

2 APOLOGIES

- 2.1 Scott Semple, Head of People and Organisational Development
Julie Harkins, Acting Head of Safety and Assurance

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

- 3.1 The Committee discussed and agreed that the Key Case Summary 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 and the verbal update on the Employee Partnership Forum and Partnership Advisory Group would also be taken in private due to the confidential nature of business taken to this meeting. The Employee Voice report would also be taken in private as this is subject to restrictions relating to confidentiality; in line with Standing Orders (Item E).
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

- 4.1 None.

5 MINUTES OF PREVIOUS MEETING: 9 SEPTEMBER 2021

- 5.1 The minutes of the meeting held on 9 September 2021 were approved as a true record of the meeting.

5.2 Matters Arising

- 5.2.1 None

6 ACTION LOG

- 6.1 The Committee considered the action log and noted the updates.
- 6.2 **The Committee noted the updated Action Log and approved the removal of completed actions.**

7 PERFORMANCE AND RISK REPORT QUARTER 2 2021/22

7.1 People and Organisational Development (POD)

- 7.1.1 LG presented the Committee with the POD Progress and Performance Report Quarter 2 2021/22. The following key areas were highlighted:
- The content of the report is being reviewed with the Business Intelligence (BI) team to improve the presentation of the report.
 - Section 1:
 - Work continues to seek conclusion to the harmonisation of Retained Duty System (RDS) terms and conditions
 - There has been a successful conclusion to negotiations regarding harmonisation of terms and conditions for national and local training instructor pools
 - Support staff pay negotiations are with Scottish Government and an update is awaited
 - Good progress is being made on the backlog of routine Health and Fitness Assessments
 - 388 employees have attended the Lifelines Mental Health and Wellbeing Training module
 - Section 2
 - Training is being provided to Managers to assist with code of conduct breaches
 - There has been a 5.2% increase in absence, mainly due to COVID and this is in line with Scottish Government national figures.

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7.1.2 The Committee asked for further detail on the Mental Health Strategy Thematic Subgroups and their role and impact. GT provided further detail on these groups and the role of mental health champions. A further summary on the work of these groups would be included within the report to the next meeting.

ACTION: LG

7.1.3 The Committee commented that this was a comprehensive report but could be in a shorter format. LG explained that the work being progressed with the BI team should assist.

7.1.4 The Committee asked about the impact of events in 1.4.1. Positive Action Events. LG explained that the impact is hard to assess as the current wholetime process is a rolling process. They have received positive feedback from participants in terms of information and onward support provided. The plan is now to focus on more detailed engagement and outreach to reach those who are finding potential barriers to application. Further evaluation will be needed in terms of detailed impact and where we can direct our activity.

7.1.5 The Committee asked why the reporting in 3.2 and 3.3, grievance and discipline cases, was for items concluded in 6 weeks and why other timescales were not reported. LG explained that our policies give 6 weeks as an aim to conclude a fact-finding investigation, however this deadline can be affected by for example, leave or availability of personnel. LG to clarify whether cases that have not concluded within 6 weeks were included in the reporting or not and the rationale behind this and report back to the Committee via email.

ACTION: LG

7.16 The Committee asked about the figures on leavers and turnover as they do not seem to collate. LG will check and report back to the Committee outwith the meeting via email.

ACTION: LG

7.1.7 LG further clarified that work is being done to streamline the report and review whether the format of the quarterly report should be applied for three quarters of the year with a more detailed annual report. The Committee to agree what is being asked of the Executive colleagues around performance reporting and level of detail and asked that they be consulted to ensure the changes and the reporting format meet its needs, this would be considered for discussion at the Annual Governance Review workshop in February 2022. Cognisance to be given to the use of acronyms in public reports to ensure a consistent approach is taken to aid understanding.

ACTION: MW/LB

7.1.8 **The Committee scrutinised the report.**

7.2 Training, Safety and Assurance

7.2.1 KB and JH jointly presented Training, Safety and Assurance Progress and Performance Quarter 2 Report 2021/22. KB highlighted the following key areas within the Training Function:

- 48 new Retained and Volunteer Duty System (RVDS) Trainee Firefighters placed at venues throughout the Service area completed their Task and Task Management Course
- 50 Retained and Volunteer Duty System (RVDS) Trainee Firefighters completed their Breathing Apparatus and Fire Behaviour training
- 36 Wholetime Trainee Firefighters completed their foundation training programme at the National Training Centre (NTC) and a further 11 Wholetime Trainee firefighters commenced training at Newbridge Training Centre
- Online delivery of Incident Command Level (ICL) 2 and 3 course delivery which were previously delivered in person at NTC Incident command suite now being effectively delivered to Flexi Duty Officers (FDO's) virtually.

