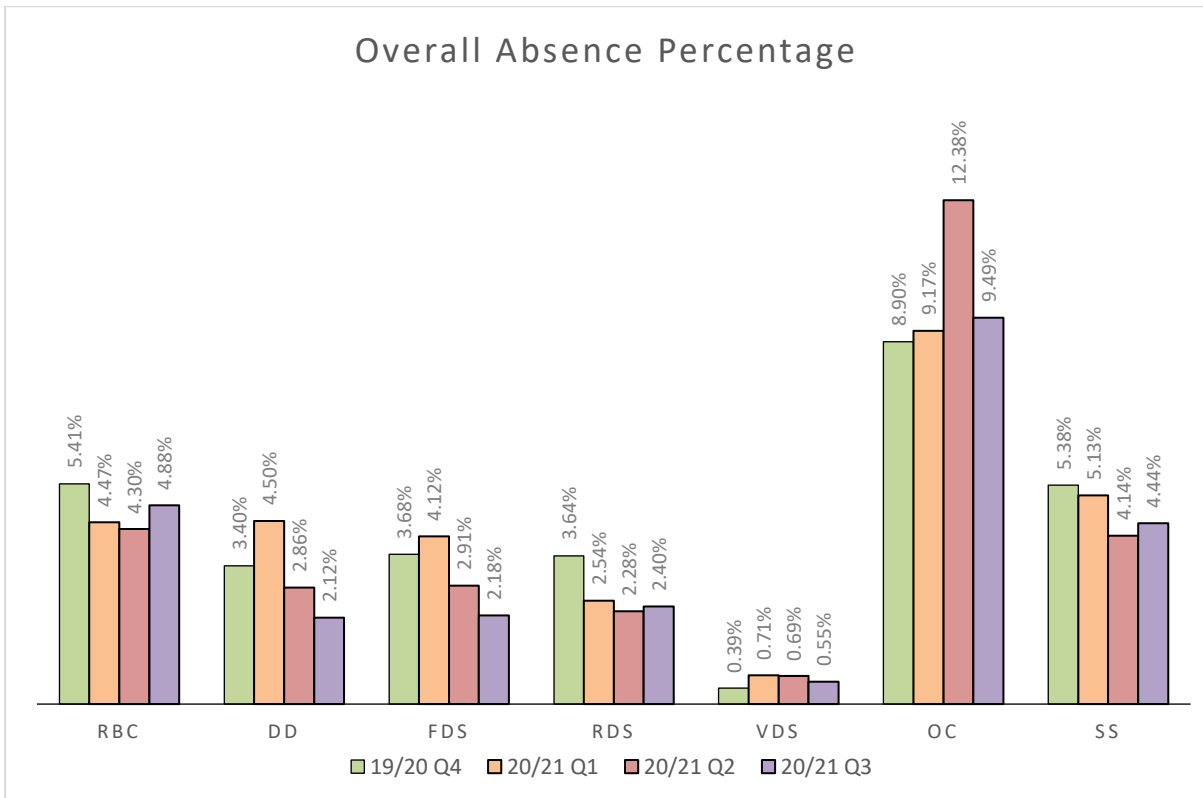
2.3 Absence Summary

The absence percentage for all SFRS working days lost this quarter is 5.06%, which is a small increase of 0.13% compared to the previous quarter. In the same quarter 2019/20, the percentage was 3.8%. The figure for Q3 2020/21 includes COVID-19 related absence which accounts for a proportion of this increase in comparison to the previous year's quarter.

EMPLOYEE GROUP	WHOLETIME (WDS)			TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
	RBC	DD	FDS						
Short Term Absence (work days lost versus work days available)	3.18%	0.95%	0.84%	2.87%	0.65%	0.08%	5.30%	1.82%	1.64%
Long Term Absence (work days lost versus work days available)	1.70%	1.17%	1.34%	1.64%	1.75%	0.47%	4.19%	2.62%	3.42%
Overall Absence (work days lost versus work days available)	4.88%	2.12%	2.18%	4.51%	2.40%	0.55%	9.49%	4.44%	5.06%



This graph above shows the percentage of total absence by employee group.



The graph above shows absence by employee group compared with previous quarters. The most notable change in absence in Q3 is within Operations Control which has reduced by 2.89% this quarter, although it should be noted that absence levels for this group were unusually high in Q2. Further detail regarding support to assist in reducing absence levels for this employee group is outlined below.

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There is also a notable decrease in absence within the Day Duty and Flexi Duty System over the last two quarters. Absence levels have changed marginally for all other employee groups.

2.3.1 COVID - 19 Absence

As outlined above, a proportion of the absence this Quarter is due to COVID and a further breakdown specific to these absences is provided below.

As predicted in early winter, the number of employees absent due to COVID-19 sickness or placed on COVID-related special leave in Q3 has increased compared to the previous quarter. In comparison to Q2, the combined increase of days lost due to both sickness and special leave is 530 employees. This is due to the second wave as predicted in the previous quarter and the winter months.

The Service continues to develop and implement a range of procedures to support staff affected and these are reviewed on a regular basis as the pandemic progresses. COVID related absence compared with overall absence levels per employee group are also monitored and reported daily.

Quarter 3

Days lost to Sickness	RBC	DD	FDS	RDS	VDS	OC	SS	TOTAL
Displaying Symptoms (Duty Days)	892	200	28	678.5	17	21.5	310	2147
No. of employees	134	12	4	70	1	7	30	258

Days lost to Special Leave	RBC	DD	FDS	RDS	VDS	OC	SS	TOTAL
Isolation/Quarantine (Total Days)	3577	156	117	2126	50	117	615	6758
No. of employees	454	21	14	249	4	16	51	809

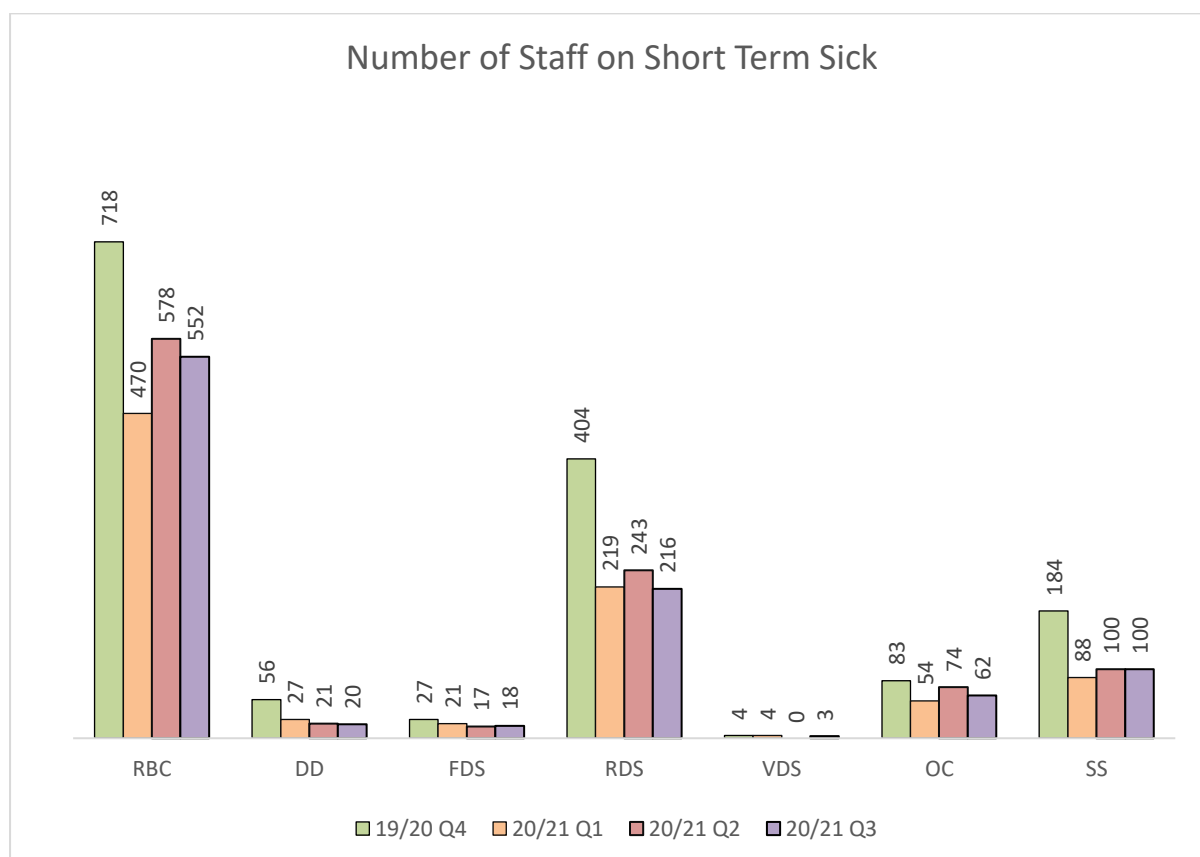
Quarter 2

Days lost to Sickness	RBC	DD	FDS	RDS	VDS	OC	SS	TOTAL
Displaying Symptoms (Duty Days)	228.5	55	10	279	-	17	129	718.5
No. of employees	56	6	1	35	-	5	13	116

Days lost to Special Leave	RBC	DD	FDS	RDS	VDS	OC	SS	TOTAL
Isolation/Quarantine (Total Days)	1949	53	96	1903	146	86	207	4440
No. of employees	220	7	16	144	6	11	17	421

2.3.2 Short term absence

In comparison to Q2 2020/21, the level of short-term absence has slightly increased by 0.09% in Q3 to 1.64%. The increase was attributable to Support Staff and WDS groups. Notably, there has been a decrease in short term absence in Control by 1.57% which may be attributed to the action taken by HR and Health and Wellbeing in support of the Area Commander with a focus on stress related absence.



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The table below shows the main reasons for absence in terms of working days lost for short term absence and the total number of employees absent within these categories. Musculoskeletal (MSK) issues and psychological conditions continue to be the 2 top reasons for short term absence. Total working days lost due to psychological issues remains similar to Q2. However, there has been a decrease of 561 days lost due to MSK reasons in Q3 which may be attributable to the current restrictions and reduced sporting activities and follows the same downwards trend as management referrals to HW for this reason.

Top Five Absence Reasons – Short Term Absence

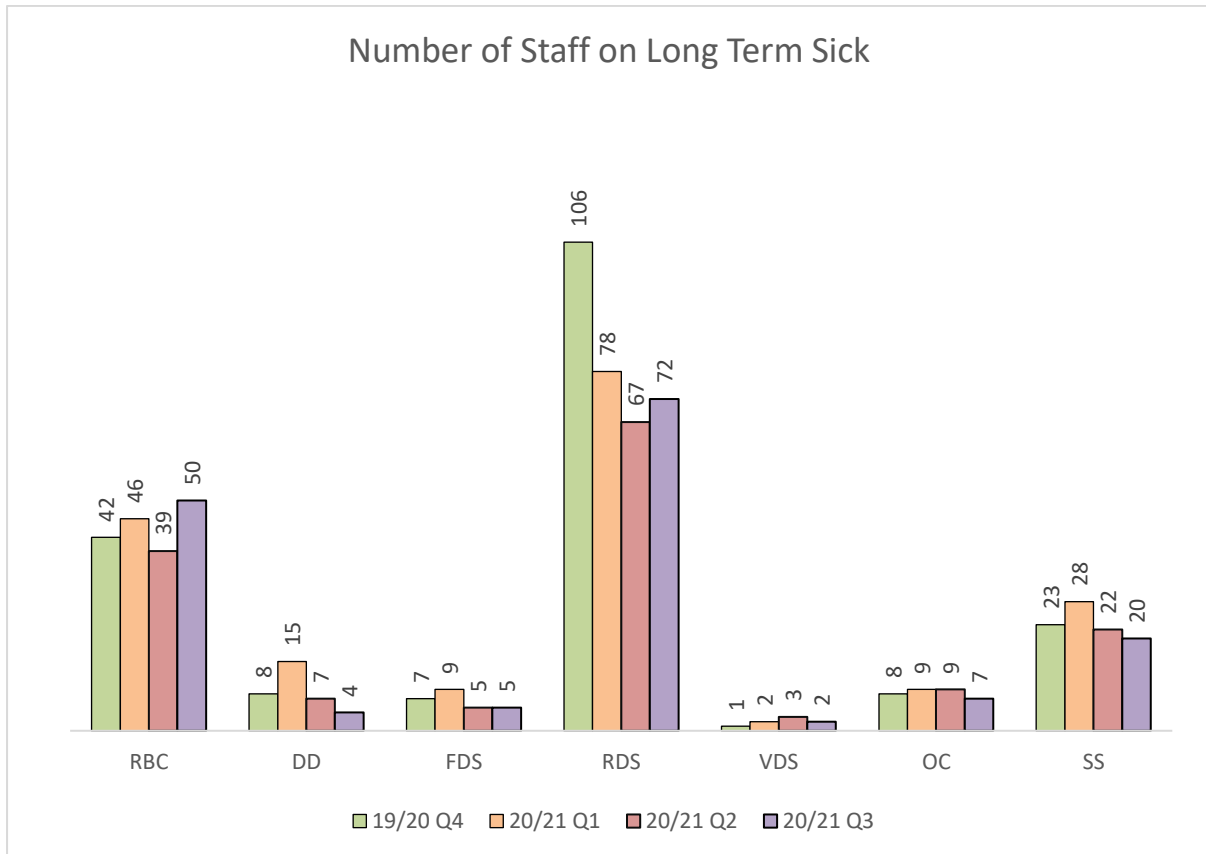
Short Term Sick - Top 5 Reasons	Musculoskeletal	Psychological	Respiratory	Stomach / Bowel	Surgical	Other	Total
RBC	1340.5	294	196	211	163	337	2541.5
DD	24	13	8.5	-	52	3.5	101
FDS	24	20	9	9	15	19	96
RDS	608.5	26	84.5	60.5	48.5	328	1156
VDS	-	-	-	6	-	-	6
OC	70	107	44	28	70	49	368
SS	144	161	35	62.5	27	87	516.5
Total Working Days Lost	2211	621	377	377	375.5	823.5	4785
Number of Employees	283	52	97	126	32	137	727

2.3.3 Long term absence

Q3 shows a very marginal increase in the number of employees on long-term absence of 0.04%, compared to Q2 2020/21. The marginal increase was across all staff groups, with the exception of Control, which had decreased by 1.32%.

The review of the Attendance Management Policy and supporting procedures was completed in this quarter and issued for formal consultation.

HR Business Partners continue to support managers to identify trends/patterns in their areas. As a result of refreshing the LSO/manager monthly absence meetings, briefing sessions for a number of newly promoted managers and enhanced case conferences between HR and H&W, a number of long-term cases have achieved successful return to duties.



The table below shows the main reasons for absence in terms of working days lost for long term absence and the total number of employees absent within these categories. Similar to short term absence, musculoskeletal (MSK) issues and psychological issues continue to be the 2 top reasons for long term absence.

Top Five Absence Reasons – Long Term Absence

Long Term Sick - Top 5 Reasons	Musculoskeletal	Psychological	Surgical	Cardiovascular	Soft Tissue	Other	Total
RBC	1006	146	203	104	-	128	1587
DD	43	-	-	-	-	66	109
FDS	52	78	69	-	-	-	199
RDS	1925.5	1020	352	307	308	412.5	4325
VDS	39	-	92	-	-	-	131
OC	77	50	-	-	-	181	308
SS	322	385	-	80	52	-	839
Total Working Days Lost	3464.5	1679	716	491	360	787.5	7498
Number of Employees	72	29	15	9	5	16	146

2.3.4 Number of Staff on modified duties

The undernoted table shows the total number of employees who have been undertaking alternative duties, on a temporary basis, until they become fit for operational duty in this quarter. This includes those who have been on long-term absence and have been able to return to the workplace on alternative duties as part of supporting their return to work, but also as a result of other factors, for example those removed from operational duties due to attaining below the minimum fitness standard for their role.

EMPLOYEE GROUP	WHOLETEIME (WDS)			TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
	RBC	DD	FDS						
Number of Staff on Modified Duties	33	0	3	36	19	0	1	0	56

APPENDIX 1 – DATA ANALYSIS

Where data reported involves less than five employees, further analysis is not being included in this report to ensure that individuals cannot be identified. This would breach the principles of DPA 2018 and GDPR as defined below.

