SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - PEOPLE COMMITTEE

THURSDAY 8 DECEMBER 2022 @ 1300 HRS

MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS, 21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / 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 OCTOBER 2022 *(attached)*   *M Wylie*
The Committee is asked to approve the minutes of this meeting.

6   ACTION LOG *(attached)*   *Board Support*
The Committee is asked to note the updated Action Log and approve the closed actions.

7   PERFORMANCE AND RISK REPORT QUARTER 2 2022/23
7.1   People and Organisational Development *(attached)*   *L Gaja*
7.2   Training, Safety and Assurance *(attached)*   *J Holden/*
                                                                             B Farquharson

The Committee is asked to scrutinise these reports.

8   INDEPENDENT AUDIT/INSPECTION ACTION PLAN   *B Farquharson*
         UPDATE *(attached)*
         -   Training of RDS Personnel

The Committee is asked to scrutinise this report

Please note that the public meeting will be recorded and published on the SFRS Website.

9   HEALTH AND SAFETY ANNUAL REPORT 2021/22 *(attached)*   *A Watt*

The Committee is asked to scrutinise this report

10   PEOPLE COMMITTEE RISK REGISTER
10.1   Committee Aligned Directorate Risks *(attached)*   *L Gaja*

The Committee is asked to scrutinise this report

11   PARTNERSHIP WORKING
11.1   Employee Partnership Forum (verbal)   *S Barron*
11.2   Partnership Advisory Group (verbal)   *L Gaja*

The Committee is asked to note verbal updates.

12   REPORTS FOR INFORMATION ONLY:
        The Committee is asked to note the following reports:
12.1   **Learning Needs Analysis Progress Report** (attached)   *F McOmish*
12.2   **Undergraduate and Graduate Programme 2022+ Proposal** *(attached)*   *L Cope*
12.3   **Skills Bank/Profiling Update** *(attached)*   *L Cope*
12.4   **Staffing Tactical Action Group Update** *(attached)*   *R Robison*

13   FORWARD PLANNING
13.1   POD Policy Review Schedule Update *(attached)*   *M Corry*
13.2   Health and Safety Policy Management Arrangements Forward
        Planning Schedule *(attached)*   *J Holden*
13.3   Committee Forward Plan Review *(attached)*   *M Wylie*
13.4   Items for Consideration at Future IGF, Board and Strategy Day meetings   *M Wylie*

14   REVIEW OF ACTIONS *(verbal)*   *Board Support*

15   DATE OF NEXT MEETING
        Thursday 2 March 2023

<u>**PRIVATE SESSION**</u>

16   MINUTES OF PREVIOUS PRIVATE MEETING: 3 OCTOBER 2022   *M Wylie*
        (attached)

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

**17   REMUNERATION, APPOINTMENTS AND NOMINATIONS
        SUB COMMITTEE UPDATE**
17.1   Draft Minutes of last meeting – 15 September 2022 *(attached)*   *F Thorburn*
17.2   Update of last meeting – 8 December 2022 (v*erbal*)   *F Thorburn*

The Committee is asked to note the draft minutes and verbal report.

Please note that the public meeting will be recorded and published on the SFRS Website.

18   **KEY CASE UPDATES 2022/23 – Q2** *(attached)*   *L Gaja*

         This report is for information only.

19   **INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG)**   *L Gaja*
         UPDATE *(verbal)*

         The Committee is asked to note verbal update.

Please note that the public meeting will be recorded and published on the SFRS Website.

Agenda Item 5

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

MONDAY 3 OCTOBER 2022 @ 1330 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Mhairi Wylie (Chair) (MW)	Steve Barron (Deputy Chair) (SBa)
Malcolm Payton (MP)	Paul Stollard (PSt)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Garry MacKay (GMacK)	Deputy Assistant Chief Officer, Head of Operations
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Lyndsey Gaja (LG)	Head of People and Organisational Development
Jim Holden (JHo)	Head of Safety and Assurance
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Ross Robison (RR)	Area Commander, Staffing Solutions Team (Item 7.3)
Greig Hastie (GH)	Lead Health and Wellbeing Practitioner (Item 10)
Fiona McOmish (FMcO)	HROD Manager (Item 14.2)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 15.1)
Kevin Murphy (KM)	Group Commander, Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Teresa Kelly, Deputy Head of Health and Safety

1 CHAIR'S WELCOME

1.1 The Committee Chair opened the meeting and welcomed those present, in particular Group Commander Kevin Murphy, in his new role as Board Support Manager.

1.2 The Committee were reminded to keep their microphones on mute unless speaking and use the hand raising function on MS Teams, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES FOR ABSENCE

2.1 Fiona Thorburn, Board Member
Liz Barnes, Director of People and Organisational Development
David Farries, Assistant Chief Officer, Director of Service Delivery

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 9D). 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 Recent Employment Tribunal Case Lessons Learnt report would also be taken in private as this is subject to restrictions relating to confidentiality, in line with Standing Orders (Item 9D).

3.2   No further items were identified.

4   DECLARATIONS OF INTERESTS

4.1   No conflict of interests were declared.

5   MINUTES OF PREVIOUS MEETING: 21 JUNE 2022

5.1   The minutes of the meeting held on Tuesday 21 June 2022 were approved as an accurate record of the meeting.

5.2   Matters Arising

5.2.1   No matters arising from the minutes of the previous meeting.

6   ACTION LOG

6.1   The Committee considered the Action Log, noted the updates and approved the removal of the closed items.

6.2   In regard to Action 7.2.19, AW provided a brief update and confirmed that the timescale for presenting the options was Q2 within the current financial year. It was agreed that the due date would be further extended to the end of Q4 to allow better alignment with the performance management framework.

7   PERFORMANCE AND RISK REPORT QUARTER 1 2022/23

7.1   **People and Organisational Development (POD)**

7.1.1   LG presented the POD Progress and Performance Report Quarter 1 2022/23 to the Committee. The following key areas were highlighted from the Executive Summary:
- Continued increase in retirements (wholetime), due to pension remedy.
- Increased level of support staff turnover noting the current competitive labour markets.
- Small decrease in absence rates, particularly within operational control personnel. Ongoing engagement programme to understand how to support attendance and wellbeing for this staffing group.
- Since May 2022, Covid absences were no longer being captured separately.

7.1.2   In regard to turnover of staff, LG advised the Committee that there were different challenges and initiatives associated with each staffing group. LG indicated that it may be 18-24 months before there was a change to the retirement profile. LG highlighted the changes to On Call attraction and engagement initiative which was already reporting some success. Due to the competitive labour market, workshops were held with Heads of Function to review approach to job evaluations, remuneration and rewards/benefits for support staff.

7.1.3   The Committee commented on the potential for the current retirement trend to mask other trends for staff turnover. LG offered to have an off-table discussion to gain a better understanding of the ask for potential further analysis of trends.

7.1.4   **The Committee scrutinised the report.**

7.2   Training, Safety and Assurance (TSA)

7.2.1   BF presented the Training, Safety and Assurance Progress and Performance Q1 Report 2022/23 and highlighted the following key issues for the Training Function within this quarter:

- Work of the Tri Service Driver Training Collaborative Working Group which has resulted in increased efficiency and capacity across driver training, ability to benchmark and shared delivery of training.
- Due to the revised delivery of Operational Competency Framework (implemented in Q1), direct comparison to previous quarters had been affected. Discussions were ongoing regarding a potential workshop to aid understanding and awareness for the Committee.

7.2.2   The Committee were reminded that a joint workshop with the Service Delivery Committee has been scheduled for 9 March 2023. The Committee requested that a brief overview of the core competencies be provided at the start of the workshop to aid understanding and awareness.

7.2.3   In regard to the anticipated increased driver assessment/training, BF noted that once the programme had been rolled out fully it would be the intention to capture and report measurable data.

7.2.4   AW assured the Committee that areas of underperformance had been identified and were being addressed. These areas were Urban Search and Rescue (USAR) and Flexi Duty Officers (FDO) Training for Operational Competence (TFoC).

7.2.5   In regard to On Call/Volunteer personnel, BF updated the Committee on the positive impact the changes to the TFoC have made i.e. group training records, etc and noted the positive impact of the pre-recruitment engagement.