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- Ongoing implementation of the modular ICL 1 courses as an alternative to the traditional 5-day delivery model
- Marauding Terrorist Attack response training provided in preparation for Conference of Partiers (COP) event
- A Review of the Training for Operational Competence (TfOC) has been undertaken and proposed improvements are now undergoing consultation with Service Delivery Areas (SDA's) and Directorates.

7.2.2 The Committee thanked KB for his detailed report and congratulated the team on being able to maintain requirements during COP. The Committee asked about how well we anticipate the impact and effect of training and capacity in advance of events like COP.

7.2.3 KB explained that there has been a great deal of work on planning and forecasting looking at skills and attributes required for stations as well as the retirement profile and identifying any gaps and training needs as well as planning re-accreditation annually. The team are also aware of the need to be agile and act as needed to changing requirements.

7.2.4 The Committee noted the capacity and throughput in training and in the Marauding Terrorist input. It was noted that the report was again comprehensive but would benefit from being more concise.

7.2.5. The Committee asked about the target for RVDS compliance with Mandatory Maintenance Phase Training 4.5 and whether this figure should be concerning. KB explained that the figures in 4.5 do not raise concern but feed in to the work being actioned on continuous improvement and the content of training for operational competence which is intended to free up significant capacity in RVDS elements. The new Operational Competence Framework launches in April 2022 and will help improve this area.

7.2.6 The Committee asked about the red areas of the report in 5.1 as these are in progress.

7.2.7 JD explained that 5.1 is the HS report and will be presented in the next item. He highlighted that the current report content had been produced following past requests but was happy to discuss the report content with the Committee to try to streamline this.

(Liz Barnes joined the meeting at 1330 hrs)

7.2.8 JH highlighted the following key areas within the Safety and Assurance Function:

- Overall progress towards completion of Q2 actions is 60%
- 2 year average trend comparisons are positive except acts of violence and vehicle accidents
- Improvements made in RIDDOR, 50% fewer than last year
- Positive statistics in relation to COVID controls and hope to see this being maintained
- Accidents at operational incidents are gradually increasing over the 3 year period, with an increase in events occurring in closing and developing phases of the operational incident. This is an area Health and Safety will focus on.
- Training accidents have reduced but there is a slight increase in Fire Behaviour Training incidents and this is being reviewed to identify any specific issues that require to be addressed
- Continues to be a significant number of events with no information available.
- Accident causation is static but will be scrutinised
- Near miss reporting has reduced
- Acts of violence have been higher in the East so work is ongoing to evaluate trends and issues
- Increasing trend in vehicle accidents mainly relating to low speed manoeuvres. Work is ongoing on this and an interactive module is being drafted and well as a frontline updated.

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- 7.2.9 JH explained that he will look at 5.1 as mentioned by the Committee previously where red items are in progress and adjust parameters to provide a more positive display of progress being made.
- 7.2.10 The Committee noted good trends and asked if the Service are targeting messaging around Acts of Violence in the East SDA.
- 7.2.11 JH explained good practice partnership from Ayrshire SDA around Acts of Violence was being rolled out.
- 7.2.12 JD explained this is a multi-agency approach, named Ayrshire Pledge, which focuses on tackling violence towards emergency services. He explained that SFRS also target this issue locally and nationally throughout the year and more so at specific times of year.
- 7.2.13 The Committee praised the report as comprehensive and asked about some areas that could be included for example in RIDDORs, the report mentions 2 items but not others. The Committee also highlighted that near miss reporting decreasing is not always a good thing and wondered if there was more detail on the near misses and whether they are an area of concern.
- 7.2.14 JH explained we are aware of near misses and are working to improve the culture of reporting on this.
- 7.2.15 The Committee asked if training accidents are involving trainers or trainees. This detail would be useful to see. JH explained the majority was trainees but would take a note to include for future.
- 7.2.16 The Committee noted that the key graph at the start is good but as a two year average trend and wondered if there is significant difference across quarters to provide useful data.
- 7.2.17 JH explained this is something that had been requested by the Committee in the past.
- 7.2.18 The Committee suggested they could meet and discuss in more detail using the expertise of the Committee members to further develop the report. This will be arranged by the end of February.
- 7.2.19 JD noted all the comments and is happy to meet and discuss and refine to gain Committee expertise.
- ACTION: JD**
- 7.2.20 The Committee stated that it would be helpful to know how much of the report is also required for scrutiny at other Committees. They noted the good work on low speed accidents and asked how we can ensure we get information on all Health and Safety Events.
- 7.2.21 JH explained that work is ongoing to rectify this through improvements to the Health and Safety management system.
- 7.2.22 The Committee scrutinised the report and thanked all those involved in its production.**

8 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

8.1 Training of RDS Personnel

- 8.1.1 KB presented the HMFSI Report on Training of RDS Personnel which was published in March 2020. The action plan has 37 actions and 22 recommendations. He highlighted that all actions are progressing to timescales and 2 actions are completed.