‘Personal Data’ is defined in Section 3 (b) of the DPA 2018 as any information relating to an identified or identifiable living individual, who can be identified, directly or indirectly where one or more one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of the individual. Article 4 of the GDPR, ‘profiling’ means any form of automated processing of personal data consisting of the use of personal data to evaluate certain person aspects relating to a natural person, in particular to analyse or predict aspects concerning that natural person’s performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements.

Personal Data is exempt from disclosure if disclosure would contravene any of the data protection principles in Article 5(1) of the GDPR.

APPENDIX 2 - GLOSSARY OF TERMS

AGP	Aerosol Generating Procedures
BFT	Building the Future Together
CLP	Collective Learning Partnership
COVID-19	Coronavirus pandemic
DD	Day Duty
ESDA	East Service Delivery Area
Edenred	SFRS third party employee benefits provider
E-HWMS	Electronic Health and Wellbeing Management system
FCS	Finance and Contractual Services Directorate
FDS	Flexi Duty System
FF	Firefighter
FF MA	Firefighter Modern Apprenticeship
FTE	Full-time Equivalent
GIN	General Information Note
HROD	Human Resources and Organisational Development Function
HW	Health and Wellbeing Function
ICT	Information Communications Technology
JE	Job Evaluation
Kronos	The Wholetime ICT availability system
LDP	Leadership Development Programme
LfCP	Leadership for Change Programme
LNA	Learning Needs Analysis
LSO	Local Senior Officer
MA	Modern Apprenticeship
Management Referral	Where a manager refers an employee to HW for an assessment of fitness for role due to service injury, absence or other physical or mental health concern
MPD	Maintenance Phase Development
MSK	Musculoskeletal
NJC	National Joint Council
NSDA	North Service Delivery Area
NWR	Non-Work Related
OC	Operations Control
POD	People and Organisational Development Directorate
PVG Act	Protection of Vulnerable Groups (Scotland) Act 2007
PVG Scheme	Protecting Vulnerable Groups Scheme
Q1	Period 1 April – 30 June
Q2	Period 1 July – 30 September
Q3	Period 1 October – 31 December
Q4	Period 1 January – 31 March
RBC	Resource Based Crewing
RDS	Retained Duty System
RVDS	Retained Duty System/Volunteer Duty System

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ROSE	Review of Specialist Equipment
R&R	Response & Resilience Directorate
R&S	Recruitment & Selection
SDA	Service Delivery Area
SDMP	Service Delivery Module Programme
SFRS	Scottish Fire and Rescue Service
SJC JE Scheme	Scottish Joint Council Job Evaluation Scheme (as adopted by SFRS)
SLT	Strategic Leadership Team
SMB	Senior Management Board
SDS	Skills Development Scotland
SQA	Scottish Qualifications Authority
SPPA	Scottish Public Pensions Agency
SS	Support Staff
T&C's	Terms and conditions of employment
TNA	Training Needs Analysis
TOM	Target Operating Model
TFF	Trainee Firefighter
TU	Trade Union
UK FRS	UK Fire & Rescue Services
UCLan	The University of Central Lancashire
UIG	User Intelligence Group
VDS	Volunteer Duty System
WFPR	Workforce Planning & Resourcing
WSDA	West Service Delivery Area
WC	Watch Commander
WR	Work Related
WDS	Wholetime Duty System (incorporates RBC, DD and FDS personnel)

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Report No: C/SGC/02-21
Agenda No: 7.2



TRAINING, SAFETY AND ASSURANCE DIRECTORATE
PROGRESS AND PERFORMANCE REPORT
QUARTER 3 2020-21

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CONTENTS	PAGE
1. Introduction	Page 3
2. Risk Movement	Page 5
3. Spotlight Report	Page 8
4. Training Analysis	Page 10
4.1 Operational Readiness: Training for Operational Competence;	
4.2 Incident Command Competence;	
4.3 Specialist Rescue Competence; and	
4.4 Compliance with Mandatory Maintenance Phase Training.	
5. Health and Safety	Page 19
5.1 Improvement Plans	
5.2 Events two-year trend analysis	
5.3 Health and Safety Key Performance Indicators	
6. Glossary	Page 36

1. Introduction

This report outlines the performance measures collated by the Training, Safety and Assurance (TSA) Directorate against the Priorities set out by Scottish Government in the Fire and Rescue Framework for Scotland 2016 which states “***The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to Workforce Planning; promoting the safety, health and wellbeing of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities that it serves.***” In turn these priorities have been identified in the SFRS Strategic Plan as “***We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.***”

For ease of reference, the report now has two distinct sections; one for Training and the other for Safety & Assurance, with each section reporting on key metrics, risk performance and analysis.

The COVID-19 Pandemic remains the main challenge for the Directorate and continues to have a significant impact during this period with resources being allocated to support employees, whilst addressing emerging Directorate, Organisational and National issues. The impact of COVID-19 is highlighted within the relevant sections of this report. However, the key challenge is the significant reduction in the quantity of student places that can be accommodated on courses due to social distancing restrictions restricting numbers by up to fifty percent in most cases.

Key successes for the Training Function within this quarter include:

- 56 new Retained and Volunteer Duty System Trainees Firefighters placed at 7 differing training venues throughout the Service area completed their Task and Task Management (TTM) course on 11th December 2020;
- 24 Trainee Firefighters completed their foundation programme on 18th December 2020 and planning and preparation has been completed for the 24 new Trainee Firefighters commencing their foundation course on 11th January 2021;
- Appointment of a project manager to manage the Training Function Continuous Improvement Programme and support the implementation of the Training Review recommendations; and
- 22 Specialist courses: Hazardous Materials, National Inter-Agency Liaison Officer, Rope Rescue Supervisors, Boat Operators and Swift Water Rescue Technicians have successfully been delivered.



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Key success for the Safety and Assurance Function this quarter include:





- Launch of the event reporting module within the new bespoke Health and Safety Management system;
- Completion of noise and vibration measurement as part of the overall noise and vibration reduction programme;
- Issue of 2 new management arrangements and review of 3 existing management arrangements; and
- Realigning Safety and Assurance Function structure to allocate 1 Senior Advisor and 1 Advisor full time on COVID 19 workstream.

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2. Risk Movement

Directorate objective	Update on significant successes/challenges	Action taken to mitigate/reduce risk	Link to Risk Register (risk movement)	Progress from last quarter
<p>Ensure there is sufficient staff capacity and resources available to meet Service training demand.</p>	<p>There has been an increased focus on risk critical training.</p> <p>Skills refresher training undertaken for “day duty” staff in preparation for front line operational redeployment if required.</p> <p>Training pathways for re-engagement of former staff have been developed.</p>	<p>Ongoing reviews of Training Needs Analysis undertaken to revise requirements whilst taking account of impact from COVID-19 and the introduction of the Scottish Government guidance tier system as and when this is altered across the Scotland.</p> <p>National Training Instructors supporting Service Delivery Area (SDA) Instructors to ensure sufficient capacity to deliver specialist training courses in local areas (e.g. Rope Rescue and Water Rescue Courses).</p> <p>Project Manager appointed in November 2020 to manage the Training Function Continuous Improvement programme and support the implementation of the Training Review recommendations.</p>	<p>SR5</p> 	

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Availability of our facilities' capacity to host training due to the restricted numbers allowed whilst observing social distancing restrictions.	There has been an increased focus on risk critical training with minimal courses being facilitated at National Training Centres and with training being facilitated locally wherever possible.	<p>COVID Risk Assessments undertaken at each Training Centre site to revise capacity and ensure social distancing measures can be observed. Joining Instructions revised to incorporate COVID prevention guidance.</p> <p>Full review conducted of Business Continuity Plans for the Function and each of our Training Centres.</p> <p>Quality Assurance support visits facilitated by National Training Instructors and Officers to assist SDA Instructors delivering local training events (e.g. Red, Amber and Green Phase Assessments for Firefighters in Development).</p>	SR9 	
Develop and facilitate implementation of an in-house Health and Safety Management Information System (HSMIS)	2 modules from Phase 1 complete with 1 module live, 1 scheduled to go live in Feb and next module in March. Phase 2 realigned to accommodate carry over from phase 1 modules.	Enhanced liaison with ICT in place.	TSA5/SR4 	

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<p>Develop and facilitate SFRS, SDA/Directorate HS improvement plans</p>	<p>Engagement with SDA/Directorates on going to progress HS improvement plans. The impact of COVID has reduced resources to progress some aspects of the plan.</p>	<p>HS Dept. has deferred some lower risk actions to 2021-22 to accommodate impact of COVID.</p> <p>Improvement in the completion of actions compared to compared to previous year is noted.</p>	<p>TSA5/SR4</p> <p style="text-align: center;"></p>	<p style="text-align: center;"></p>
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Table 1: Risk Movement

Key Link to Risk Register

-  Risk has not changed since previous quarter
-  Risk has decreased since previous quarter
-  Risk has increased from previous quarter

Progress from last Quarter

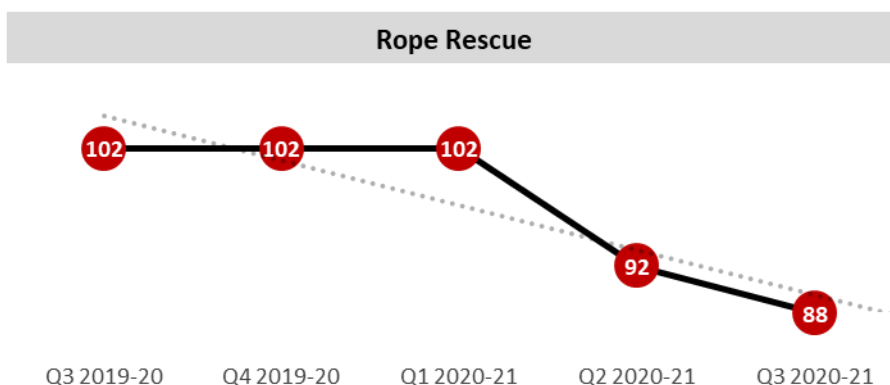
-  Actions taken has improved progress against objective
-  Actions taken/lack of actions taken with no progress made against objective
-  Actions taken/lack of actions resulting in slippage of objective

3. Spotlight Report – Specialist Rescue

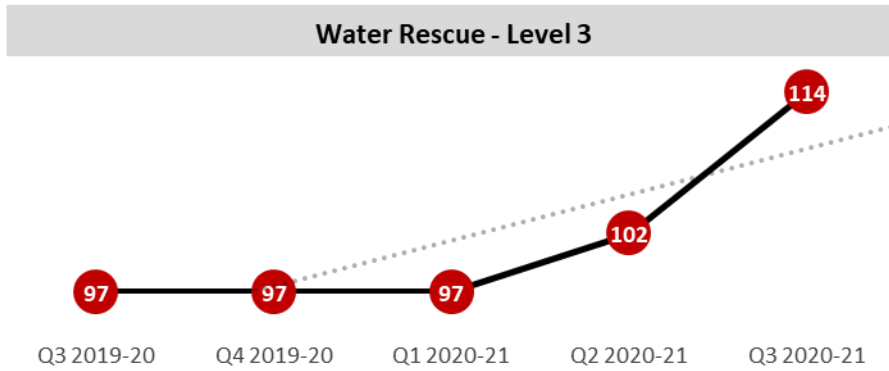
The on-going work to continue to support the initial acquisition training and re-validation of specialist skills competencies that originally arose from the SFRS (Scottish Fire and Rescue Service) Review of Specialist Equipment (RoSE) Project, has become more challenging due to the continued implications of COVID-19 restrictions. The initial Strategic Decision for a six-month skills-currency extension for specialist attributes, to focus training resources on maintaining critical skills, has contributed to the performance indicators remaining static for those periods: as was highlighted in the last quarter's update report.

The programme of acquisition training for Specialist Rescue has proven to be a challenge, with the restricted course numbers and reduced training capacity, due to the implications of the pandemic, having impacted on coordinating and planning arrangements. Additionally, the introduction of the Scottish Government Pandemic tier system during Q3 has required further re-assessment of our course delivery models.

The Q3 figures (Section 4.4) reflect, as was predicted, some notable reductions in Specialist Rescue Competence in several areas e.g. Rope Rescue as shown below: where it can be seen that compliance, levels remained constant at 102% across the Q1 period, with a decline in both Q2 and Q3 figures of 92% and 88% respectively.



However, to reduce the impact and mitigate any risk, whilst ensuring that operational response could be maintained, Specialist Rescue course delivery requirements were identified and agreed in liaison with Service Delivery Area's on a risk assessed basis. As an example, this quarter saw the drop in Water Rescue skills levels identified as a risk: which allowed some focussed action to be taken. The result of this targeted approach is evident in the Water Rescue indicator (Section 4.4 and below) which is now reflecting marked improvement over the latest period.



This successful, agreed risk-based delivery approach will continue throughout Q4 with planned Rope Rescue course delivery. However, this will be subject to on-going assessment of the effects further pandemic restrictions may have.

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4 Training Analysis

4.1 Operational readiness: Training for Operational Competence

Operational readiness is measured across competence in core skills, incident command, specialist skills and maintenance phase development modules. These indicators are set internally as part of the Scottish Fire and Rescue Service's Performance Management Framework and are aligned under Strategic Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. As per the table below, performance indicators O3.7 – O3.10 are reported upon quarterly and all have a target of 95% compliance.

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.							
Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O3.1	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Monitor			✓	
O3.2	Actual headcount	Quarterly	Monitor			✓	
O3.3	Number of staff vacancies by FTE	Quarterly	Reduce based on moving 3-year average			✓	
O3.4	% Staff vacancies	Quarterly	Monitor			✓	
O3.5	% Staff turnover	Quarterly	Monitor			✓	
O3.6	Number of vacancy applications	Quarterly	Monitor			✓	
O3.7	% of staff deemed competent against requirement for Operational Core Competence	Quarterly	95%			✓	
O3.8	% of staff deemed competent against requirement for Incident Command Competence	Quarterly	95%			✓	
O3.9	% of staff deemed competent against requirement for Specialist Rescue Competence	Quarterly	95%			✓	
O3.10	% of staff deemed competent against requirement for Mandatory Maintenance Phase Training for both Standard and Advanced Modules	Quarterly	95%			✓	
O3.11	Number of incidents in which there was a verbal or physical attack on a firefighter	Annual	Reduce based on moving 3-year average			✓	
O3.12	Number of staff who suffered RIDDOR-reportable injuries at work	Quarterly	Reduce based on moving 3-year average	✓		✓	
O3.13	Number of accidents and injuries	Quarterly	Reduce based on moving 3-year average			✓	
O3.14	Number of near miss events	Quarterly	Monitor			✓	
O3.15	Number of vehicle accidents	Quarterly	Reduce based on moving 3-year average			✓	