7.2.6   In regard to the Health and Safety Management Information System, JH provided a brief update on the progress being made. However, JH commented on the ongoing capacity challenges with support from ICT and noted that options were being reviewed and considered.

7.2.4   JHo presented the Training, Safety and Assurance Progress and Performance Q1 Report 2022/23 and highlighted the following key areas within Safety and Assurance Annual Improvement Plan:

- Update on Improvement Plan progress noting a decrease in completion rates within Q1, however, early indications in Q2 were showing an improvement.
- Slight increase in Accident/Injuries incidents. Work continues on the completion of Service Delivery Area handbooks which would help address minor routine injuries.
- No reportable RIDDOR incidents for the 2nd consecutive quarter.
- Working days lost levels, common causations and the work being done to address these.
- Decrease in Near Misses Incidents however focus would remain on promotion of reporting near misses. Development and trialling of a hazard reporting system to help support this area.
- Increase in Acts of Violence incidents.
- Increase in vehicle accidents particularly low speed manoeuvres. Sub Group had been convened to focus on low speed manoeuvres to identify a standard approach to management of these types of events. Interactive training for operational competence module had also been developed.
- Recent significant events include subsequent next steps/actions and the ongoing trial of joint investigations with Operational Assurance teams to help expedite learning/actions.

7.2.5   The Committee acknowledged and congratulated the team on zero RIDDOR's for the 2nd consecutive quarter.

7.2.6   In regards to low speed manoeuvres, JHo agreed to provide further details on actions arising from the Sub Group in future reports. JHo noted the remit of the Sub Group was to review existing practises/culture and identify potential improvements.

ACTION: JHo

7.2.7   In regard to acts of violence, the Committee noted that whilst these were unacceptable, it remained outwith the control of the Service. The Committee noted that the Service were continuing to raise awareness and providing appropriate training for personnel on how to report and respond to these types of incidents.

7.2.8   The Committee were given a brief summary of the recent road traffic collision at Tollcross and subsequent internal investigation.

7.2.9   **The Committee scrutinised the report.**

7.3   Staffing Solutions Team (SST) Work Packages Update
7.3.1   RR presented a report and provided an update on the progress of the six work packages currently forming the work of the SST, as directed by the Staffing Tactical Action Group, for information. The following key points were highlighted:

- Work Package 1 Staff and Skill Rebalancing: Main themes include liaison between Central Staffing and Training to improve use of out of pattern roster reserve (OPRR) hours and planned workshop for Central Staffing and Local Senior Officer (LSO) Resourcing SPOCs.
- Work Package 2 Staffing Business Continuity: Development of Operational Availability Management Guidance (OAMG) document which incorporates appliance and specialist appliance withdrawal strategies, staffing hierarchies, etc and is supported by the Community Risk Index Model (CRIM) data. Final drafting stage of OAMG prior to consultation phase.
- Work Package 3 Day Duty Capability: Phase 1 and 2 were nearing completion with approx. 80 (day duty) personnel now being available for operational duties. Phase 3 would support regular planned return of day duty staff to operational duties, resulting in an additional 1400 days per annum.
- Work Package 4 On Call Migration & Pathways to Competence: Pilot migration initiated to support on call to wholetime, selection centres and transition course planned. Working with Scottish Qualifications Authority (SQA) to aid the pathway to competency and develop a framework to enable recognition of prior learning, skills and experience.
- Work Package 5 Re-employment and Maximising Availability: Re-employment register was now active. Potential scope to extend scope of detached duty policy and introduction of detached duty volunteers' database.
- Work Package 6 Pre-Arranged Overtime (PAO) Management Arrangements: Pilot programme ongoing to streamline processes, support managers, etc, with full roll out in the new year.

7.3.2   In regards to staffing business continuity, RR briefed the Committee on some of the wide-ranging circumstances this would apply to i.e. 2nd pandemic, severe weather, etc. The OAMG would provide a structured framework and guidance which covers the full spectrum of availability from business as usual to decreased level of personnel/skills.

7.3.3   In regard to recognising prior learning, RR noted that this is not unique to the Service and the framework was based on best practice and work previously undertaken by the National Fire Chiefs Council (NFCC).

7.3.4   **The Committee noted the report.**

(R Robison left the meeting at 1425 hrs)

8   INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE

8.1   **Training of RDS Personnel**

8.1.1   BF presented the report, updating the Committee on the progress against the action plan developed in response to the HMFSI report relating to the Training of RDS Personnel. BF noted the good overall progress and where delays have been identified and appropriate mitigations put in place.

8.1.2   AW informed the Committee that the HMFSI (Wales) have undertaken a review of RDS Training and the draft report has been shared with Scottish Government. Taking cognisance of this report and the potential renewed focus in this area, AW advised that the Service would review the narrative and evidence prior to closing any future actions.

8.1.3   **The Committee scrutinised the report.**

9   HEALTH AND SAFETY ANNUAL REPORT 2021-22: DATA SUMMARY

9.1   JH presented the report which provided the Committee with a summary of progress against the Annual Health and Safety Improvement Plan 2021-22 and an overview of the agreed suite of performance indicators. The following key points were highlighted:
- Trends relating to low speed manoeuvres and acts of violence (as per earlier discussions).
- Absences attributable to Covid-19 were displaying an increase, however this was due to this statistic being calculated over a 2-year average. Anticipated to continue to decrease.
- On schedule for presenting the full Health and Safety Report in December 2022 for scrutiny prior to submission to the Board for information.

9.2   The Committee were reminded that this report had been presented to provide an overview of past performance and flag any new issues emerging.

9.3   The Committee commented on the potential misinterpretation of the data being presented within the summary, should it be read in isolation as this could detract from the overall positive work in regards to health and safety. The impact on 2020/21 statistics due to Covid was also noted. Whilst acknowledging the potential for misinterpretation, AW reiterated the purpose of the data summary, noting that no new issues had been identified and that the full report would provide additional details to support the data.

9.4   **The Committee scrutinised the report and thanked all those involved in producing the report.**

(G Hastie joined at 1438 hrs)

10   PROVISION OF REHABILITATION AND PHYSIOTHERAPY ARRANGEMENTS

10.1   GH presented the report to the Committee providing a cost/benefit analysis and options appraisal for physiotherapy and rehabilitation services within the Service. GH highlighted the following areas:
- Overview of the current provision and identified areas for improvement.
- Increasing levels of musculoskeletal (MSK) sickness absences.
- Approved by the Strategic Leadership Team to progress with Option 2 (in-house physiotherapy services supported by external provision).

10.2   In regard to potential additional travel distances, GH informed the Committee that there was a framework of external providers, including rural communities, to support in-house services.

10.3   GH advised the Committee that the intention would be to measure performance in order to evidence the impact.

10.4   **The Committee scrutinised the report.**

(G Hastie left at 1442 hrs)

11 PEOPLE AND ORGANISATIONAL DEVELOPMENT (POD) VISION

11.1 LG gave a presentation to the Committee relating to the POD operating model to identify how the Directorate could deliver the services required to support SFRS's vision. The following areas were highlighted:

- Identified activities undertaken over the last 12 months to enable work to start on the future operating model.
- Held full Directorate and breakout engagement sessions to work on SWOT analysis and review customer feedback.
- Discussions relating to career development and progression pathways to attract and retain professional staff.
- Discussions relating to systems and processes to help deliver work/services of the Directorate, some links to the People, Training, Finance and Assets Systems (PTFAS) project.
- Early engagement with Representative Bodies to discuss potential changes in roles, capabilities and Directorate structure.
- Identify purpose of Directorate along with POD specific mission and vision.
- Development of design principles and themes that should inform decisions on proposals for POD.
- Development of POD high level model.
- Next steps include road testing with SMB/SLT colleagues for feedback, progressing next level (roles and responsibilities) and continued engagement with teams/Representative Bodies.

11.2 AW noted that the Training, Safety and Assurance Directorate would be sharing their vision and would be keen to link with LG to discuss further off table.