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8.1.2 The Committee praised the team for managing to complete a further 2 actions, especially during the workloads involved with COP.

8.1.3 **The Committee scrutinised the report.**

*(The meeting adjourned at 1410hrs and re-convened at 1420hrs.)
(Karen Lewis joined the meeting at 1420hrs)*

9 **WORKFORCE DATA UPDATE**

9.1 KL presented a report to the Committee providing an update on the following:

- Target Operating Model (TOM)
- Wholtime Firefighter Campaign
- SFRS Wholtime Requirements

9.2 The Committee asked how long we had been operating under the TOM. SSt explained we were nearly at the TOM pre COVID but have not been since.

9.3 The Committee asked at what point the RVDS TOM becomes a crisis.

9.4 KL explained that Human Resources work closely with Central Staffing and SDA colleagues to monitor hot spots and fast track requirements to ensure ongoing appliance and operational availability. The current TOM is under review and we may not need to recruit to the legacy levels we had. There are no key concerns in terms of operational availability.

9.5 LB explained that this is a careful balancing act, after the review numbers may change and there may be better ways of doing things, a new model may need to be considered. The situation is not at crisis point as this is carefully balanced each day.

9.6 SSt explained there is not a crisis but there are pockets of issues and the team are working to address these and attract candidates to posts. There have been some availability issues but we plug gaps as soon as we can. It is the ambition of the team to do some meaningful initiatives to help RVDS recruitment going forward.

9.7 **The Committee scrutinised the report.**

10 **PARTNERSHIP WORKING**

10.1 **Overview - Employee Partnership Forum (EPF)**

10.1.1 The Committee explained that this Forum is currently under review and a further update will be provided at the next meeting.

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

10.2 **Overview - Partnership Advisory Group (PAG)**

10.2.1 LB explained that there was no update on this group since the last meeting.

11 **COMMITTEE ALIGNED DIRECTORATE RISKS**

11.1 LB presented a report on the Committee Aligned Directorate Risks.

11.2 Discussion took place around future risk spotlights to be presented to the Committee. The impact of COVID 19 was highlighted as having a major impact on risks and current workloads. The Committee commended the efforts of SFRS colleagues in maintaining such a high level of service given these challenges.

11.3 The Committee suggested a further spotlight on TSA008 Enactment of Section 19 Road Safety Act. JD explained this has not been implemented yet and we are awaiting confirmation of exemption for Blue Light Services. The Committee agreed it would make sense to await the impact once any final decision has been made on the changes.

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- 11.4 The Committee suggested there are some key risks around training and facilities. JD offered to complete future spotlights on training and facilities if this was deemed appropriate.
- 11.5 Discussion took place around a People Committee focused update on the work of the RVDS Programme Board.
- 11.6 The Committee agreed it would be useful to see this work from a People view point.
- 11.7 **The Committee scrutinised the report.**

ACTION: SSt

(Mary Corry joined the meeting at 1330 hrs)

12 FORWARD PLANNING

12.1 POD Policy Review Schedule Update

12.1.1 The POD Policy Review Schedule Update report was presented to the Committee for information.

12.1.2 The Committee asked for clarity on Secondary Employment for those in roles on a Children's Panel or similar.

12.1.3 LB confirmed that this required to be noted with POD to ensure there is no conflict of interest.

12.1.4 **The Committee noted the report.**

12.2 Health and Safety Policy and Management Arrangements

12.2.1 The Health and Safety Policy and Management Arrangements was presented to the Committee for information.

12.2.2 **The Committee noted the report.**

12.3 Committee Forward Plan Review

12.3.1 The Committee noted the Forward Plan.

12.4 Items for Consideration at Future IGF, Board and Strategy Meetings

12.4.1 There were no items identified.

12.4.2 LB highlighted that the paper on Employee Voice had been added to the agenda for the next strategy day.

13 REVIEW OF ACTIONS

13.1 AC confirmed there were six formal actions raised during the meeting.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 3 March 2022.

14.2 There being no further matters to discuss, the public meeting closed at 1501 hrs.

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING: 9 SEPTEMBER 2021

15.1 The minutes of the private meeting held on 9 September 2021 were approved as a true record of the meeting.

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

16.1 The draft private minutes of the RANSc meeting on 9 September 2021 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (2 December 2021).

17 PARTNERSHIP WORKING

17.1 Update from Employee Partnership Forum

17.1.1 SB explained to the Committee that this Forum is currently under review and a further update will be provided at the next meeting.

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

17.2 Update from Partnership Advisory Group

17.2.1 LB explained that there was no update on this group since the last meeting.

18 EMPLOYEE VOICE

18.1 LB presented a paper on Employee Voice, further discussion will take place at a Board Strategy Day.

18.2 **The Committee scrutinised the report.**

19 KEY CASE UPDATES 2021/22 – Q2

19.1 LB presented the report on Key Cases.

19.2 **The Committee scrutinised the report.**