4.2 Operational Core Competence (% of Staff deemed competent against requirement)

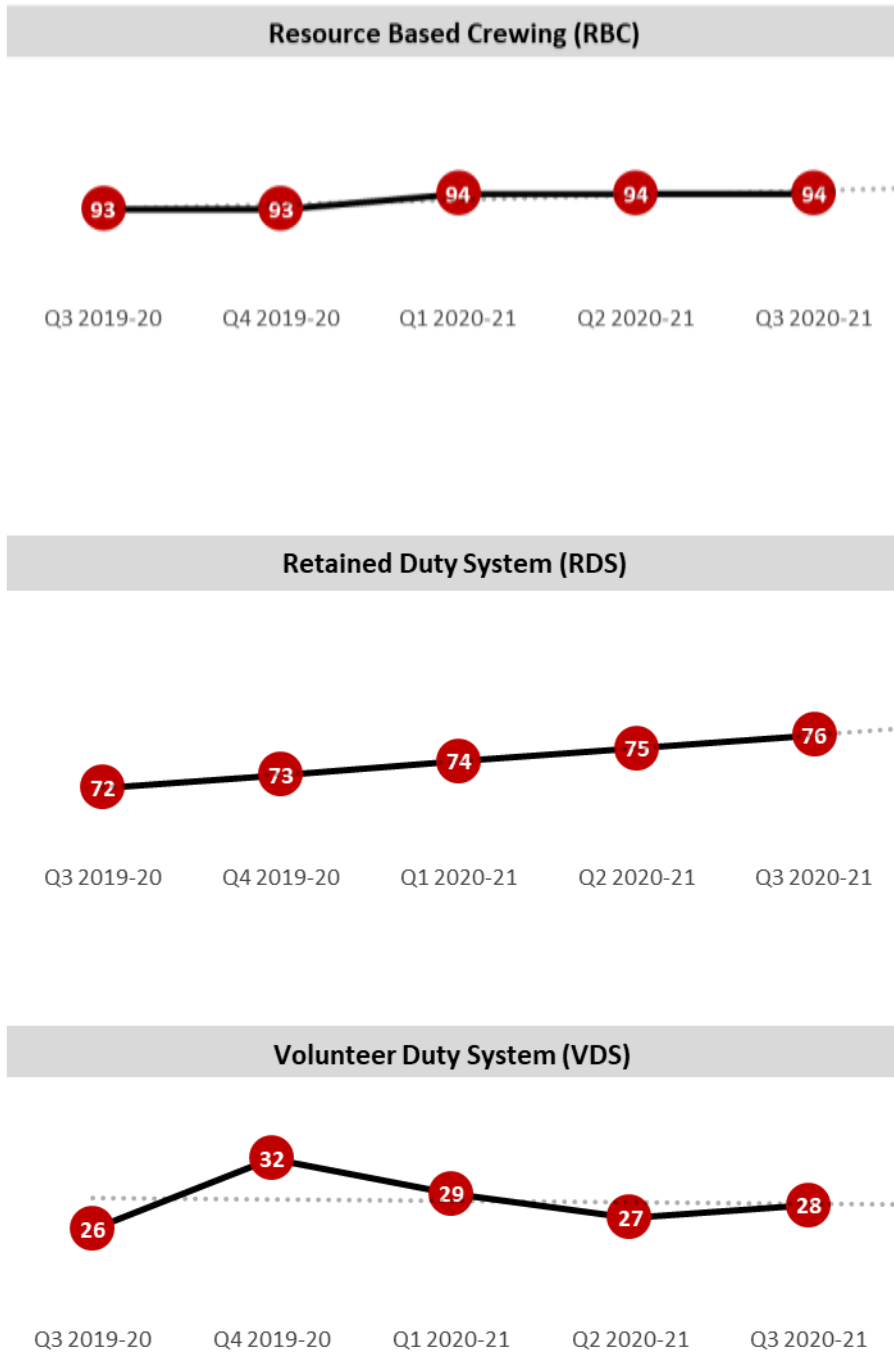


Figure 1: Operational Core Competence

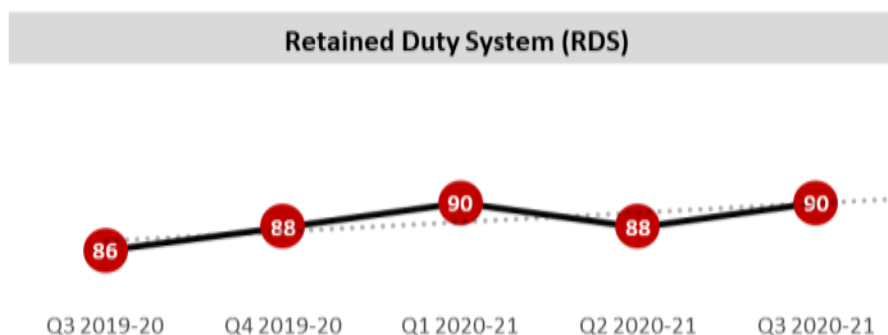
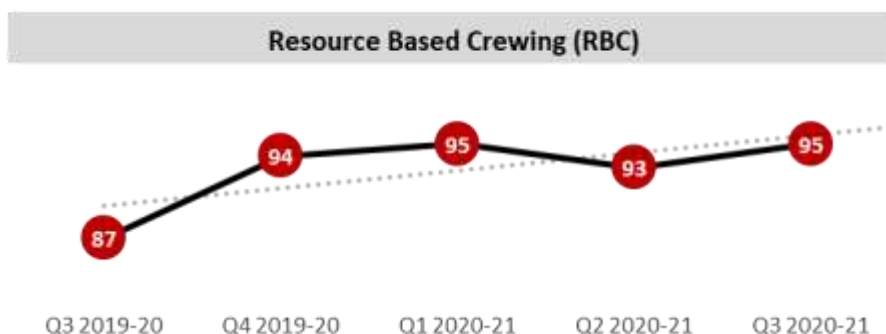
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The Q3 figures for Core skills of Incident Command, Breathing Apparatus, Fire Behaviour, Tactical Ventilation and Emergency Response Driver Training are relatively consistent with the previous quarter for Resource Based Crewing (RBC). The Retained Duty Systems (RDS) and Volunteer Duty System (VDS) Staff groups reflect a slight increase. All of these are considered to be within reasonable levels of tolerance.

With the inception of the Scottish Government Tier system and any localised constraints and restrictions on RDS and Volunteer drill nights additional support for distance training has continued to ensure maintenance of core skill competency. A range of presentations, videos and guidance documents relating to the 12 core skills is accessible for smartphones, tablets and personal computer from our learning content platform.

The on-going focus of maintaining key risk critical skills has continued into Q3 and has assisted in mitigating the impact of restrictions on course numbers and the restricted training capacity.

4.3 Incident Command Competence (% of Staff deemed competent against requirement)



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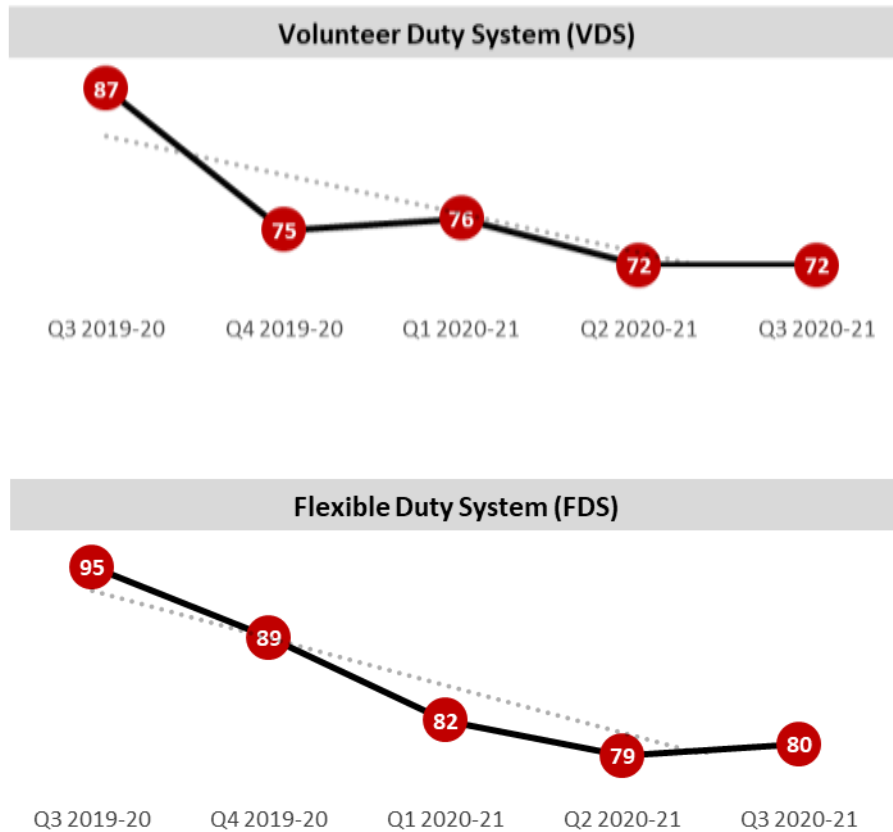


Figure 2: Incident Command Competence

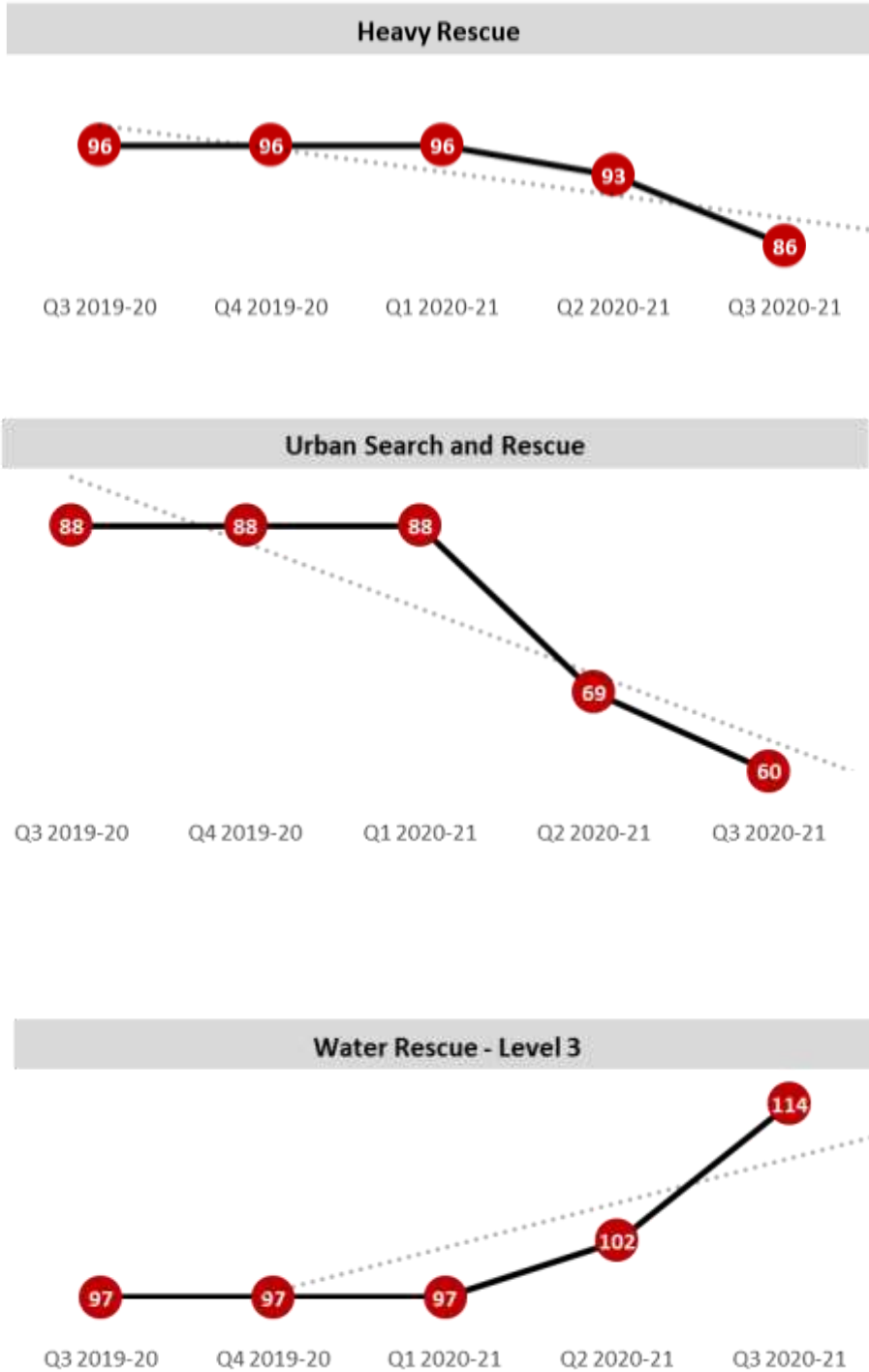
During Q3 the previous remedial work on course delivery and the enhancement of the Incident Command suite capacity to address the impact from the pandemic restrictions, has assisted the National Incident Command Team to continue to deliver a combination of Incident Command Level 1 (ICL1) development and ICL2 development and refresher courses. An ICL 4 development and assessment process was also completed, collectively all of which had a positive impact on performance figures above.

The future implementation of a supporting framework for the re-accreditation of incident command competency, particularly at ICL1 level, utilising Operational Assurance will be developed and will assist in the mid to long-term to improve performance.

The above figures reflect a slight increase within the Officer competency as competing pressures of managerial commitments, including supplementary pandemic related work continue to be a challenge and influence the availability to attend Command refresher courses.

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4.4 Specialist Rescue Competence (% of Staff deemed competent against requirement)



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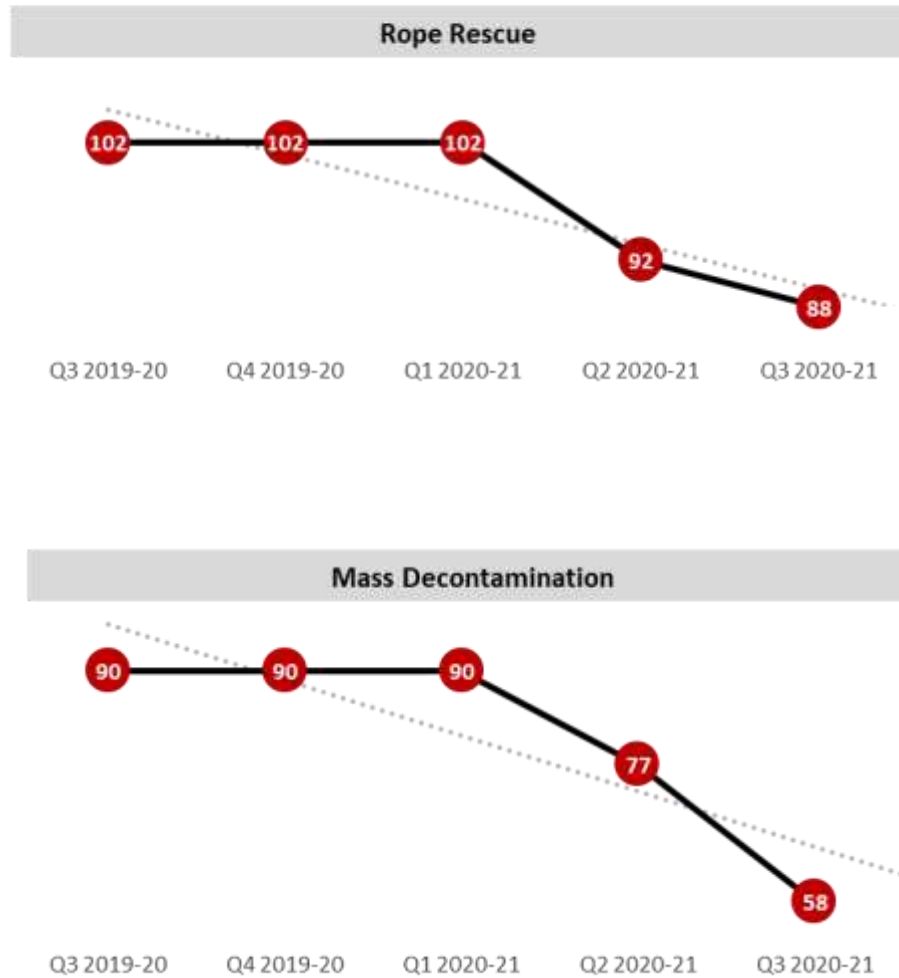


Figure 3: Specialist Rescue Competence

The specialist skills data provided is measured against the currently declared specialist resources across the Service and this will be amended to reflect as and when future new specialist resources are implemented.

As previously referenced within the Spotlight Report in section 3, several areas of the Q3 figures for specialist rescue reflect a notable reduction of currency in their specific indicator. The agreement with Service Delivery Area's to mitigate the risk with course provision on a risk basis is reflected in the positive increase in the Water Rescue indicator. This risk based delivery approach is programmed to continue into the last quarter of the 2020-21 Training year with a focus on Rope Rescue delivery.

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There are currently 12 Standard and 24 Advanced Maintenance Phase Development Programme (MPDP) modules. Completion of these 36 MPDP modules is planned at Local Senior Officer (LSO) Area level.