11.3 Presentation to be circulated to the Committee for reference purposes.

ACTION: BST

11.4 **The Committee noted the presentation and verbal update.**

12 PEOPLE COMMITTEE RISK REGISTER
12.1 Committee Aligned Directorate Risk

12.1.1 LG and BF presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Board and highlighted the following risks:

- Closure of risks POD008 (Medical Restrictions) due to progress in this area and POD009 (Employment Tribunals) due to conclusion of the majority of work/no further claims.
- Closure of 3 risks due to change in Covid restrictions, TSA001 (Training Resources – Continuous Improvement) due to actions being transferred into business as usual/dedicated task and finish group stood down, and TSA008 (Training Resources – Section 19 Road Safety Act) due to further delays/de-escalation to functional level.

12.1.2 The Committee commented on the potential risk of industrial action/impact on service delivery. AW advised that the SLT had discussed this recently and it was agreed that this was already captured within an existing overarching risk.

12.1.3 **The Committee scrutinised the report.**

12.2 **Risk Spotlight: SD006 On Call Retained / Volunteer Duty System People Specific and around Recruitment / Training**

12.2.1 GMacK presented the Risk Spotlight Briefing note to the Committee and noted the following key points:

- Focus on risk to service delivery and capabilities, to deliver statutory duties through failure to attract, train and retain new and existing personnel.

- Reasons for attrition of personnel include remuneration and lack of flexibility in working patterns.
- Risk of insufficient qualified personnel within Operations Control (OC) which in turn would directly impact on ability to respond to emergencies effectively.
- Impact of reduced staffing within OC on existing personnel.
- Awareness and concerns relating to OC personnel's morale, wellbeing and mental health.
- Focus on recruitment, succession planning, development of an active recruitment strategy sitting alongside the wholetime firefighter recruitment, social media campaign and awareness days to raise profile and knowledge of OCs, opportunities to increase retention i.e. flexibility, pay, etc.
- Key focus to ensure OC personnel feel valued, supported and have the opportunity to develop.
- Consideration of flexibility relating to role, working patterns and contractual arrangements to attract and retain personnel.

12.2.2 The Committee asked whether feedback was provided to OC personnel to help maximise job satisfaction. GMacK noted that the Service in general do not garner praise and there was no obvious route for feedback to OC personnel in place at this time. GMacK further noted that there was a lack of understanding within the Service and the wider public on the important role of OC personnel.

12.2.3 Brief discussion re the potential for a joint recruitment campaign (Wholetime and OC), potential dual roles, flexibility etc.

12.2.4 The Committee commented on the high level of absences within OC and requested an update on the work in this area. GMacK advised the Committee that visits were ongoing to OC to engage with personnel to discuss both the positive aspects and challenges, ensure existing personnel are aware of their importance, understand reasons for leaving and what would attract new personnel to join the Service.

12.2.5 GMacK reiterated the ongoing challenges within OC and noted that there was no quick or easy solution however, there was optimism to stabilise and improve the long-term position.

12.2.6 The Committee fully acknowledged, supported and valued the key role of OC within the Service. The Committee acknowledged it would be helpful to receive a further update, at the appropriate time, either at this Committee or a Board Strategy Day.

12.2.7 **The Committee scrutinised the report.**

(G MacKay left the meeting at 1522 hrs)
(The meeting broke at 1522 hrs and reconvened at 1527 hrs)
(F McOmish joined the meeting at 1527 hrs)

13 PARTNERSHIP WORKING
13.1 Employee Partnership Forum
13.1.1 SBa provided the Committee with a verbal update detailing the content of EPF meeting on 18 August 2022, noting the following key points:
- Focus on diversity and recruitment with open and constructive discussions from all attendees.
- For future meetings, agreed to summarise key points and transfer to mainstream activities to avoid any duplication.
- Short life working group convened to focus on gender diversity and inclusion.
- Continuing to share information on policy and practises and escalation of issues.

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

13.2 Partnership Advisory Group

13.2.1 LG advised there were no new items of business put forward therefore the meeting was stood down.

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

14 REPORTS FOR INFORMATION ONLY

14.1 Health and Safety Policy and Policy Statement

14.1.1 JHo presented an update on the 2022/23 Health and Safety Policy and Policy Statement to the Committee for information, noting the alignment of the policy with the Safety and Assurance Strategy.

14.1.2 **The Committee noted the report.**

14.2 Recognition of Prior Learning

14.2.1 FMcO presented a report informing the Committee of the introduction of the Recognition of Prior Learning Policy, which would ensure a fair and consistent approach to recognise knowledge, skills and experience previously gained.

14.2.2 The Committee commented on the potential to include recognition of flexible approaches to learning i.e. patterns of study. Consideration would be given to include this within the accompanying guidance document.

14.2.3 **The Committee noted the report.**

(F McOmish left the meeting at 1533 hrs and M Corry joined the meeting at 1533 hrs)

15 FORWARD PLANNING

15.1 POD Policy Review Schedule Update

15.1.1 MC presented the POD Policy Review Schedule Update report to the Committee for information, noting the following updates to the schedule since the publication of the report:
- Publication of Whistleblowing and Re-employment policies.
- Following engagement with the Fire Brigades Union (FBU), the Working Together Framework would be presented to the SLT in October.
- Statutory Health Surveillance Policy pilot had commenced and completed during this quarter.
- Full business case to be prepared, for SLT approval, to support proposals within the Family Leave Policy.
- Policies issued for consultation were Flexi Time Scheme and Wholetime Day Duty Hours and Leave Policy.
- Policies scheduled to be issued for consultation in Q2 were Managing Employee Performance Policy and Secondary Employment Policy.

15.1.2 With regard to the Re-employment Policy, the Committee queried whether there were any time limitations on re-employment. LG noted that the time limitations on re-employment applied particularly to operational roles and whether individuals could still be deemed competent in that role/skills.

15.1.3 **The Committee noted the report.**

(M Corry left the meeting at 1539 hrs)

15.2 Health and Safety Policy Management Arrangements Forward Planning Schedule

15.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information, detailing that there were no new Management Arrangements (MAs) scheduled for development.

15.2.2 JHo noted that there had been no significant changes, progress remained on target albeit with one exception (PUWER Management Arrangements) and a new review process had been developed to ensure reviews were undertaken at the appropriate time.

15.2.3 **The Committee noted the report.**

15.3 **Committee Forward Plan Review**
15.3.1 The Committee noted the Forward Plan.

15.3.2 MW noted the joint workshop with Service Delivery Committee, scheduled on 9 March 2023, to focus on competency and currency in relation to training.

15.3.3 **The Committee noted the Forward Plan.**

15.4 **Items for Consideration at Future IGF, Board and Strategy Meetings**
15.4.1 There were no new or emerging items noted.

16   REVIEW OF ACTIONS
16.1 KM confirmed that 2 formal actions were recorded during the meeting.

17   DATE OF NEXT MEETING
17.1 The next meeting is scheduled to take place on Thursday 8 December 2022.

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

PRIVATE SESSION

18   MINUTES OF PREVIOUS PRIVATE MEETING: 21 JUNE 2022
18.1 The minutes of the private meeting held on 21 June 2022 were approved as a true record of the meeting, subject to Paul Stollard being added as present.

19   REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE
19.1 The draft minutes of the RANSc meeting on 31 May 2022 had been circulated to the Committee.

19.2 **The Committee noted the draft minutes**.

20   RECENT EMPLOYMENT TRIBUNAL CASE – LESSONS LEARNED
20.1 RS presented the report to the Committee providing background in relation to a recent employment tribunal (ET) case, lessons learned and actions being taken by the Service in response to this.

20.2 **The Committee scrutinised the report.**

21   KEY CASE UPDATES 2022/23 – QUARTER 1
21.1 LG presented the report to the Committee providing an overview on employee relations cases which have resulted in claims to the ET.

21.2 **The Committee noted the report.**

21.3 There being no further matters to discuss, the public meeting closed at 1615 hrs.

PEOPLE 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:

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

Actions/recommendations

Currently the rolling action log contains 3 actions. A total of one of these actions have been completed.

The Committee is therefore asked to approve the removal of the one actions noted as completed (Blue status). There is one action categorised as Green status and one action categorised as Yellow status on the action log.

Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 2 December 2021						
Item 7.2.19	**Performance and Risk Report Quarter 2 2021/22 (TSA):** 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.	**AW (prev JD)**	**April 2023 (Org March 2022 & Ext June 2022)**			**Update (03/03/2022)**: Meeting with Paul Stollard has occurred. Awaiting outcome of SPPC led workstream considering all aspects of performance reporting to the Board. The Committee will discuss at their informal meeting in April and then take that forward for a fuller consideration and discussion as appropriate with the Director's and their teams in May/June. **Update (21/06/2022)**: Following the earlier March update and recent appointment of ACO Andy Watt as Director of TSA, a meeting has been scheduled with the PC Chair to discuss Performance and Risk Reporting in more detail and in order to continue to take this work forward. A further update will follow in due course. **Update (15/09/2022)**: TSA progressing work to present options to Chair of PC. Timescale for options being presented is end of Q2. **Update (08/12/2022)**: TSA progressing work to present options to Chair of PC. Timescale extended due to staff movements in TSA.

Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 3 October 2022						
7.2.6	**Performance and Risk Report Q1 Training Safety and Assurance:** In regards to low speed manoeuvres, JH to provide further details on actions arising from the Sub Group in future reports.	**JH**	**December 2022**	🟩		**Update (08/12/2022):** Presentation to be delivered to the Driver Safety Group on 15 December 2022, an update will be provided to the next PC
11.3	**POD Vision:** Presentation to be circulated for reference purposes.	**BST**	**December 2022**	🟦	**October 2022**	**Completed (08/12/2022):** Available on Board Sharepoint site.

People and Organisational Development

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

POD Quarterly Management Information Report
Quarter 2 2022 / 23

Contents   **Page No.**

Introduction

The performance of the Scottish Fire and Rescue Service (SFRS) is set out against the priorities established by Scottish Government in the Fire and Rescue Framework for Scotland 2022, 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."***

Our performance is monitored and reported through the quarterly POD Performance Report and scrutinised by the People Committee as well as within the SFRS Annual Report.

However, we also recognise the importance of providing other SFRS Directorates with information on how we are performing, where we can make improvements and how we can best utilise our resources to meet our stakeholders' needs.

This report provides a range of management information on areas monitored by our teams; containing analysis of the information presented and provides narrative on actions that will be taken to make improvements where required.

A number of other areas will be monitored and analysed at a local level and used to inform progress against objectives.

Executive Summary

Attention is drawn to the following key points, with further detail in the main body of the report:

Since the conclusion of this reporting period, the Service has set up an Industrial Action Tactical Action Group to coordinate planning for potential industrial action. Further details on the arrangements will be provided in next quarter's report.

SFRS continues to experience the impact of changes to Firefighter pension arrangements, as highlighted in previous quarterly reports. While the quarterly wholetime turnover rate attributable to retirement has slowed from 3.8% in quarter 1 to 2.2% in quarter 2, it is anticipated that retirements will continue to be higher than historic averages over the next 12 to 18 months. This is due to the implications of the Deferred Choice Underpin coming in to play during 2023. Retirement forecasts continue to be monitored closely, including at SLT level, and are informing recruitment plans including a successful on-call to wholetime migration pilot and external transfers. Staffing TAG has been stood down (replaced by the Industrial Action TAG) with remaining actions being progressed through other forums.

Over quarter 2 there has been a slight reduction in the overall vacancy rate across the Service, which has fallen from 16.5% (1,413 roles) in quarter 1 to 15.9% (1,356). Moving into quarter 3, steps are being taken to ensure effective oversight of recruitment activity to align it with Scottish Government Resource Spending Review (SGRSR) considerations.

There is continued focus on support for Operations Control, where quarter 2 saw in increase in turnover to 6.6% (versus 2.2% in quarter 1). A group of new trainees joined OC in quarter 2 and a further recruitment campaign is being delivered in quarter 3. Absence rates in OC have continued to fall quarter on quarter and have reduced from 16.07% to 11.97% over the past 4 quarters. This includes a 10% reduction in the days lost to long term psychological absence versus the previous period.

Section 1

**1.1** This section focuses on data in relation to the following objective:
Strengthen and continually review our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

1.1.1 Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group including actual headcount

| EMPLOYEE GROUP | Wholetime (WDS) | | | | | Retained | | VDS | OC | SS | TOTAL (ALL) |
	RBC	DD	FDS	Trainees	TOTAL WDS	RDS FT Rural	RDS				
Target Operating Model (FTE)	3021	356	256		3633	55	3309	384	170	851	8402
Initiatives, Projects and Capital Funded		8	16		24				11	110	145
Actual (FTE)	2770	326	264	96	3456	52	2362	276	179	866	7191
Actual (Headcount)	2771	327	264	96	3458	52	2758	276	182	919	7645

As at 30 September 2022, SFRS employed 7110 people, equating to a headcount of 7668. The variance between the number of employees and actual headcount is reflective of where staff hold more than one role (dual contract). In addition to the figures in the above table; 12 employees are on Secondment, 7 on Career Breaks and 4 are externally funded.

POD Workforce Planning continue to actively monitor the leavers profile against the Target Operating Model (TOM). This information has informed actions to review our volume recruitment and promotional processes to respond to COVID recovery and pension impacts. The pensions remedy has resulted in a significant change in the retirement profile already with further changes expected within the next 18 months.
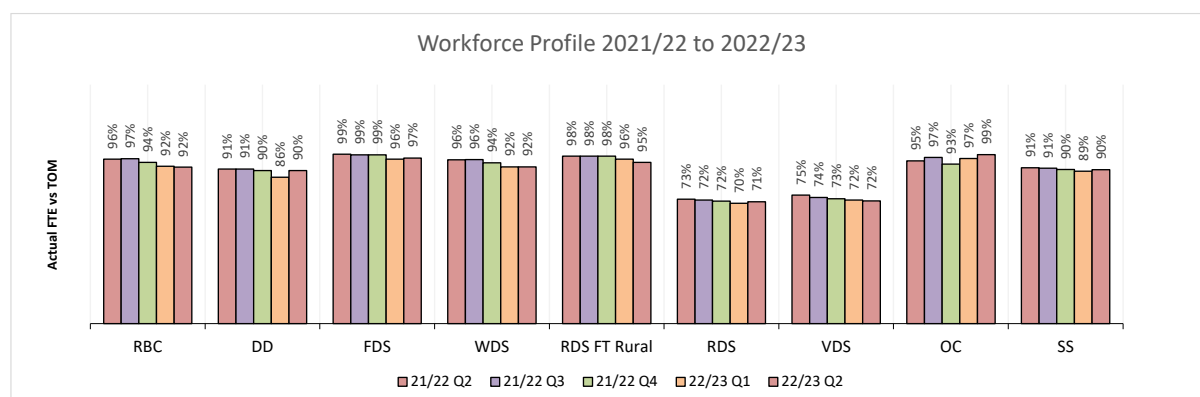
POD have continued to support the Staffing Tactical Action Group (S-TAG) and Staffing Solutions Team (SST), to identify and implement actions to mitigate the impact on our TOM and competence levels. An External Level Transfer Process has enabled 6 transferees from other UK Fire and Rescue Services to join SFRS in October 2022, with further intakes of successful transferees scheduled for Feb and May 2023. Plans are in place to support the launch of an On Call to Wholetime Migration Pilot, with trainees expected to be confirmed in post by end of December 2022.

As part of the National On-Call Improvement Programme, the POD Resourcing Team have delivered a revised On-Call recruitment and selection process, developed via significant engagement with stakeholders. Pivotal to the new process is the introduction of a Pre-Recruitment Engagement Programme (PREP) aimed at providing 1:1 support and guidance to help candidates prepare for the formal fitness assessment and the practical selection tests. Positive outcomes are already being seen, with a higher proportion of successful candidates progressing through the process. For example, In August 2022, PREP supported the onboarding of 15 recruits within the WIOS LSO Area, an area which has historical recruitment challenges. PREP outcomes will continue to be monitored. Recruiting manager briefing sessions are ongoing to support the embedding of the new arrangements.