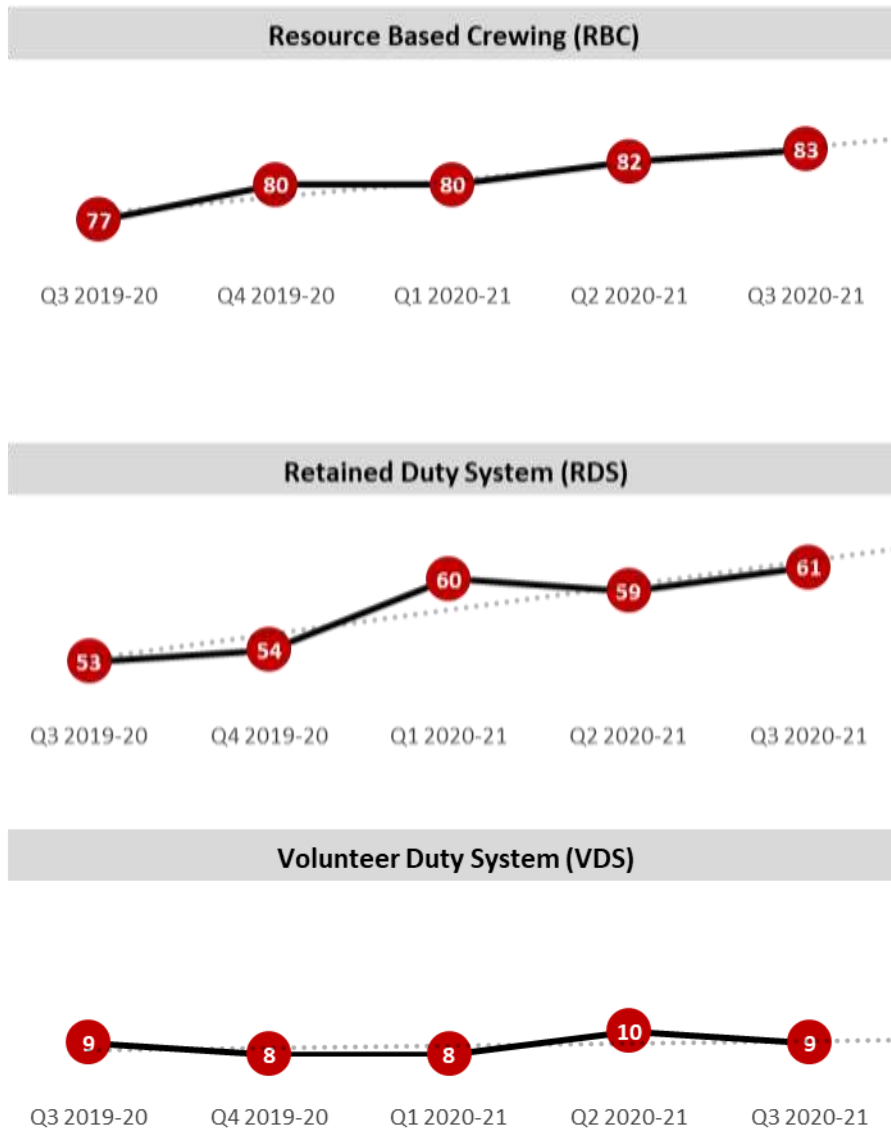
Standard Modules

Figure 4: Standard Modules

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The continued Q2 support provided from the Learning and E-Development Team assisting learners with remote options to access content, can be seen in the slight improvement in the RBC and VDS duty systems Q3 performance data. Ongoing liaison with SDA partners continues to support the RDS personnel.

Overall, the figures remain consistent with previous quarters, however, the ongoing pandemic restrictions introduced as part of the tier system have continued to be challenging for personnel to fully undertake and record training within the proscribed timeframes.

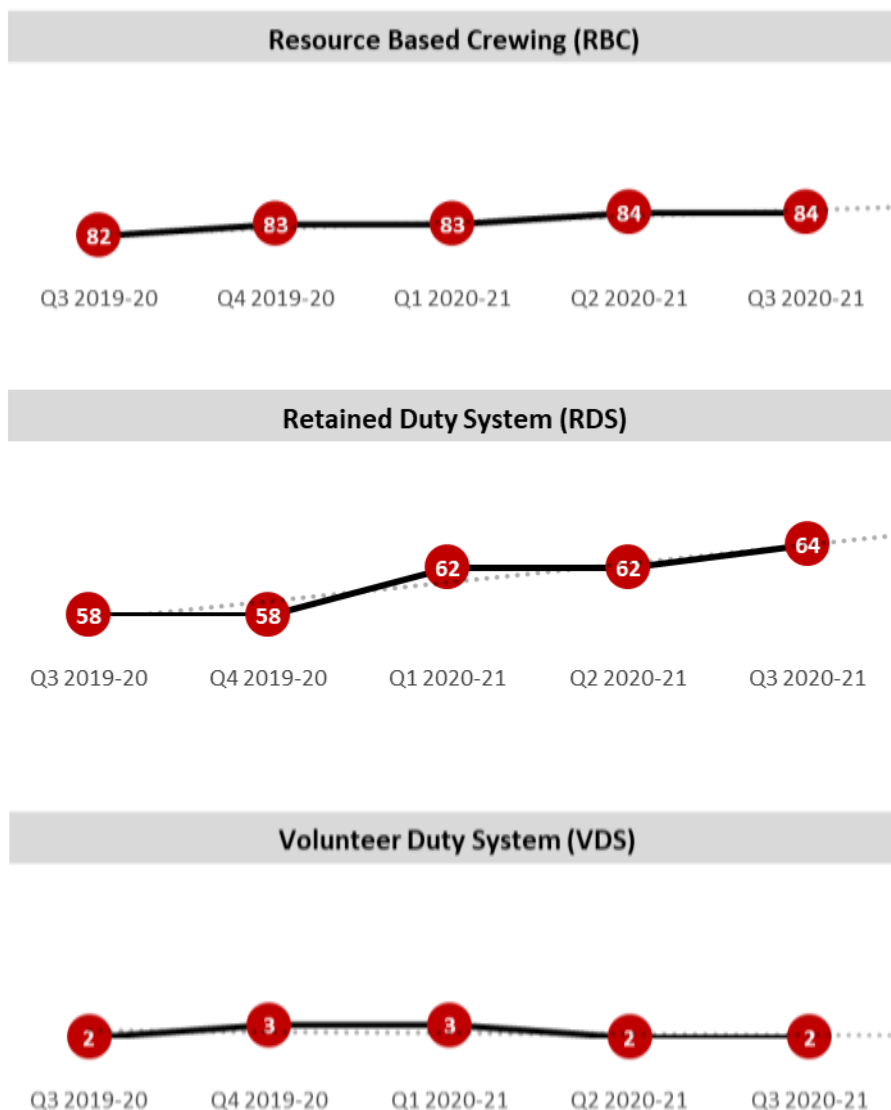
Advanced Modules

Figure 5: Advanced Modules

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Advanced modules are undertaken by all Wholetime Duty Staff / RBC and on a historic risk-profiling basis for Retained and Volunteer Duty System Staff.

As we have moved into Q3, with the on-going impact of the COVID restrictions and the introduction of the tier system, training has continued to be strategically aimed on key core skills and the 12 Standard modules. The achievement of all Fire Stations attaining COVID Secure status has assisted staff in completing the practical elements of these modules through following the previously developed Guidance for the Maintenance of Skills and Competence. Collectively from this there has not been any undue impact from COVID-19 with performance remaining consistent with pre-pandemic figures.

With regards to Retained and Volunteer Duty System Staff, implementation of the Training Review recommendations focused on a robust risk-profiling exercise concentrating upon known training requirements on a station-by-station basis. When coupled with other positive elements proposed within the Training Review implementation plan, such as reducing training time requirements and improved efficiency, this will further focus training capacity towards improving performance across the Service.

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5. Health and Safety Analysis

5.1 Improvement Plans

To support legislative compliance, there is one overarching SFRS Health and Safety Improvement Plan supported by ten bespoke plans, one for each Directorate. The SFRS table below indicates the current completion status at the end of Q3 2020-21.












HEALTH AND SAFETY IMPROVEMENT PLAN PROGRESS REPORT								
QUARTER 3 2020-21								
				Outstanding Actions Q3 2020-21				
	Total No of Actions Year to Date (YTD)	% Progress Towards Completion YTD	Progress Against Overall Plan	Complete	0-20% Complete	21-40% Complete	41-70% Complete	71-99% Complete
Scottish Fire and Rescue Service	40	60%		24	2	2	6	6
Service Delivery Areas (SDA)/Directorates								
North SDA	16	94%		15	1	0	0	0
East SDA	16	94%		15	1	0	0	0
West SDA	16	94%		15	1	0	0	0
Finance and Contractual Services (FCS)	17	71%		12	2	2	1	0
People and Organisational Development (POD)	7	86%		6	1	0	0	0
Prevention and Protection (P&P)	12	100%		12	0	0	0	0
Operations (OP)	21	57%		12	9	0	0	0
Strategic Planning, Performance and Communications (SPPC)	7	100%		7	0	0	0	0
Training, Safety and Assurance (TSA)	37	89%		33	4	0	0	0
Service Development (SD)	8	38%		3	4	0	0	1

Figure 1: Improvement Plan progress

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At the end of Quarter 3 2020-21, 60% (24 of 40) of actions within SFRS Annual Health and Safety Improvement Plan 2020-21 had been completed, representing an 23% increase when comparing to the same quarter previous reporting year.

Significant progress for Q3 is noted in two of the ten plans in place, with Prevention and

Progress from last quarter



On target for completion by end of 2020-21. Completion of actions as a percentage of total actions within the improvement plan has improved since last quarter



Less than 20% slippage



More than 20% slippage

Protection (P&P) and Strategic Planning Performance and Communications (SPPC) completing 100% of their actions for Q1-Q3. Conversely limited progress is noted against two directorate plans, with Operations (OP) and Service Development (SD) displaying over 20% slippage in completion of their actions for Q1-Q3.

When considering the status of the 16 outstanding actions for Q3 2020-21, analysis shows 38% (6 of 16) are over 70% complete and 38% (6 of 16) are 41%-70% complete.

COVID-19 has had an impact on the progression of actions by both the Health and Safety Department and business partners, and as such 22 actions have been deferred to 2021-22.

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5.2 Events

5.2.1 Key Performance Indicator (KPI) Totals with Two-Year Average Trend

Comparisons 2020-21

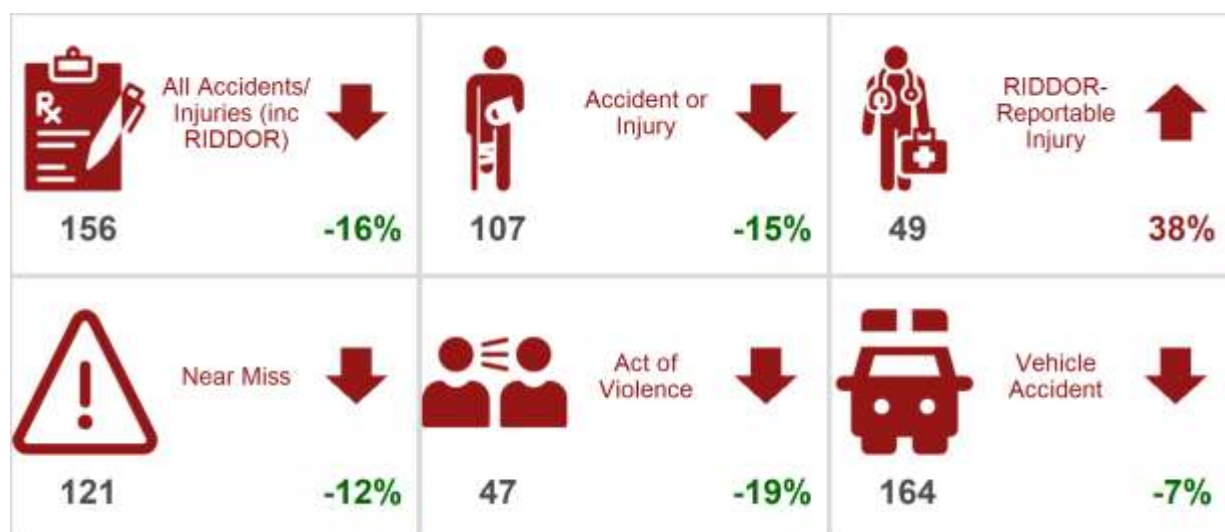


Figure 2: Trend Comparisons Year-To-Date

Note – A deviation of +/- 5% falls within the expected variance and is therefore represented as no change.

The table below shows year-to-date totals to the end of Q3 each year from 2018-19 onwards. The cumulative totals listed 2020-21 match those shown in the infographic above.

Event	2018-19	2019-20	2020-21
Accident or Injury (excluding RIDDOR)	152	137	107
RIDDOR-Reportable Injury	27	24	49
Near Miss	156	152	121
Act of Violence	69	47	47
Vehicle Accident	190	198	164
Total	594	558	488

Table 2: Trend Comparisons Year-To-Date

5.3 Health and Safety Key Performance Indicators – Q3 2018-19 to Q3 2020-21

The panel charts below show the overall quarterly totals from Q3 2018-19 to Q3 2020-21. The dotted line on each panel gives an indication of overall trends. In some cases, these may differ from the trend arrows on the summary infographic, which are based on comparisons of cumulative totals averaged over two-year periods.

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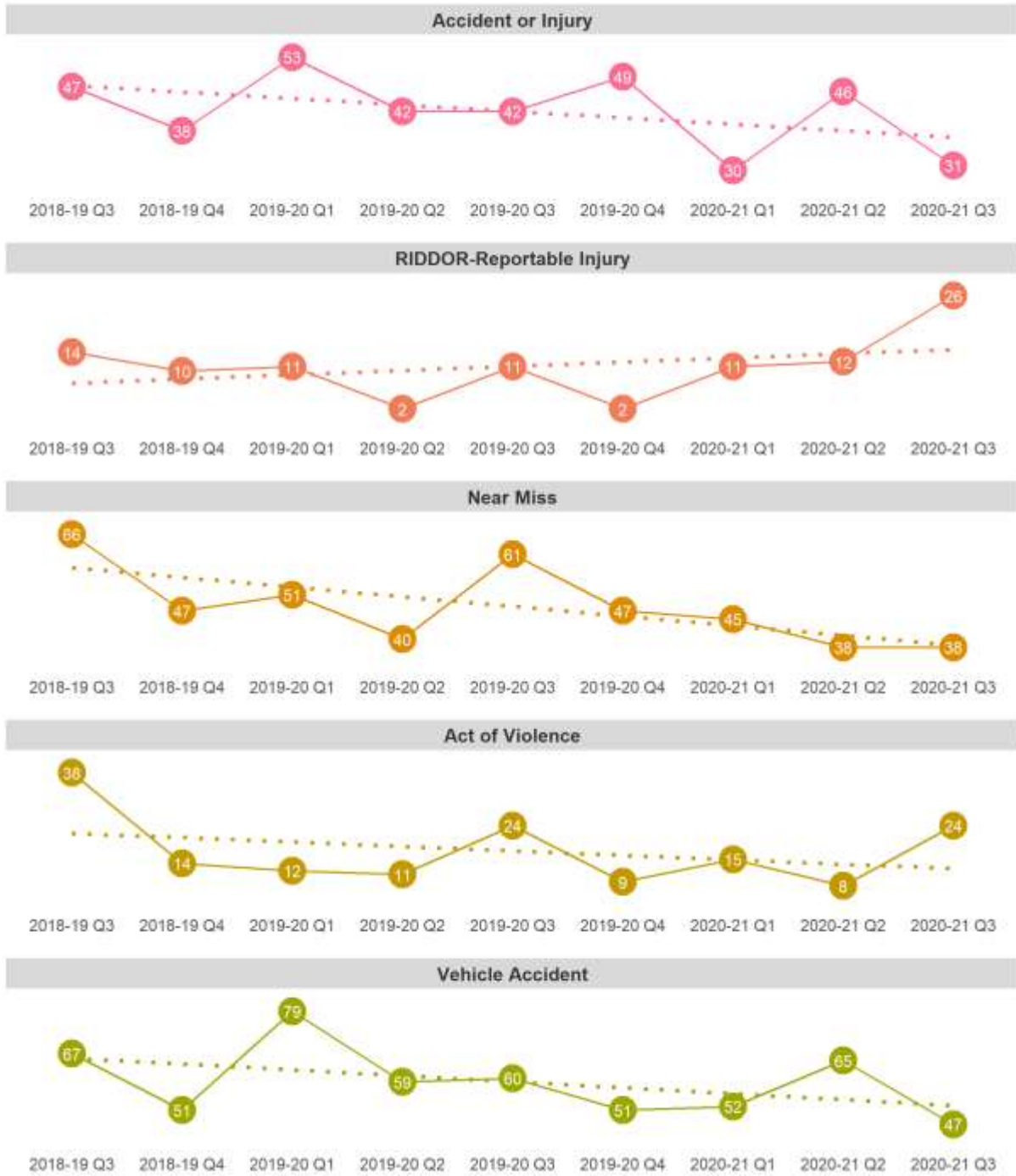


Figure 3: HS Key Performance Indicators

The three-year trend for Accident/Injures (AI), Acts of Violence (AOVs) and Vehicle Accidents (VAs) is positive over a three-year period. RIDDOR Reportable Injuries show a steady increase and Near Misses (NM) show a decrease over a three-year period. Further analysis of all key performance indicators can be found in the related sections of this report.

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5.3.1 Directorate Accident/Injuries (excluding RIDDOR) – Q3 2018-19 to Q3 2020-21

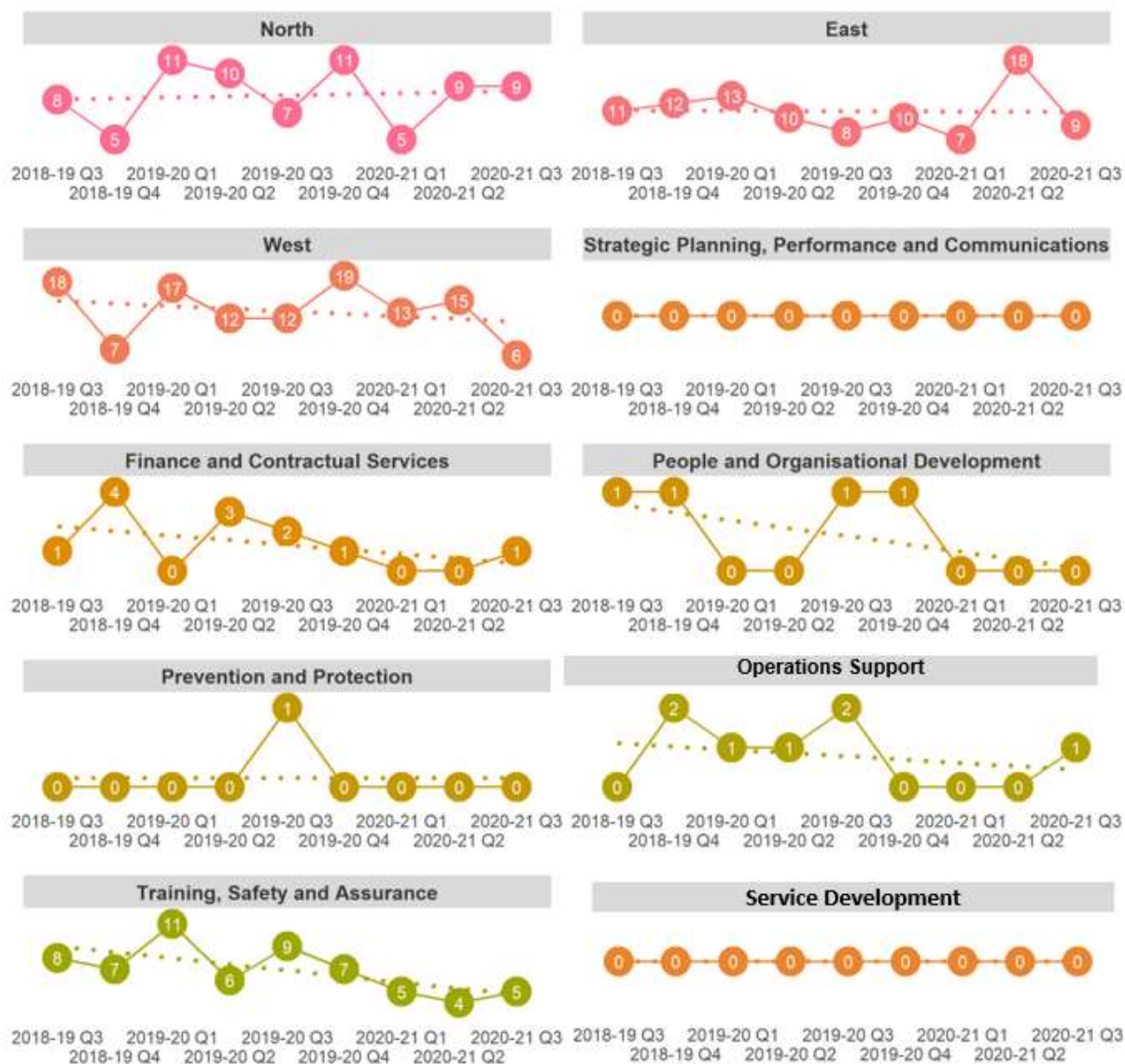


Figure 4: Directorate AI Q3 2018-19 to Q3 2020-21

Improvement over the 3-year period is seen in the West SDA and the TSA, FCS and POD Directorates where there has been a reduction of all AIs (excluding RIDDOR).

When considering Q3 data with the same quarter previous reporting year, the North SDA saw a 29% (7 to 9) increase, the East SDA a 12% (8 to 9) increase, the West SDA saw a 100% (12 to 6) decrease, and TSA saw a 44% (9 to 5) decrease in AIs (excluding RIDDOR).

The most notable LSO Areas of improvement are Aberdeenshire and Moray, showing a decrease of 100% (4 to 0), City of Edinburgh a 100% (3 to 0) decrease, City of Glasgow a 67% (6 to 2) decrease, and East, North & South Ayrshire a 100% (3 to 0) decrease.

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It is noted that as Service Development is a new Directorate there is no data to support comparison to previous years

5.3.2 RIDDOR Reportable Injuries – Q3 2018-19 to Q3 2020-21

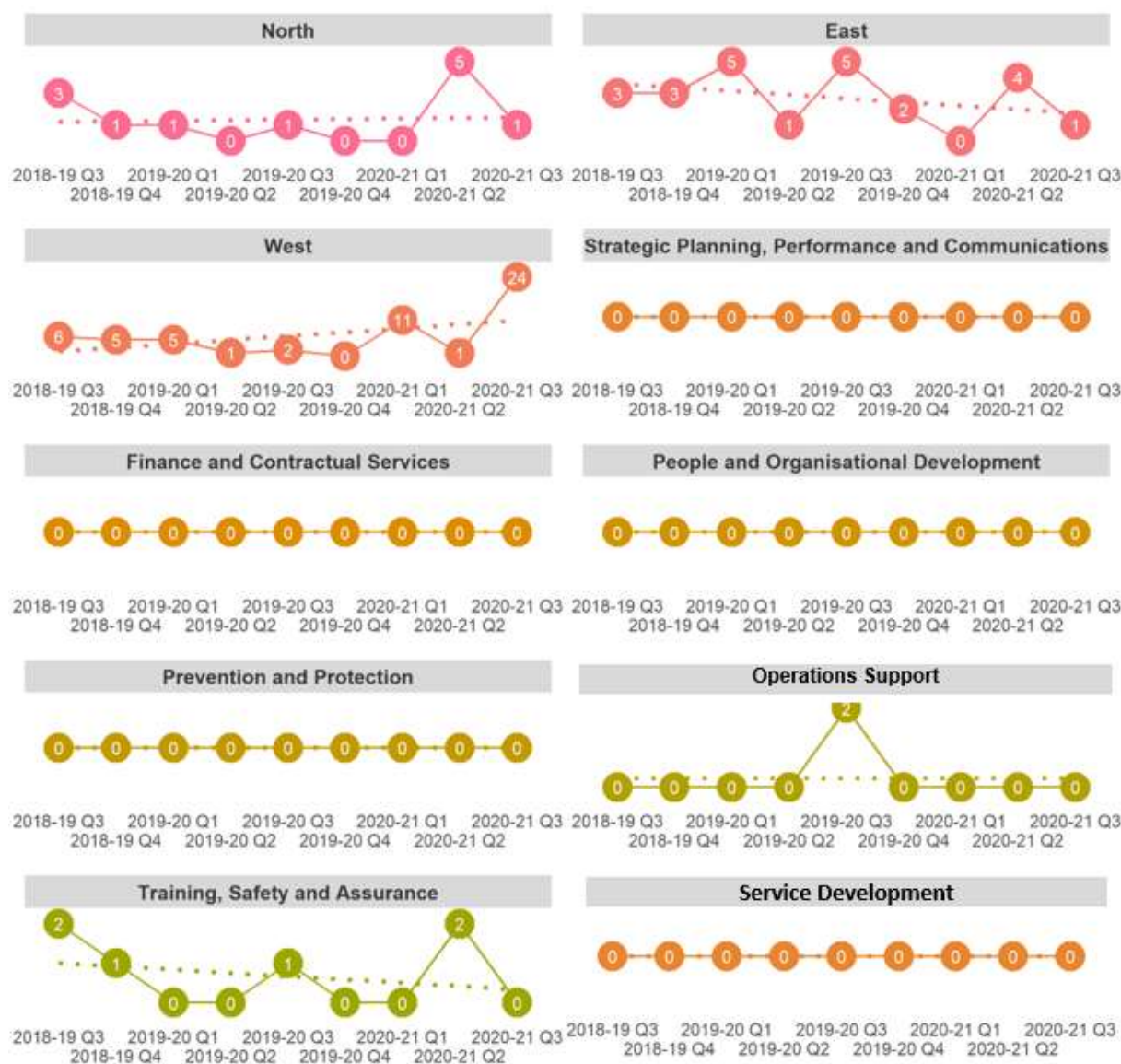


Figure 5: Directorate RIDDOR Reportable Injuries Q3 2019-20 to Q3 2020-21

COVID-19 RIDDOR reportable work-related events are recorded from the date they were reported to the Health and Safety Executive (HSE). This is due to the requirement for management meetings to determine if the transmission was work related, and therefore is not indicative of the event occurring in that quarter.

The total number of accident/injuries reported to the HSE under RIDDOR shows a notable increase over the three-year period. In Q3 there were 26 RIDDOR reportable injuries compared to 11 during the same period the same quarter previous reporting year. 92% (24 of

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26) were due to personnel contracting COVID-19 through work related transmission. 92%(24 of 26) of the RIDDOR reportable injuries were recorded within the West SDA of which 96% (23 of 24) were related to COVID-19.

The remaining 2 RIDDOR reportable injuries were over 7-day absence, both occurred during operational incidents, 1 was related to debris in the eyes whilst damping down at the incident and 1 whilst changing foot wear within the appliance.

5.3.3 Accident/Injuries by Activity – Q3 2018-19 to 2020-21 (Including RIDDOR)

Activity	2018-19	2019-20	2020-21
Operational	27	17	15
Non-Operational	10	18	33
Training	24	18	9
Total	61	53	57

Figure 6: Accident/injuries by Activity



Figure 7: Operational Injuries Q3 2018-19 to Q3 2020-21

There is a notable improvement in operational AIs over the three-year period.

During Q3 2020-21 47% (7 of 15) of operational AIs were recorded at FDRs compared to 41% (7 of 17), an increase of 6% however, numerically remaining consistent in this category when comparing to the same quarter previous reporting year. 27% (4 of 15) occurred at false alarm incidents, compared to 12% (2 of 17) and increase of 15% with a numerical increase of 2. 13% (2 of 15) occurred during special service incidents compared to 29% (5 of 17) when comparing to same quarter previous reporting year, a significant decrease of 16%, numerically a decrease of 3. A further 13% (2 of 15) occurred at secondary fires, an increase of 1% however, numerically remaining consistent in this category when comparing to the same quarter previous reporting year.

1 COVID-19 work related transmission occurred whilst attending an operational incident.

13% (2 of 15) involved the mobilising of Retained Firefighters to operational incidents.

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Non-Operational Accident/Injuries – Q3 2018-19 to Q3 2020-21 (Including RIDDOR)



Figure 8: Non-Operational Injuries Q3 2018-19 to Q2 2020-21

There is a significant increase in the three-year trend for non-operational AIs, 64% (21 of 33) were COVID related.

Data for Q3 2020-21 shows 94% (31 of 33) of AIs reported during Q3 2020-21 involved uniformed staff. 64% (21 of 33) were due to personnel contracting COVID-19. Evidence suggest that most routes of transmission are associated with behaviour.

24% (8 of 33) occurred within the station premises e.g. carrying out cleaning duties, routine checks, dismounting appliance and exiting car in car park. A further 3%(1 of 33) occurred whilst attending a Home Fire Safety Visit and the remaining 3% (1 of 33) occurred within the grounds of the National Training Centre. All can be attributed to lack of situational awareness.

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Training Accident/Injuries – Q3 2018-19 to Q3 2020-21 (Including RIDDOR)



Figure 9: Training Accidents/Injuries

There is an improvement in training related AIs over the three-year period.

When considering Q3 data 78% (7 of 9) of training related AIs occurred during refresher training, representing a 16% increase, however numerically a decrease of 4 is showing in this category for the same quarter previous reporting year. The remaining 12% (2 of 9) are categorised as initial training, one involved the use of BA equipment and the remaining event as the Trainee was kneeling to carryout casualty assessment.

56% (5 of 9) of all training AI reporting during Q3 occurred during SDA led training the percentage remaining consistent in this category when comparing to the same quarter previous reporting year numerically a decrease of 5. 40% (2 of 5) resulted in personnel contracting COVID-19 through work related transmission.

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5.3.4 Working Days Lost Due to Accident/Injuries by Directorate – Q3 2018-19 to Q3 2020-21

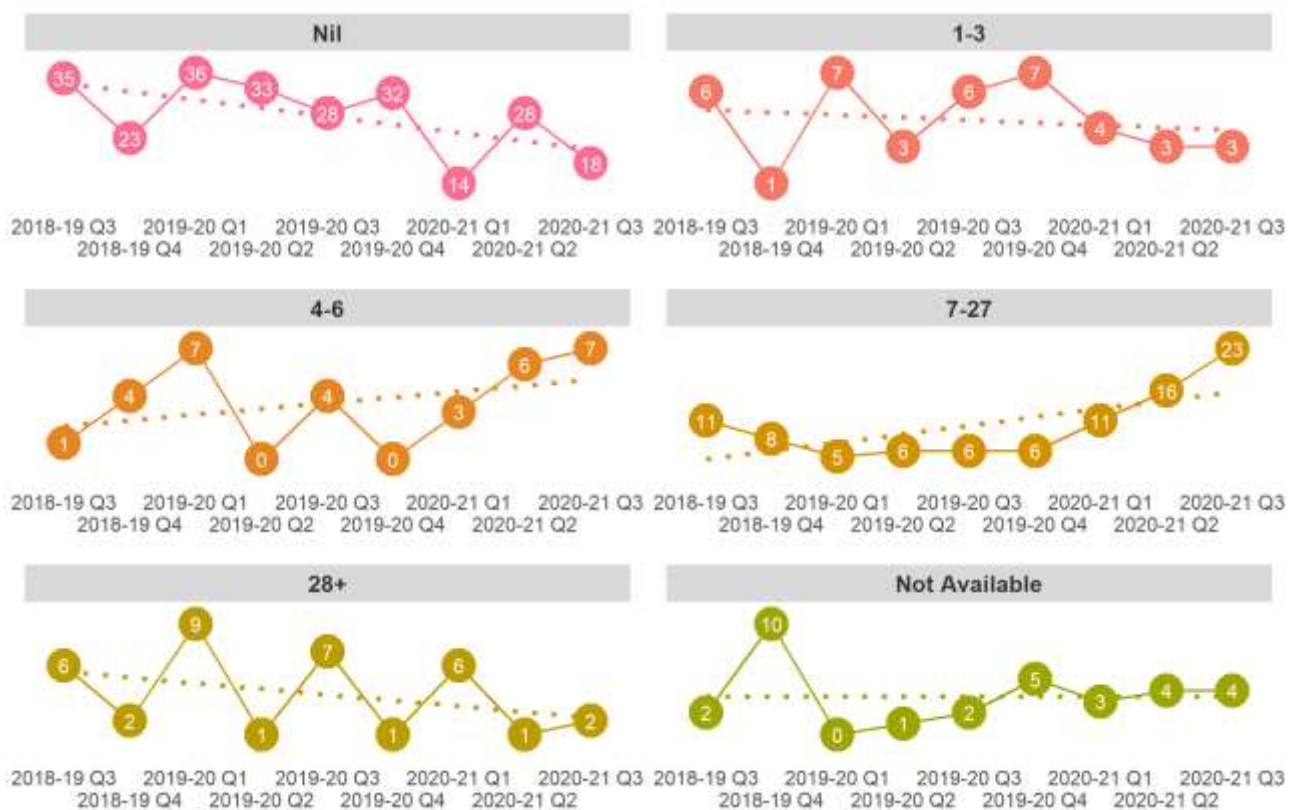


Figure 10: Working Days Lost Q3 2018-19 to Q3 2020-21

When considering the Q3 data 4% (2 of 57) of AIs during Q3 2020-21 were categorised in the 28+ days absence pattern, representing an 10% decrease in this category for the same quarter previous reporting year, a numerical increase of 5 for the same quarter previous reporting year.