1.1.2   Number of staff vacancies by FTE

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | | | | |
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS	VDS	OC	SS	TOTAL (ALL)
Vacancy (FTE)	155*	38	8	201	3	947	108	2	95	1356

Actual vacancies = 251 less 96 Trainees currently on Foundation Course

Work on reviewing the Strategic Resourcing Plan for 2023 is progressing, with consideration being given to the impact of pension changes to the wholetime leavers profile, any potential review of the TOM linked to the Service Delivery Model Programme or the implications of the SGRSR.

Attracting candidates for support staff roles remains challenging given current market conditions. Work is ongoing to ensure that opportunities, the total reward package and flexible working arrangements are effectively promoted and that we build a flexible and adaptable approach to our resourcing methods. Work is also ongoing to review support staff pay and reward arrangements to ensure terms and conditions remain competitive.

1.1.3   Percentage Staff vacancies

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | | | | |
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS	VDS	OC	SS	TOTAL (ALL)
Vacancy (%)	5.1%	10.7%	2.9%	5.5%	5.5%	28.6%	28.1%	1.1%	9.9%	15.9%

1.1.4   Percentage Staff turnover by employee group

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | | | | |
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS	VDS	OC	SS	TOTAL (ALL)
Retirements	1.5%	4.3%	6.8%	2.2%	0.0%	0.4%	0.3%	1.1%	0.3%	1.2%
Other Reasons	0.3%	0.6%	0.4%	0.4%	0.0%	2.0%	1.1%	5.5%	3.2%	1.4%
Turnover	**1.8%**	**4.9%**	**7.2%**	**2.6%**	**0.0%**	**2.4%**	**1.4%**	**6.6%**	**3.5%**	**2.6%**

Staff Turnover - Retirements

Staff Turnover- Other Reasons
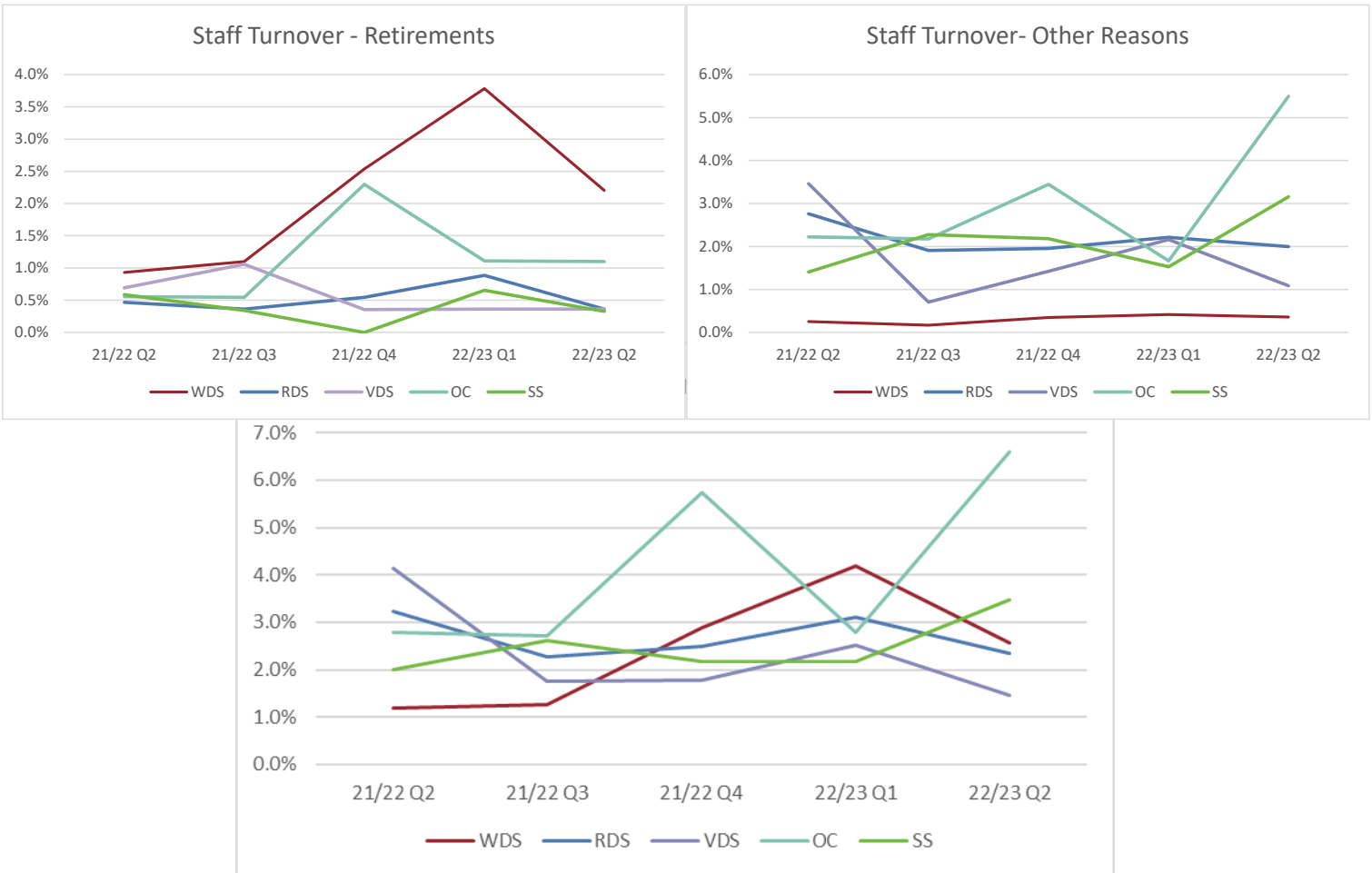
The graph above reflects staff turnover rates in the last five quarters. The overall rate has decreased from 3.4% in the previous quarter to 2.6%, with further analysis to be undertaken to identify potential themes/issues.

Total Wholetime turnover has decreased from 4.2% to 2.6%. While turnover has slowed and suggests a steadying of the immediate impact of the pensions remedy, it is relevant to note that 328 personnel can access the deferred choice underpin and retire earlier than anticipated, 115 personnel are forecast to retire during 2023 and that the number of deferred leavers has increased from 83 in July to 99 in September 2022. Consequently, as the full impact of the pension remedy unfolds over the next 18 months, an increase in leavers is expected and this continues to be monitored closely.

Operations Control turnover has increased from 2.8% in quarter 1 to 6.6% in this quarter and Support Staff turnover from 2.2% to 3.5% for the same periods, with reasons mainly attributed to retirement and resignations.

Section 2

2.1 This section focuses on data in relation to the following objective:
Support, promote and monitor the development of a diverse workforce and inclusive culture, aligned with SFRS values

2.1.1 Total number of grievance cases concluded within six weeks

There was an increase from 2 to 7 grievance cases submitted in this quarter. From this, 5 were concluded within 6 weeks and no appeals were received. 6 cases related to a breach of policy and 1 related to a breach of the code of conduct.

2.1.2 Total number of discipline cases concluded within six weeks

There have been 16 new discipline cases commenced within quarter 2, with a further 4 cases carried over from previous quarters. This is slightly lower than the new cases presented at quarter 1. From the 16 new cases, 1 case concluded within 6 weeks, 3 concluded within 14 weeks and the remaining 6 will be carried over into quarter 3. The main reason for these cases falls with the Breach of the Code of Conduct category.

2.1.3 Number of bullying and harassment cases broken down by staff group

There were no cases of bullying and harassment raised within this quarter.

Section 3

3.1 This section focuses on data in relation to the following objective:
Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles

3.1.1 Top three reasons for management referrals

In this reporting period, there were a total of 646 Occupational Health appointments attended, of which 237 were New Management Referrals (NMR) (see chart below). These numbers remain consistent with the previous quarter.

The top three reasons for NMRs were:

1. Psychological – Stress and Mental Health – 94 (40%)

2. Musculoskeletal (MSK) – 87 (37%)

3. Circulatory – 8 (3%)

All Other reasons for referral accounted for remaining 48 (20%) of NMR's. The top two reasons for management referral in quarter 2 remain unchanged from the previous twelve months.

Top 3 reasons for Referral

- 40%
- 37%
- 3%

■ Psychological - Stress and Mental Heatlh ■ Musculoskeletal (MSK) ■ Circulatory
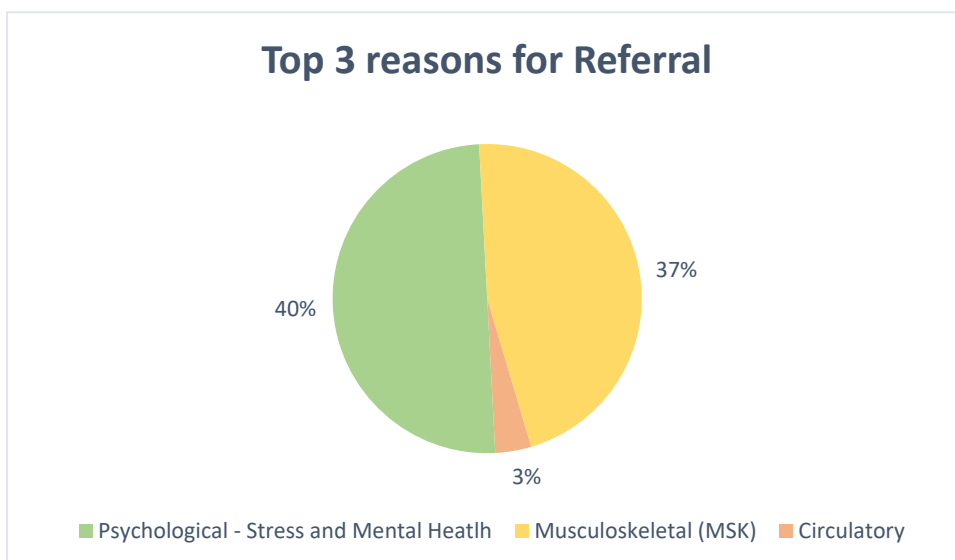
There was a 4% increase (227 to 237) in NMR appointments which were attended in quarter 2 compared to the previous reporting period.

The number of NMR appointments attended has been noted to remain consistent over the previous 12 months. This data will continue to be monitored and analysed.

Psychological conditions remain the top reason for referral to Health and Wellbeing (HW) in quarter 2, accounting for 40% of all NMR's and a 9% increase (86 to 94) compared to the previous reporting period. When compared to quarter 2 2021/22, the number of NMR's for psychological referral was 88. This number remains fairly constant over the past 12 months and data will continue to be monitored.

In quarter 2 2022/23, the number of psychological referrals due to non-work- related stress and mental health conditions, not classified as stress, were 55; demonstrating consistency with previous reporting periods (quarter 1 2022/23 being 60). When comparison is made to the same period last year (quarter 2 2021/22), there were 50 referrals; suggesting relative stability in the referral numbers.

In this reporting period the number of psychological referrals due to perceived stress with a work-related element is 39. Over the quarter the reportable cause against the HSE management standards is Role and Demands. In the previous reporting quarter, there were 25 psychological referrals dues to perceived stress with a work-related element. This represents a 36% increase in work related stress referrals (25 to 39) from the previous reporting period.

As the second most common reason for referral this quarter, MSK referrals increased by 9% (79 to 87) when compared with quarter 1 2022/23. This figure remains largely consistent with previous reporting quarters. However, when comparison is made on the same reporting period in 2021/22, there is a significant reduction (119 to 87). This increase noted in quarter 1 (21/22) could perhaps be attributed to a relaxation in COVID measures and an increase in less sedentary activity that took place during periods of restriction.

Several MSK injury prevention and reduction awareness themed workshops have taken place in this reporting period, as part of an MSK Injury Prevention month campaign. This work was developed in partnership with the Fire Fighters Charity and advocated a number of holistic approaches to reduce the impact of MSK injury, promote ways in which MSK injury could be prevented and raise awareness of the link between physical and psychological wellbeing. This work will continue with focussed campaigns taking place throughout LSO areas. Data will continue to be monitored moving forward to evaluate the impact of this work.

Work remains ongoing in to introduce an in-house physiotherapy service. It is anticipated this will be established in quarter 4 (22/23) and will take additional time to implement and

embed the service. The MSK data will continue to be analysed to assess the impact of this new service.

There was a new third top referral reason in quarter 2, which was for circulatory reasons and would include any issues with the heart or high blood pressure or any blood clots and accounted 8 cases (3%) of all NMRs. Further analysis of these and previously reported figures, did not reveal any obvious trend or pattern which may have assisted in explaining this increase in numbers of referrals of this nature. However, it was noted that 6 of the 8 referrals were made in the month of August and this perhaps could be as a result of a rolling programme of annual reviews for those with underlying circulatory conditions. HW will continue to analyse this data for trends going forward.

3.1.2   Overall absence percentage

EMPLOYEE GROUP	RBC	DD	FDS	TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
Overall Absence (work days lost versus work days available)	6.69%	3.97%	2.38%	**5.76%**	4.05%	1.59%	11.97%	5.08%	**4.67%**
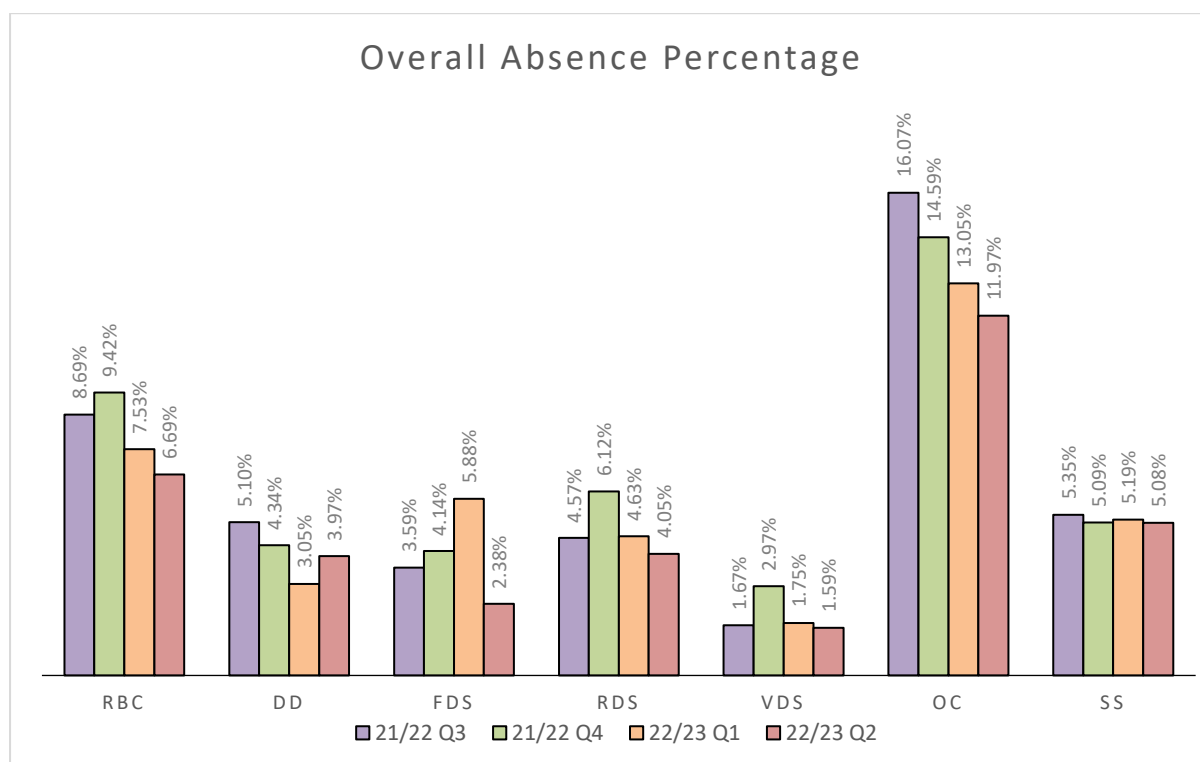
The average overall absence percentage for all SFRS working days lost in quarter 2 is 4.67% which is a decrease of 0.59% compared to the previous quarter.