40% (23 of 57) of AIs are categorised in the 7-27 representing a 29% increase in these categories for the same quarter previous reporting year, numerically an increase of 17 this can be attributed to the number of COVID-19 related events.

4-6 days absence patterns indicate that 57% (4 of 7) of these events are linked to MSK AIs 1 occurred whilst responding to a RDS pager e.g. back injury, 1 occurred whilst carrying out non-operational activities e.g. Knee injury and 2 occurred whilst undertaking refresher training e.g. ankle injury and a back injury.

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5.3.5 Three Most Common Accident/Injuries by Causation – Q3 2019-20 to Q3 2020-21

Q3 2019-20		Q3 2020-21	
Manual Handling/Body Movement	25	Exposed to, or contact with, a harmful substance	25
Impact (moving object)	8	Slips and trips and falls	9
Slips and trips and falls	6	Sharp object	4

Figure 11: Three Most Common Accidents/Injuries by Causation Q3 2019-20 to Q3 2020-21

The most common cause of accident/injuries during the reporting period was exposure to, or contact with, a harmful substance, accounting for 44% (25 of 57) of the total reported. 96% (24 of 25) occurred whilst undertaking non-operational activities and related to personnel contracting COVID-19 through work related transmission. There is no comparative data available from the same quarter the previous reporting year. The remaining event occurred at an operational incident when an unidentified liquid splashed onto a Firefighter face resulting in an eye injury.

Slips, trips and falls (STF) accident/injuries accounted for 16% (9 of 57) of all AIs reported during Q3 representing an increase of 3% in this category when comparing to the same quarter previous reporting year and a numerical increase of 3. 22% (2 of 9) occurred whilst attending operation incidents, and involved dismounting an appliance resulting in a head injury and slipping whilst responding to a pager resulting in an injury to the hip. 44% (4 of 9) occurred whilst under taken non-operational activities of these 50% (2 of 4) involved stairs/steps and resulted in a back and head injury. The remaining 2 events 1 involved a trip hazard resulting in an injury to the leg and 1 involved stepping out of a vehicle and slipping on ice. 33% (3 of 9) occurred whilst undertaking training. 66% (2 of 3) of these AIs involved BA tactical ventilation training, the remaining 1 event related to water rescue activities. All can be attributed to lack of situational awareness.

Sharp objects accounted for 7% (4 of 57) of all AIs reported during Q3, representing an increase of 100% in this category when comparing to the same quarter previous reporting year, and a numerical increase of 2. 50% (2 of 4) occurred whilst attending operational incidents, 1 event resulted in a face injury due to plastic box dislodging whilst appliance was moving, and the remaining 1 occurred due to stepping down from a gate a piece of sharp metal penetrated the glove resulting in a palm injury. The remaining 50% (2 of 4) occurred whilst under taken non-operational activities, both resulted in hand injuries, 1 due to being cut by a knife whilst carrying out weekly checks on PFDs and the other as a result of picking up a phone with a broken screen.

5.3.6 Near Misses by Directorate – Q3 2017-18 to Q3 2020-21

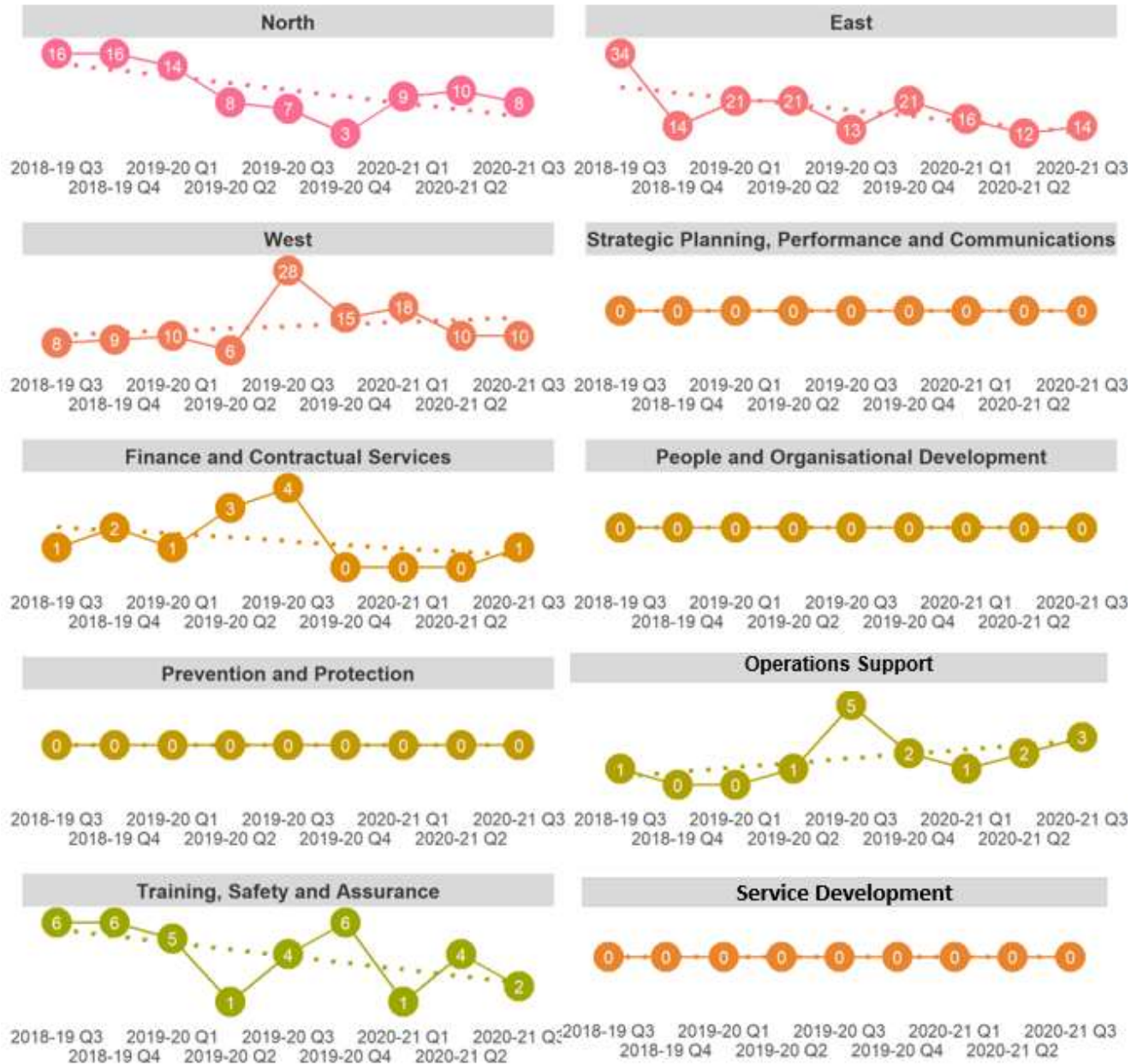


Figure 12: Near Misses by Directorate Q3 2018-19 to Q3 2020-21

When considering the number of near misses in relation to the number of RIDDOR reportable events, we see a ratio of 1.5:1 which is a fall in frequency compared to 6:1 when comparing the same quarter previous reporting year. This is attributed to the increase in RIDDOR events due to the number of work related COVID-19 transmission.

The Near Miss reporting trend continues to improve over the three-year period within the West SDA and Operations.

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When considering the number of near misses in relation to the number of RIDDOR reportable events in the West SDA we see a ratio of 0.5:1 a fall in frequency compared to 3:1 when comparing to same quarter previous reporting year. This is due to the increase in their RIDDOR reportable accident/injuries (2 to 24) when comparing to same quarter previous reporting year and can be attributed their number of COVID-19 events.

The East SDA shows a steady decrease in the reporting of near misses over the three-year period. When considering the number of near misses in relation to the number of RIDDOR reportable events we see a ratio of 14:1 an improvement in frequency compared to 3:1 when comparing to same quarter previous reporting year.

The North SDA shows a steady decrease in the reporting of near misses over the three-year period. When considering the number of near misses in relation to the number of RIDDOR reportable events we see a ratio of 8:1 a slight improvement in frequency compared to 7:1 when comparing to same quarter previous reporting year.

Operational near misses accounted for 45% (17 of 38) of the total reported representing a 13% decrease and a numerical decrease of 3 when comparing to the same quarter previous reporting year. A further 32% (12 of 38) occurred during non-operational activities, representing a 1% increase in this category when comparing to the same quarter previous reporting year and a numerical increase of 7. Finally, 23% (9 of 38) of all near misses reported during Q3 were associated with training activities, a decrease of 14% in this category and a numerical decrease of 11 when comparing to the same quarter previous reporting year. 78% (7 of 9) related to SDA led training, a decrease of 9% and a numerical decrease of 13 when comparing to the same quarter previous reporting year.

5.3.7 AOV by Directorate – Q3 2018-19 to Q3 2020-21

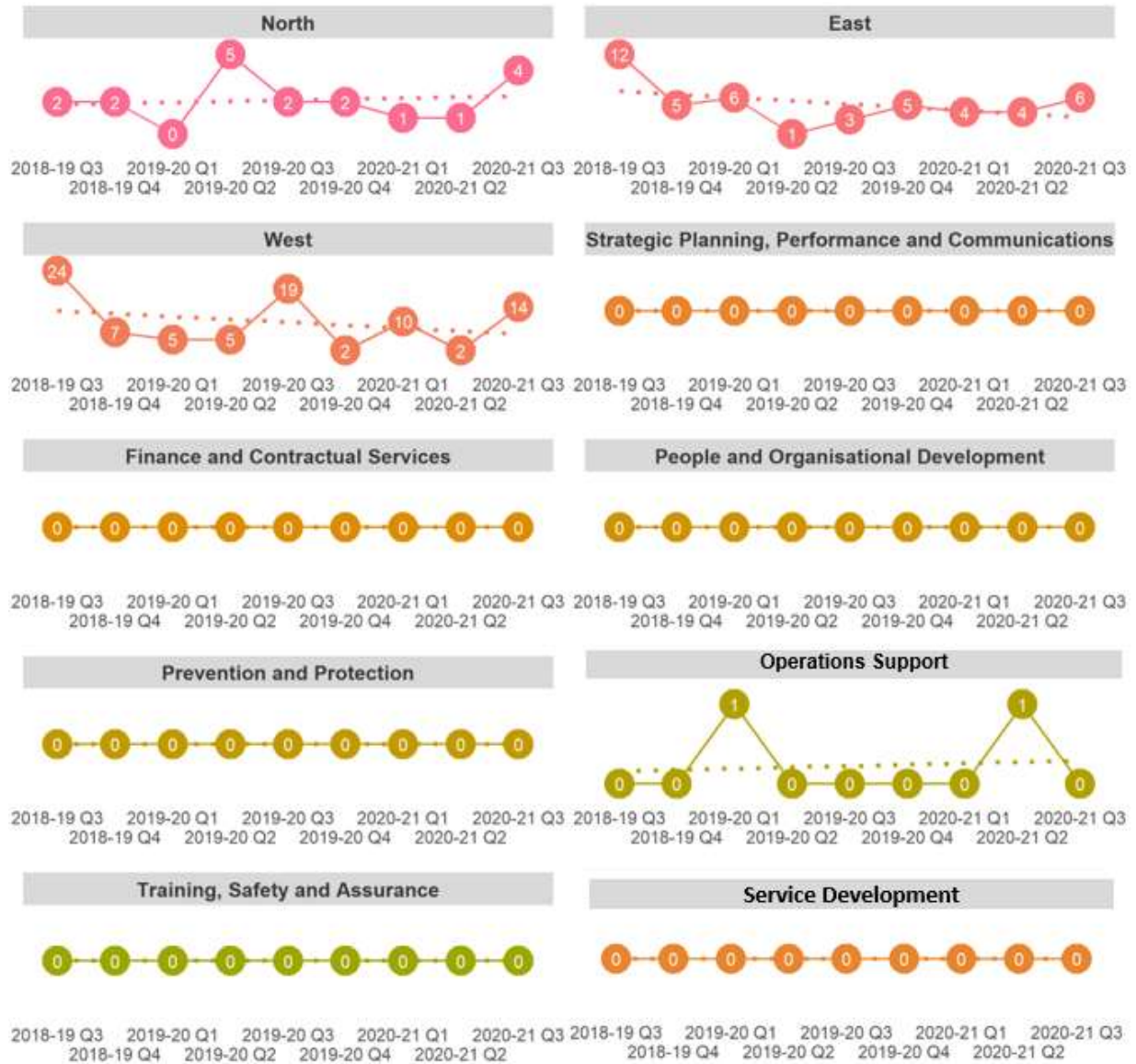


Figure 15: AOV by Directorate Q3 2018-19 to Q3 2020-21

There has been a steady decreasing trend of AOVs reported over a three-year period. With the exception of the North SDA and Operational Support showing an increasing trend over the three-year period. When comparing to the same quarter previous reporting year the of AOVs has remained consistent at 24.

When comparing Q3 data with the same quarter previous reporting year a 100% increase (2 to 4), a numerical increase of 2 is noted in the North SDA, 75% (3 of 4) of these were attributed to a rise in physical assault AOVs.

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87% (21 of 24) occurred at operational incidents. 86% (18 of 20) of AOVs requested Police attendance, four were considered as Reportable under the Emergency Workers (Scotland) Act 2005.

This bonfire night period (01/11-12/11) accounted for 62% (13 of 21) AOVs, this shows an 18% increase when comparing to the same period in previous reporting year with a numerical increase of 2. 69% (9 of 13) occurred within the West SDA showing decrease of 3% when comparing to the same period in the previous reporting year, with a numerical decrease of 1.

5.3.8 Vehicle Accidents by Directorate – Q3 2018-19 To Q3 2020-21



Figure 16: Vehicle Accidents by Directorate Q3 2018-19 to Q3 2020-21

The overall trend of vehicle accidents is improving over a three-year period.

53% (26 of 47) of all vehicle accident reported during Q3 were attributed to operational incidents, representing a 7% decrease in this category from the same quarter previous reporting year and a numerically decrease of 10. A further 47% (21 of 47) were attributed to non-operational activities representing a 15% increase in this category from the same quarter previous reporting year and a numerical increase of 2. Finally, there were no vehicle accidents attributed to training, representing a 100% decrease in this category from the same quarter previous reporting year and a numerical decrease of 5.

64% (30 of 47) were as a result of slow speed manoeuvres, a 6% increase in this category from the same quarter previous reporting year, a numerical increase of 5. 43% (13 of 30) of slow speed manoeuvres occurred within appliance bays/ station yard, an increase of 21% from the same quarter previous reporting year, numerically consistent. 64% (30 of 47) occurred while the vehicle was moving forward, a 24% increase from the same quarter previous reporting year, a numerical increase of 23. 30% (14 of 47) occurred while the vehicle was reversing, a 18% increase from same quarter previous reporting year, a numerical increase of 7. 6% (3 of 47) had insufficient information.

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15% (7 of 47) occurred under blue light conditions, a 7% decrease in this category from the same quarter previous reporting year, with a numerical decrease of 6. 26% (12 of 47) involving the use of Driving Assistants, a 9% increase from the same quarter previous reporting year, a numerical increase of 3.

26% (12 of 47) occurred in appliance bays, a 6% increase in this category numerically consistent from same quarter previous reporting year.

68% (32 of 47) hit something fixed or stationary, a 5% decrease in this category from the same quarter previous reporting year, with a numerical decrease of 12.

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6. GLOSSARY OF TERMS

Accident/Injury rate	The total number of reported accident/injuries/divided by total number of employees multiplied by 100 to give the accident injury rate per employee
AOV	Acts of violence
COVID-19	Coronavirus pandemic
DD	Detached duties
ESDA	East Service Delivery Area
FCS	Finance and Contractual Services Directorate
FF	Firefighter
FTE	Full-time Equivalent
HSE	Health and Safety Executive
ICL	Incident Command Level
ICT	Information Communications Technology
Kronos	The Wholetime ICT availability system
LDP	Leadership Development Programme
LfCP	Leadership for Change Programme
LNA	Learning Needs Analysis
LSO	Local Senior Officer
MORR	Management of Occupational Road Risk
MPD	Maintenance Phase Development
MSK	Musculoskeletal
NSDA	North Service Delivery Area
NWR	Non- Work Related
OHCA	Out of Hospital Cardiac Arrest
POD	People and Organisational Development Directorate
Q1	Period 1 April – 30 June
Q2	Period 1 July – 30 September
Q3	Period 1 October – 31 December
Q4	Period 1 January – 31 March
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS/VDS	Retained Duty System/Volunteer Duty System
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

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R&R	Response & Resilience Function
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
TNA	Training Needs Analysis
TOM	Target Operating Model
TFF	Trainee Firefighter
TU	Trade Union
UK FRS	UK Fire & Rescue Services
USAR	Urban Search and Rescue
VDS	Volunteer Duty System
WFPR	Workforce Planning & Resourcing
WSDA	West Service Delivery Area
WR	Work Related

SCOTTISH FIRE AND RESCUE SERVICE

Staff Governance Committee



Report No: C/SGC/05-21

Agenda Item: 9

Report to:	STAFF GOVERNANCE COMMITTEE						
Meeting Date:	4 MARCH 2021						
Report Title:	HMFSI TRAINING OF RETAINED DUTY SYSTEMS PERSONNEL ACTION PLAN						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this paper is to present members of the Staff Governance Committee (SGC) with an update on the action plan, which has been developed in response to the report published by Her Majesty's Fire Service Inspectorate (HMFSI), relating to the Training of the Retained Duty System (RDS) Personnel.						
2	Background						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved certain action plans will be presented to SGC on a quarterly basis to scrutinise progress.						
3	Main Report/Detail						
3.1	The SGC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans. A summarised update on the Training of the Retained Duty System (RDS) Personnel update is provided below:						
3.2	Training of RDS Personnel The HMFSI report on the Training of RDS Personnel was published in March 2020. The action plan contains a total of 31 actions to address the 22 recommendations raised.						
3.3	Of those 22 recommendations it is noted that no action was identified for 6 of these. This is because a response to the recommendation is captured within another recommendation. The action plan is attached as Appendix B .						
3.4	This update indicates that delivery of this action plan is progressing steadily. Of the 16 live actions, two have been completed within this reporting period, see 1.1 and 1.3.						

3.5	There are currently six actions that have been deferred due to resource issues and the interdependencies to other pieces of work. Four of these actions will be reconsidered in March (6.1, 7.1, 7.2, and 12.2), the remaining two will be re-assessed in June 2021 (12.1 and 15.1).
3.6	The overall RAG rating for this action plan is green and is noted as 72% complete.
4	Recommendation
4.1	SGC is invited to: <ul style="list-style-type: none"> Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix A. Scrutinise the Training of RDS Personnel action plan, attached as Appendix B, and raise any concerns with the update provided, and agree the proposals.
5	Key Strategic Implications
5.1	Financial
5.1.1	There are no financial implications associated with the recommendations of this report.
5.2	Environmental & Sustainability
5.2.1	There are no environmental implications associated with the recommendations of this report.
5.3	Workforce
5.3.1	There are no workforce implications associated with the recommendations of this report.
5.4	Health & Safety
5.4.1	There are no health and safety implications associated with the recommendations of this report.
5.5	Training
5.5.1	There are no training implications associated with the recommendations of this report.
5.6	Timing
5.6.1	This HMFSI Action Plan will be reported to the SGC on a quarterly cycle until completion.
5.7	Performance
5.7.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.8	Communications & Engagement
5.8.1	There is no implication associated with the recommendations of this report.
5.9	Legal
5.9.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in section 43 of the Fire Scotland Act 2005.
5.10	Information Governance
5.10.1	A DPIA is not required for this report.
5.11	Risk
5.11.1	There are no risks associated with the recommendations of this report.

5.12	Equalities	
5.12.1	An Equality Impact Assessment is not required for this this report.	
5.13	Service Delivery	
5.13.1	The content of this update report does not have any impact upon Service Delivery.	
6	Core Brief	
6.1	Not Applicable	
7	Appendices/Further Reading	
7.1	Appendix A – Audit and Inspection Dashboard	
7.2	Appendix B – HMFSI Training of RDS Personnel Action Plan Update	
Prepared by:	Louise Patrick, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Corporate Governance	
Presented by:	Paul King, Head of Training	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>17 February 2021</i>	<i>Agreed for release to SGC</i>
<i>Staff Governance Committee</i>	<i>4 March 2021</i>	<i>For scrutiny</i>

Audit Scotland Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
May-18	Scottish Fire and Rescue Service Update	ARAC	Dec-21		36	Feb-21	May-21	0	8	0	28	0	0	91%	

HMFSI Thematic Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
Apr-15	Performance Management Systems.	SDC	Jul-20		32	May-20	N/A	0	0	0	26	2	4	100%	Closed
Jul-2017	Operations Control Dundee and Highlands and Islands Support.	SDC	Dec-20		24	May-20	N/A	0	0	0	24	0	0	100%	Closed
Jan-2018	Fire Safety Enforcement.	SDC	Mar-20		21	Dec-20	Mar-21	0	4	2	15	0	0	94%	
Feb-2019	Provision of Operational Risk Information.	SDC	Mar-22		25	Feb-21	May-21	0	5	0	20	0	0	92%	
May-2019	Management of Fleet and Equipment.	SDC	Mar-22		38	Feb-21	May-21	0	5	0	27	0	6	97%	
Mar-2020	Training of RDS Personnel.	SGC	Mar-23		31	Feb-21	May-21	0	14	7	10	0	0	72%	

HMFSI Local Area Inspection Reports Progress Dashboard

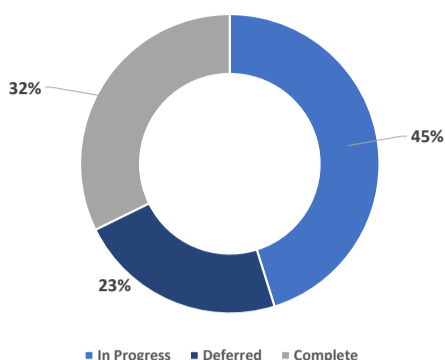
Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Update	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	7	Dec-20	Mar-21	0	4	0	3	0	0	72%	
Feb-20	Dumfries and Galloway	N/A	Sep-20		12	Dec-20	Mar-21	0	4	0	7	1	0	85%	
Jun-20	Edinburgh City	N/A	Dec-20		11	Dec-20	Mar-21	0	5	0	0	6	0	86%	

HMFSI Training of RDS Personnel - Action Plan Progress

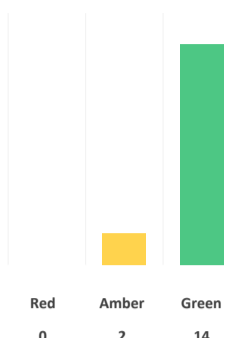
Updated	Next Update
February 2021	May 2021

Status	Count
In Progress	14
Deferred	7
Complete	10

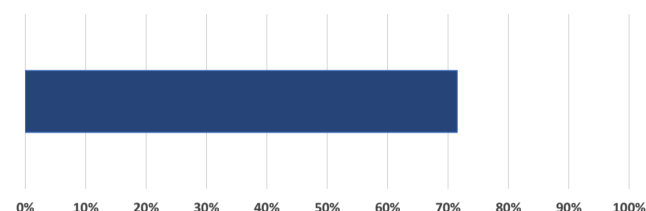
Recommendations where no action identified	6
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In Progress RAG Rating



Overall Progress 72%



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

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

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

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

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
TSA1	Oct-17	There is a risk of there being insufficient staff capacity and resources available to meet Service demand due to the high levels of training demand and the impact on delivery from Covid-19 pandemic control measures or the impacts of EU Exit. This could result in political /reputational or financial risk to the Function, Directorate and Service, adverse scrutiny whether internal or external, reduced delivery of our critical skills training programme to accommodate other training needs and adversely impact upon the development pathway for staff.	3	3.3	5	4	20	Refined Training Needs Analysis (TNA) process with the aim of improving the services ability to pre-plan and prioritise the organisation training requirements. Training Exception Form introduced for ad hoc training not contained within TNA, detailing stakeholders prioritisation in terms of training. Training delivery model utilising both National and Local Instructors to support areas of risk critical training where possible. Recommendations of Training Review approved at SLT 26/08/2019. Finance business case for creation of Project Manager post approved April 2020.	Staff Governance Committee	Staff Governance Board	4	3	12	20	Implementation of Training Review recommendations (Ongoing - continuous improvement programme)	Head of Training	6
TSA2	Apr-20	There is a risk of there being insufficient staff capacity and resources available to deliver training to staff due to the ability for our facilities to accommodate the previous numbers of students due to the need to observe social distancing protocols. This could result in the failure to deliver on the Training Needs Analysis (TNA), political /reputational or financial risk to the Function, Directorate and Service, adverse scrutiny whether internal or external, reduced delivery of our critical skills training programme to accommodate other training needs and the development pathway for staff.	3	3.3	5	4	20	Training delivery concentrated upon the identified critical skill areas of: Breathing Apparatus, Incident Command, Driving and Trainee Firefighters. Guidance developed and issued on maintenance of competence Lighter versions of core-skills e-learning modules produced and communicated	Staff Governance Committee	Staff Governance Board	4	3	12	20	Implementation of Training Review Recommendations (Ongoing continuous improvement programme) Decentralisation of business partnering model (Q4 - 2020-21) Review of training venue and course capacities (Q2 - 2020-21) Scope out options to utilise temporary structures to increase venue capacity (Q4 2020) Analysis of a revision to the TNA to produce a gap analysis and thereafter to develop a training delivery proposal (Q4 - 2020-21)	Head of Training	10
TSA5	Feb-17	There is a risk of SFRS not fulfilling its health and safety legislative requirements due to not completing the annual health and safety Improvement plans. This could affect the safety of our staff and communities, external scrutiny resulting in criminal or civil litigation and adverse publicity.	2	3.3	4	4	16	An SFRS Annual Health and Safety Improvement Plan is developed before the beginning of each financial year. Each plan is developed in conjunction with the applicable business partner. Each Service Delivery Area and Directorate have appointed Health and Safety Co-ordinators and Health and Safety Liaison Officers. Their role is to drive the implementation of Health and Safety Improvement Plans.	Staff Governance Committee	National Safety and Assurance Board	2	2	4	16	AOP - S03: Action 9: Provide quarterly progress reports to Staff Governance Committee, Strategic leadership Team and The National Safety and Assurance Board (Q1-Q4 2020-21). AOP -S03 Action 9: Provide end of year performance report to Staff Governance Committee, Strategic leadership Team and The National Safety and Assurance Board (Q4 2020-21). Function Plan - Implementation of audit programme to ensure robust implementation by risk owner (Q4 2020-21). Function Plan - Inclusion of robust health and safety accountability within CPD and appraisal process (Q4 2020-21).	Head of Safety and Assurance	4
POD1	25 May 2020	The risk that a positive and transparent working culture cannot be achieved and aligned with SFRS Values because of a lack of inclusion initiatives, role modelling by senior leaders or consistency of message that results in low levels of employee engagement and performance.	3	3.4	3	4	12	Introduction and promotion of the Positive Action strategy Pilot of Career Ready Leadership Development programme for the SLT SFRS Values Framework	Staff Governance Committee	Staff Governance Board	2	3	6	12	Implementation of Positive action strategy, engagement events and outreach activity - Delayed due to COVID-19 prioritisation. (AOP, PA Strategy Mar 21) Development of Modern Apprenticeships across SFRS Roll out of Career Ready Pilot (AOP / Mar21) 'Leadership' and 'People' themes emerging as a work packages from the SFRS Reset and Renew Route Map (Mar21)	Head of POD	6
TSA3	Apr-20	There is a risk of SFRS not learning lessons from experience, notable practice, innovation, investigations and case law because of not sharing lessons in a manner which encourages communication, engagement and securing ownership by risk owners. This could affect the safety of our staff and communities, resulting in adverse impact on reputation and external scrutiny	3	3.3	3	4	12	National Operational Assurance Board in place supported by subordinate Forums. Current documentation reviewed and the Operational Assurance (OA) Department have developed processes for pre, during and post OA. Regional Implementation Groups are established to ensure a focus on OA within each Service Delivery Area. An OA21 process is now fully embedded and part of ongoing mainstreaming of OA throughout the Service. OA processes are subject to review to ensure continuous improvement. OA National Operational Learning (NOL) governance process established. Robust investigation process in place for significant events. Involvement in National Fire Chief Council (NFCC) Networks. The Training Function has key, strategically led, references to regularly review and standardise all operational training programmes.	Staff Governance Committee	National Safety and Assurance Board	2	3	6	12	Merge of NHSB and OAB into SAB and associated review SA processes (Q2 2020-21) Draft General Information Note (GIN) produced to manage NOL Action and Information notes coming into SFRS and NOL Learning cases being submitted to NOL by SFRS (Q2 2020-21)	Head of Safety and Assurance	4

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
POD4	25 May 2020	The risk of being unable to support recruitment of staff across the SFRS, in a timely manner and aligned with workforce planning requirements resulting from prolonged recruitment processes or delayed/unplanned recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services.	3	3.2	3	4	12	R&S Project Established WFP team and arrangements and robust workforce data Recruitment process stakeholders meetings scheduled Additional capacity added to the Resourcing team	Staff Governance Committee	Staff Governance Board	2	4	8	12	Review of WDS Firefighter Recruitment Process (Staff Survey Action Plan Sep 20) Review of measures implemented to account for impact of COVID 19 and social distancing (COTAG Risk Register)	Head of POD	6
FCS1	May 20	There is a risk that FCS doesn't have sufficient capacity to undertake required workload due to increasing Covid-19 and other commitments. This can result in reduced capacity to manage business as usual activities and other requirements placed upon the Directorate.	4	3.1	3	4	12	Functional staffing structures and contractual arrangements	Staff Governance Committee	Staff Governance Board	2	4	8	12	Annual Review of Finance and Procurement structures to ensure capacity is aligned with Service needs Create a business case for any change that requires additional budget Review of key business activities aligned to covid requirements Working with R&R / SD and establishing operational deployment models. Awaiting the outcome of the Station and Appliances review which will influence our resources and targeted investment Continue to stock pile fast moving products - PPE, medical supplies and fast moving fleet spares - eg tyres.	Head of Asset Management/Head of Finance & Procurement	5
POD3	25 May 2020	The risk of being unable to maintain a positive and productive employee relations climate across SFRS as a result of ineffective and no collaborate relationships with trade union colleagues that creates a hostile and fractious employee relations climate with employee discontent.	3	3.4	3	3	9	Meeting forums in place for discussion - EPF / PAG WTF Review of TU facilities policy SFRS Governance Framework Ongoing consultation and engagement with rep bodies on day to day employee relations activity i.e. temperature checking and quarantining.	Staff Governance Committee	Staff Governance Board	2	3	6	9	Review of WTF (AOP / Mar 21) Review of Consultation and Negotiation Policy (AOP Mar 21)	Head of POD	1
POD5	25 May 2020	The risk of not developing and providing wellbeing support to all SFRS employees, (both mental and physical health) resulting from a lack of resources, planning and co-ordination of wellbeing activity and support which results in higher levels of employee absence and lower levels of engagement.	3	3.3	2	3	6	Mental Health Strategy and action plan developed. Mental Health Board that meets monthly Strategic Wellbeing Group to support staff through COVID-19 Post-incident support services including Occupation Health, The Rivers Centre, Lifelines and EAP support services available and aligned. Senior leadership active and visible in the promotion of wellbeing initiatives	Staff Governance Committee	Staff Governance Board	2	2	4	6	Implement Mental Health Strategy action plan (AOP Sep 20) Undertake an employee pulse survey to inform the future focus of the COVID-19 Wellbeing Group (Mar21) Strengthen Health and fitness arrangements (AOP Mar 21) Reduce risk from Contaminants (AOP Mar 21)	Head of POD	6

Step 1: Probability Each risk will be assessed based on the likelihood of it occurring within the organisation.