It is noted that absence has decreased across all employee groups, for short-term, as shown below, however, it has very slightly increased for long term absence by 0.12%.

3.1.3 Percentage of working days lost against days available – short-term absence

EMPLOYEE GROUP	RBC	DD	FDS	TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
Short-Term Absence (work days lost versus work days available)	3.03%	0.98%	0.77%	**2.44%**	1.27%	0.18%	2.80%	1.51%	**1.61%**

This table shows the percentage of workdays lost due to short-term absence as a percentage of workdays available. In line with the overall decrease in the absence rate, there has been a decrease in short-term absence across all employee groups of 0.72% in this quarter.

3.1.4 Percentage of working days lost against days available – long-term absence

EMPLOYEE GROUP	RBC	DD	FDS	TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
Long-Term Absence (work days lost versus work days available)	3.66%	2.99%	1.61%	**3.33%**	2.78%	1.41%	9.17%	3.57%	**3.05%**

This table shows the percentage of workdays lost due to long-term absence as a percentage of workdays available. There has been a very slight increase in long-term absence across most employee groups of 0.12% in this quarter, with the exception of RBC and FDS.

3.1.5 Short-term absence by top three absence reasons

Short Term Sick - Top 3 Reasons	Respiratory	Musculoskeletal	Stomach or Bowel	Other	TOTAL
RBC	1097	1011	383	654	3144
DD	74	58	12	96	240
FDS	55	20	5	40	120
RDS	1392	882	288	649	3211
VDS	23	20	2	-	45
OC	133	24	20	44	220
SS	329	99	80	185	693
Total Working Days Lost	3103	2113	789	1667	7672
Number of Employees	747	359	302	308	1716

3.1.6 Long-term absence by top three absence reasons

Long Term Sick - Top 3 Reasons	Musculoskeletal	Psychological	Respiratory	Other	TOTAL
RBC	1995	750	274	783	3802
DD	251	147	231	105	733
FDS	-	205	-	44	249
RDS	3610	1333	556	1495	6994
VDS	316	-	46	-	362
OC	101	193	-	426	720
SS	415	732	182	315	1644
Total Working Days Lost	6688	3360	1288	3167	14503
Number of Employees	171	88	31	93	383

The tables above show the main reasons for employee absence in terms of working days lost, for both short and long-term absence and the total number of employees absent within these categories.

Within the OC, it is noted that there has been a decrease in the number of long-term psychological cases, compared to the previous quarter for days lost by 21. However, there has been a slight increase in days lost within the OC for MSK reasons by 30 days. The HR Business Partner is supporting the new Management Team within the OC to address long-term absence.

All affected employees on long-term absence are being fully supported by HW, their managers and the HR Business Partner. This has included the delivery of Attendance Management Training to a suite of newly promoted managers.

MSK issues continue to be the main reason for long-term absence, and the number of absences related to this have increased across all staff groups in this quarter for long-term

absences, with the exception of RBC. For long-term psychological absences, this has increased overall in this quarter by 17 employees.

When comparing absence reasons, it is noted that psychological conditions is not present in the short-term table above, as it is not one of the top three reasons and this was the same for quarter 1. However, as indicated in the previous quarter, this data now includes COVID absences, which directly impacts upon the respiratory category.

Appendix 1 – Glossary of Terms

DD	Day Duty / Off Station
FDS	Flexi Duty System
FTE	Full Time Equivalent
HRBP	Human Resources Business Partner
HSE	Health and Safety Executive
HW	Health and Wellbeing
LSO	Local Senior Officer
MSK	Musculoskeletal
NMR	New Management Referral
OC	Operations Control
On-Call	Retained and Volunteer Duty System
POD	People and Organisational Development
PREP	Pre-Recruitment Engagement Programme
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS FT	Retained Duty System Full Time
SGRSR	Scottish Government Resource Spending Review
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
SST	Staffing Solutions Team
S-TAG	Staffing Tactical Action Group
TOM	Target Operating Model
SS	Support Staff
VDS	Volunteer Duty System
WDS	Watch Duty System
WIOS	Western Islands, Orkney and Shetland

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/44-22

Agenda Item: 7.2

Report to:	PEOPLE COMMITTEE							
Meeting Date:	8 DECEMBER 2022							
Report Title:	TRAINING, SAFETY AND ASSURANCE DIRECTORATE PERFORMANCE AND RISK REPORT Q2 2022-23							
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to **Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the Committee with high level overview of the Training, Safety and Assurance (TSA) Directorate Performance and Risk Report Q2 2022-23, for scrutiny.

2	Background
2.1	This report outlines the performance measures collated by the TSA Directorate against the Priorities set out by Scottish Government in the Fire and Rescue Framework for Scotland 2022 which states **"SFRS should continue to be a Fair Work employer and develop as an employer of choice. It should promote the equality, safety and physical and mental health of all its staff. SFRS should continue to maximise the effectiveness of its approach to workforce and succession planning and should be a learning organisation with equal opportunities for all. SFRS should ensure it enables innovation and change through its People Strategy. SFRS should actively strive to be an organisation that is more representative of the people and communities of Scotland that it serves."** In turn these priorities have been identified in the SFRS Strategic Plan 2022-25.

3	Main Report/Detail
3.1	For ease of reference, the report has two distinct sections; one for Training and the other for Safety & Assurance, with each section reporting on key metrics, risk, performance and analysis.
3.2	Key Highlights for the Training Function content of the report: - - In order to keep developing the performance and risk report the timeline for running the data has been extended to ensure optimal reporting and provide further opportunity for personnel to update their training following periods of leave for example. This appears to have seen a slight increase in recording overall. - Newly added Bar charts to complement certain line graphs that relate to the Training for Operational Competence (TfOC) aspects of the report have been added. The benefit of this additional graph is that it now shows the number of those working towards across each duty system and gives a more reflective picture of performance over this period. (See 4.1 and 4.2 within the report Appendix A) - A steady 5 % > is notable against compliance for all duty systems against the TfOC, which is an encouraging trend which we want to see continue.

	• A notable increase in Volunteer Duty System personnel within Incident Command is now being reported. (See 4.3 within the report Appendix A) • A notable decrease in percentage of personnel competent as a Heavy Rescue Operator is being reported. It is however important to stress that this is as a result of an increase in requirement that now all USAR stations have a Heavy Rescue capability. Therefore, this has increased significantly the numbers of personnel required to be trained. This figure will start to increase as the training is rolled out over the coming quarters.
3.3	Key Highlight for Safety and Assurance content of the report:- • Significant progress is noted in eight of the ten plans in place, with Strategic Planning, Performance Communications (SPPC), Finance and Contractual Services (FCS), and Service Development (SD) completing 100%, North and East SDA completing 85%, West SDA completing 89%, and People and Organisational Development (POD) completing 85% of their overall actions for 2022-23; • All accidents/injuries (including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), have decrease by 14% (49 to 42) when comparing to the same quarter previous reporting year; • There were one RIDDOR reportable accidents/injuries reported to the HSE in Q2 compared to 4 during the same quarter previous reporting year. This event was an over 7-day absence that occurred during an operational incident and related to being injured whilst walking through uneven ground. • There were 36 Near Misses recorded this quarter; • Acts of violence have increased by 67% (12 to 20) when comparing to the same quarter of the previous reporting year. The most significant increase is noted in the West SDA an increase of 100% (5 to 10); • The total number of vehicle accidents across the SFRS have decreased by 9% (63 to 57) when comparing to the same quarter in the previous reporting year. An 8 decrease is noted in slow speed manoeuvres, with a numerical increase of 8, and an 15 decrease in hitting something fixed or stationary, with a numerical decrease of 13, when comparing to the same quarter previous reporting year. The Drivers Safety Group have initiated an SDA Sub-Group to develop an SFRS strategy to address the ongoing increase in low speed manoeuvres.
4	**Recommendation**
4.1	The Committee are asked to scrutinise the report and provide feedback as necessary.
5	**Core Brief**
5.1	N/A
6	**Appendices/Further Reading**
6.1	Appendix A – Training, Safety and Assurance (TSA) Directorate Performance and Risk Report Q2 2022-23.
7	**Key Strategic Implications**
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Ally Cameron, Area Commander, Training Function, Watch Commander Roger Crawford Training Function and Teresa Kelly, Deputy Head of Safety and Assurance.
Sponsored by:	Andy Watt, Assistant Chief Officer , Director of Training Safety and Assurance
Presented by:	Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training and Jim Holden Head of Safety and Assurance.