The table below gives some assistance in making this assessment.

Criteria for Evaluating Risk			
Probability	Description	Numerical Value	Plain English
1	Very Low - Where an occurrence is improbable or very unlikely	1 in 20,000	Never happened and doubt it will
2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happened before but unlikely
3	Medium- where it is likely or probable that an incident will occur	1 in 200	Will probably happen at some point in the future
4	High- where it is highly probable that an incident will occur	1 in 20	Has happened in recent past and will probably happen again
5	Very High- where it is certain that an event will occur	1 in 2	It's already happening and will continue to do so

Step 2: Impact Each risk will then be considered in terms of the impact it may have upon the achievement of key service priorities.

Risks may impact upon a number of different categories but it is the highest impact area that will be chosen in relation to the impact assessment.

RISK ASSESSMENT					
Impact	Political	Operational	Financial	Legal& Regulatory Compliance	Reputational/Stakeholder Confidence
1	Effective Strategic Decision making, full engagement by Board and SLT and meeting in full the expectation of Scottish Government and Local Communities	No negative impact on our ability to deliver the service.	no impact on our ability to deliver a balanced budget	no adverse reputational damage to the service	Rumours, with potential for local public/political concern
2	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives and no adverse comment from SG	There will be a very minimal impact on our ability to deliver the service.	our ability to deliver a balanced budget will be realised with minimal adjustments	Potential unexpected external scrutiny of our activities due to non compliance. Some adverse media attention received.	Some negative Local press interest or Local public/political concern.
3	Question raised over effectiveness of strategic decision making, noticeable impact upon service delivery, criticism by external bodies, partners and SG	There will be a reduction in the ability for us to deliver our services and there may be minor service disruption.	action required to ensure delivery of a balanced budget. Potential adverse impact on service delivery	Prolonged adverse media attention. Criticism of our service as a result of scrutiny by external bodies. Potential legal action.	Limited damage to reputation. Extended negative local press interest. Some regional public/political concern.
4	Ineffective Board engagement, challenge over strategic decision making of SPFS, failure to deliver against agreed priorities and SG criticism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	ineffective governance arrangements identified resulting in Government intervention in the management of the service.	Loss of credibility and confidence in the service. National negative press interest. Significant public/political concern.
5	Failure to deliver against SG priorities, failure of Board and SLT to engage, intervention by SG and external monitoring bodies	Failure to deliver our services	failure to live within our means	failure of the service	Full Public Inquiry. International negative press interest. Major public/political concern.

Step 3: Risk Assessment Matrix The outcome of the probability and impact assessment will then be used to determine the overall risk assessment and prioritisation of the risk.

The table below maps your assessment and allows you to sense check each risk against each other - does the assessment feel right when compared to other risks

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5

IMPACT

SCOTTISH FIRE AND RESCUE SERVICE

Staff Governance Committee



Report No: C/SGC/04-21

Agenda Item: 12.1

Report to:	STAFF GOVERNANCE COMMITTEE						
Meeting Date:	4 MARCH 2021						
Report Title:	POD POLICY REVIEW SCHEDULE UPDATE						
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide Staff Governance Committee (SGC) with an update regarding ongoing work in relation to People and Organisation Development (OD) policies and procedures.						
2	Background						
2.1	The POD directorate is responsible for the development, implementation, review and quality assurance of a wide range of people policies and procedures for the Scottish Fire and Rescue Service (SFRS). The report is the next in a series of regular updates in this regard.						
3	Main Report/Detail						
3.1	Following the latest review of the rolling policy programme of work to reflect current and anticipated priorities and timescales the format of the POD Policy Review Schedule format was updated. The POD Policy Review Schedule remains under regular review due to work on the standardisation of uniformed terms and conditions of employment and for any revised priority work arising from organisational or legislative changes. The POD Policy Review Schedule, as at 31 December 2020, is attached as Appendix A. The schedule has been reviewed taking into account the Directorate Plan and priorities for 2021, with a focus on essential policies and relative stakeholder engagement.						
3.2	During quarter 3 the following revised/new polices were published; <ul style="list-style-type: none"> • Disciplinary Policy and Procedure • Leadership Development Centre • Political Restrictions • Secondment • Reimbursement of Dental and Optical Aid Charges (new policy) 						
3.3	During this quarter, the following polices were issued for consultation: <ul style="list-style-type: none"> • Flexible Working, Home Working and the Agile Working Framework 						
3.4	Flexible Working will be published by the end of March 2021. With reference to Home Working and the Agile Working Framework, a series of SFRS Communications will be issued explaining the Agile Working Framework during quarter 4, prior to publication in Spring 2021.						

3.5	Work has commenced on progressing a number of new and revised policies through the governance process. These include Performance Management (Capability), Secondary Employment (includes in-scope driving) and Management of Health Conditions Policy
3.6	The Management of Health Conditions Policy will ensure that staff who have existing, or subsequently develop, any health conditions are provided with support through a robust risk assessment process which identifies control measures and any reasonable adjustments to their role. This should enable those with conditions to either seek work with SFRS and work safely within, or for existing staff to remain in work with adjustments for as long as feasible.
3.7	Looking ahead to quarter 4, work will progress on, Dignity and Integrity at Work Policy and Handbook (Bullying and Harassment), Pre- Placement Policy, Drivers Health Assessment Policy and Family Leave.
3.8	During quarter 4, a new Health Surveillance Policy, Management of Health Conditions Policy and a revised Business Travel/Reimbursement of Expenses Policy will be issued for consultation. The Business Travel/Reimbursement of Expenses Policy has been reviewed taking into account the new Home Working Policy and the Agile Working Framework. A revised Attendance Management Policy, Procedure and Manager Handbook will also be issued.
3.9	Following a lengthy review of the Attendance Management Policy which took into account feedback from both managers, employees and Trade Union representatives, the document has now been separated into three distinct areas. Firstly, a brief policy which makes a statement of why we have an Attendance Management Policy, a separate procedure, aligned to support the employee and a revised Managers Handbook, which has been reviewed to provide more detail on some of the more problematic areas. The Handbook was also used as the main tool during Attendance Management briefing sessions.
4	Recommendation
4.1	SGC are asked to note the information included in this paper.
5	Key Strategic Implications
5.1	Financial
5.1.1	Where a policy has financial implications for the SFRS, financial information is collated and presented to all relevant parties prior to approval and implementation. This will also be detailed within the SFRS Business Case process.
5.2	Environmental & Sustainability
5.2.1	There are no implications that require to be noted.
5.3	Workforce
5.3.1	Employee implications are detailed within each separate policy.
5.4	Health & Safety
5.4.1	Where applicable, matters relating to health and safety are clearly outlined within each separate policy.
5.5	Training
5.5.1	Briefing sessions take place with Managers and HR Business Partners where required

5.6	Timing	
5.6.1	All policies follow a review schedule in line with the HROD Quality Management System and once approval is reached, the policies are live on the SFRS iHub.	
5.7	Performance	
5.7.1	All policies partake in a quality assurance process to ensure compliance. Where applicable, SFRS performance relating to matters of policy will be measured and reported	
5.8	Communications & Engagement	
5.8.1	POD has a governance process in place, which involves consultation with the relevant Trade Unions, Service Delivery Area colleagues and POD practitioners during the review process.	
5.9	Legal	
5.9.1	All policies comply with employment legislation, are responsive to case law and aim to follow best practice.	
5.10	Information Governance	
5.10.1	A DPIA is not required. In relation to GDPR, all policies and procedures which involve personal data, will have a Privacy Risk Assessment (PIA) completed and these will be available on the SFRS iHub.	
5.11	Risk	
5.11.1	There are no implications that require to be noted.	
5.12	Equalities	
5.12.1	An EIA is not required. Each policy has its' own Equality Impact Assessment and these are available on the SFRS iHub	
5.13	Service Delivery	
5.13.1	The benefits and impact on employees across the Service, from all the policies detailed within the attached schedule, are contained within each supporting paper, as each policy progresses through the SFRS Governance process.	
6	Core Brief	
6.1	Not Applicable	
7	Appendices/Further Reading	
7.1	Appendix A – POD Policy Review Schedule	
Prepared by:	Mary Corry POD Business Manager	
Sponsored by:	Rachael Scott, Deputy Head of POD	
Presented by:	Mary Corry POD Business Manager	
Links to Strategy and Corporate Values		
Strategic Plan 2019-22 Outcome 3: People		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>POD DMT</i>	<i>03 February 2021</i>	<i>For Decision</i>
<i>Employee Partnership Forum</i>	<i>18 February 2021</i>	<i>For Information Only</i>
<i>Staff Governance Board</i>	<i>03 March 2021</i>	<i>For Information Only</i>
<i>Staff Governance Committee</i>	<i>04 March 2021</i>	<i>For Information Only</i>

APPENDIX A

POD POLICY REVIEW SCHEDULE

KEY:

POLICY OUT FOR PEER REVIEW
POLICY WITH POD DMT
POLICY OUT FOR FIRST CONSULTATION
POLICY OUT FOR FINAL CONSULTATION
POLICY AWAITING FINAL ISSUE
POLICY ISSUED

POD POLICY	NEW OR REVISED	DATE POLICY TO BE ISSUED FOR CONSULTATION	APPROX TIMESCALE FOR IMPLEMENTATION	NEXT REVIEW DATE
Employee Recognition Scheme	New	Aug-19	Jun-20	2025
Flexible Working	Revised	Oct-20	Feb-21	2025
Homeworking Policy	New	Oct-20	TBC	2025
Uniformed Managers In-Development to Competent	Revised	Nov-20	Jun-21	2026
Attendance Management Policy, Procedure and Manager Handbook	Revised	Jan-21	May-21	2025
Health Surveillance Policy	New	Feb-21	May-21	2025
Management of Health conditions Policy	New	Feb-21	May-21	2025
Business Travel/Reimbursement of Expenses Policy	Revised	Feb-21	Apr-21	2025
Menopause Policy	New	2021 TBC	2021 TBC	2026
Pre Placement Policy	New	Mar-21	Jul-21	2025
Drivers Health Assessment Policy	New	Mar-21	Jul-21	2025
Secondary Employment (includes inscope driving)	New	Mar 21	May-21	2025
Dignity and Integrity at Work Policy and Handbook (Bullying and Harassment)	Revised	Apr-21	Jul-21	2026
Retirement & Re-engagement (Uniformed)	Revised	Apr 21	Jul-21	2026
Consultation and Negotiation	Revised	May 21	Aug-21	2026
Working Together Framework	Revised	May 21	Aug-21	2026
Purchase of Additional Annual Leave	Revised	Jun 21	Aug-21	2026
Family (Maternity, Paternity, Adoption, Parental, Shared Parental & Carers) Leave	Revised	Jun-21	Aug-21	2026
Performance Management (Capability)	Revised	Jun-21	Aug-21	2026
Trainee Firefighter Development to Competent	Revised	Jul-21	TBC	2026
Recognition of Prior Learning	New	Aug 21	Oct-21	TBC
Working Hours (Day Duty) Policy	New	Sept 21	Nov-21	2026
Appraisal Policy and Procedures	Revised	Oct 21	Dec 21	2026
Relocation	Revised	–	–	2022
Market Allowance Policy	Revised	–	–	2022
Recruitment and Selection	Revised	–	–	2022
Reservists	Revised	–	–	2022
Redeployment	Revised	–	–	2022
No Smoking	Revised	–	–	2022

Pay Protection (Support Staff)	Revised	–	–	2022
Career Break	Revised	–	–	2022
Death in Service	Revised	–	–	2022
Grievance	Revised	–	–	2022
Flexi-Time Scheme (Support Staff)	Revised	–	–	2022
Attendance During Adverse Weather and Disruptive Conditions	Revised	–	–	2022
Whistleblowing	Revised	–	–	2022
Temporary Promotions Procedure	Revised	–	–	2022
Further/Higher Education (Qualification) Policy	Revised	–	–	2022
Job Evaluation	Revised	–	–	2022
ID Cards Policy and Procedure	Revised	–	–	2022
Physiotherapy Policy	New	–	–	2022
Health and Wellbeing Policy	New	–	–	2022
Exit Interviews Policy and Procedure	Revised	–	–	2022
Substance Misuse Policy	New	–	–	2022
Detached Duty Policy	Revised	–	–	2023
ARA Policy	Revised	–	–	2023
Code of Conduct	Revised	–	–	2023
Transfer Request Policy	Revised	–	–	2023
Firefighter Fitness Standards and Assessments Policy/Procedure	Revised	–	–	2023
Induction Process	Revised	–	–	2024
TOIL (Uniformed) Policy	Revised	–	–	2024
Transfer of Uniformed Employees Policy	Revised	–	–	2024
Dual Contracts	New	2021 TBC - To be scoped once agreement reached on standardisation offer	–	2026
RDS Payment for Work Activities	New	2021 TBC - To be scoped once agreement reached on standardisation offer	–	2026
Support Staff Handbook	Revised	–	–	As required
Post Incident/Trauma Support Services	Revised	–	–	Jun-24
Time off for Trade Union Duties	Revised	–	–	Nov-24
Employment and Criminal Convictions	Revised	–	–	Jan-25
Volunteer Policy	Revised	–	–	Jan-25
Discretionary Policy - LGPS	Revised	–	–	Jan-25
Reimbursement of Dental/Optical Costs	Revised	–	–	May-25
Secondment	Revised	–	–	Jun-25
Disciplinary Policy & Procedure	Revised	–	–	Jul-25
Recall to Duty	Revised	–	–	Jul-25
Leadership Development Centres	Revised	–	–	Jul-25
Special Leave	New	–	–	Jul-25
Political Restrictions Policy	New	–	–	Jul-25
RDS Annual Leave and Public Holiday Policy	New	To be scoped once agreement reached on standardisation offer	–	Jan-26

STAFF GOVERNANCE COMMITTEE – ROLLING FORWARD PLAN

Agenda Item 12.2

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
2 June 2021	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • POD Performance Report • Working Together Update • Strategic Risk Register • RANSc Update (Private Session) • Key Case Update (Private) • Forward Planning: Policy Forward Planning Schedule Update, Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 	<ul style="list-style-type: none"> • Building the Future Together – Staff Governance Charter _ TBC 	<ul style="list-style-type: none"> • Asbestos at Work Update • HMFSI Thematic Action Plan Update 		

STAFF GOVERNANCE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
9 September 2021	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • POD Performance Report • Working Together Update • Strategic Risk Register • RANSc Update (Private Session) • Key Case Update (Private) • Forward Planning: Policy Forward Planning Schedule Update, Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 	<ul style="list-style-type: none"> • Bullying, Harassment and Discrimination project update/policy review 	<ul style="list-style-type: none"> • HMFSI Thematic Action Plan Update 		

STAFF GOVERNANCE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
2 December 2021	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • POD Performance Report • Working Together Update • Strategic Risk Register • RANSc Update (Private Session) • Key Case Update (Private) • Forward Planning: Policy Forward Planning Schedule Update, Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 		<ul style="list-style-type: none"> • HMFSI Thematic Action Plan Update 		

STAFF GOVERNANCE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
3 March 2022	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • POD Performance Report • Working Together Update • Strategic Risk Register • RANSc Update (Private Session) • Key Case Update (Private) • Forward Planning: Policy Forward Planning Schedule Update, Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 	<ul style="list-style-type: none"> • Leadership for Change 	<ul style="list-style-type: none"> • HMFSI Thematic Action Plan Update 		