Links to Strategy and Corporate Values		
Strategic Plan 2022-25		
Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*8 December 2022*	*For Scrutiny*

TRAINING, SAFETY AND ASSURANCE DIRECTORATE

PERFORMANCE AND RISK REPORT

QUARTER 2 2022-23

1   Introduction

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

Key successes for the Training Function within this quarter include:

- 71 Wholetime Trainee Firefighters completed the Foundation Programme and have started at their stations across all three Service Delivery Areas;
- A total of 96 new entrants have joined the SFRS and are undertaking the Foundation Programme on the four-on-four-off system;
- Initial On-call TTM course run at Hamilton for the first time in September - intended to improve capacity for delivery at the NTC site due to simultaneous delivery of the Wholetime Trainee course.
- Successful On-Call TTM course delivered at Stornoway Training Centre.
- Firefighter – Watch Commander (FF-WC Training for Operational Competence) - Development work concluded with the creation of learning content for Q3. This includes Core Skills, Animals, Prevention & Protection and Railways. Q3 materials were launched on 30th September.
- A two-day training package has been delivered by NTC staff 29th and 30th August to non-operational staff and volunteers who support various youth programmes. This will enable safe and effective delivery of a drill as appropriate to these groups.
- Delivery of first 2 MTA CPD courses for Flexi Duty Officer's / NILO's forming part of the SFRS MTA response. Positive feedback from those attending around update and skills stations, as well as practical exercise.
- Initial meeting of newly established Tri Service Driver Training Collaboration Group was held on the 11th August to explore shared training opportunities for specialist rescue skills with colleagues from Police Scotland and SAS.
- Amendments to Practical Selection Tests have been put in place by PST lead and PST Instructors have been sent those amendments with Instructions. This will allow for increase of 8 candidates to 16 candidates per day. (Some sites may vary)

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

- Completion of Support Reviews for COVID;
- Publication of 'All Incidents' GRA and Risk Information Cards as part of initial phase of Document Conversion Project;
- Prepared draft Health and Safety Improvement Plan for 2022-23;
- Completed a review of Water Rescue Training health and safety arrangements;
- Drivers Safety Sub Group established and working to reduce avoidable vehicle accidents and develop a SFRS vehicle accident framework;
- Training package for Safety and Assurance Co-ordinators and Liaison Officers completed for delivery in Q3/Q4; and
- Frontline update for Elephant House Completed.

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
Ensure there is sufficient staff capacity and resources available to meet Service training demand.	Continued focus on risk critical training and additional training requirements highlighted due to the current pension remedy situation. Liaison with Service Delivery SPOC's around impact of pension implications and potential reprioritising of identified candidates for risk critical training courses to maintain Organisational resilience. Revised Training Plans now in place for 2022/23 to deliver the requirements of the TNA and additional requirements from above.	Increased course delivery utilising both National & LSO Instructional staff where applicable and possible. Localised Training delivery for both Acquisition and Refresher courses being used for all courses that local facilities allow Reengagement of staff with current Instructional Qualifications being fully explored with a view to increase Instructor numbers and course delivery. Instructor T&C now fully implemented. Weekend course delivery now scheduled in each SDA / LSO Area. All training courses reviewed to see where efficiencies can be made. Move towards online training / increased pre-course learning were applicable TSA / LSO Instructor merger pilot to be ran in NSDA. Initial scoping meeting held with AC D Wilson and NSDA Training GC's. DACO / AC engagement with all NSDA Training staff scheduled for August.	SR5 ⬅➡	🟢
Availability of our facilities' capacity to host training due to the restricted numbers allowed whilst observing social distancing restrictions.	All COVID-19 restrictions on capacity have now been removed. This risk is now closed and been replaced by new risks of TSA011 – relating to Staff, Facilities and Resources available to meet Training Delivery Demand and TSA012 relating to Monitoring the future impact of COVID-19	Full review of SSOW and COVID-19 Management arrangements undertaken at all Training sites. Sanitise stations still available at training centres, room capacity / ventilation still being monitored in conjunction with CO2 monitoring.	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. Work commenced on development of a further 4 modules. Delay in going live due to refining of the management reporting functionality within each module.	Enhanced liaison with ICT senior management in place. Programme of work has been reviewed and timescales are being amended. SA Arrangements have been reviewed to ensure legislative compliance outwith the electronic Health and Safety Management System	TSA5/SR4 ⬆	🔴
Develop and facilitate SFRS, SDA/Directorate Health & Safety (HS) Improvement Plans.	Engagement with SDA/ Directorates on going to progress HS improvement plans. The impact of COVID-19 has reduced resources to progress some aspects of the plan.	Improvement in the completion of actions compared to compared to previous year continues to be noted. Impact of pension remedy and staff movements has had an impact on progression of improvement plans. Improved engagement arrangements have been established to support Business Partners	TSA5/SR4 ↔	🟢

Table 1: Risk Movement

Link to Risk Register   **Progress from last Quarter**

↔ Risk has not changed since previous quarter   🟢 Actions taken has improved progress against objective

⬇ Risk has decreased since previous quarter   🟡 Actions taken/lack of actions taken with no progress made against objective

⬆ Risk has increased from previous quarter   🔴 Actions taken/lack of actions resulting in slippage of objective

3. Spotlight Report – Central Staffing Collaborative Restructure

Following the introduction of the new Wholetime Uniformed Instructors Working Hours and Leave Policy it is important to highlight the restructure of our Training Administration Team. This team has previously sat within the Training, Safety and Assurance Directorate, however as part of the re-structure now form a new Resourcing team within the Central Staffing team (CS) that sit within the Service Delivery Directorate. This approach will provide an opportunity to centralise the planning and scheduling of Training across SFRS with the resource allocation aligned to the current work of the CS team.

Following approval to start the consultation process, at the Staffing Tactical Action Group (STAG), the Training function have been engaging from the onset with Trade Union representatives to ensure staff are fully supported during the consultation process which should last for approximately 30 days. At the end of this process formal proposals will be discussed with trade unions and staff prior to governance approval.

The introduction of a new Resourcing Team within CS will ensure an accurate, accessible, national resource overview is provided which will increase efficiency and effectiveness in training delivery and operational response. The programming of training courses and allocation of instructors and physical resources would be co-ordinated centrally by increasing the staff within the CS team and subsequently increasing resilience and providing development opportunities for staff.

The new structure will also assist to focus on the resource allocation and staff availability to support training delivery and free up uniformed instructional staff time to support identified Operations and Training Function workstreams and outcomes that are critical to the ongoing training of the Service. This also supports the resource spending review through enhanced resilience within the team and efficiencies in national training delivery which aligns to the principles of the long-term vision of SFRS.

4.   Training Analysis

Operational readiness is measured across competence in Operational Core Skills, Advanced, Support, Emerging Risks Modules, Incident Command and Specialist Skills). These indicators are set internally as part of the SFRS 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	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			✓	

Table 2: Outcome 3

4.1 Operational Core Skills – TfOC (% of Staff deemed competent against requirement)

The Operational Core Skills Modules within the TfOC are pre-populated and continue to operate on a 12-month rolling programme. The Q2 2022-23 figures for the Core skills of BA, Fire Behaviour, Tactical Ventilation, RTC/Extrication, Casualty Care Task & Task Management and Water awareness remain broadly consistent when compared with the previous quarters, with continued improvement seen in the recording of BA wears.

We continue with the additional support for distance training with our learning content accessible on a range of platforms to ensure maintenance of core skill competency. The implementation of the new TfOC modules, a recommendation on the RVDS HMFSI action plan, has seen the process streamlined to support both wholetime and on-call staff maintain operational core competence.

Resource Based Crewing (RBC)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
93	93	93	89	90

Retained Duty System (RDS)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
74	77	78	73	74

Volunteer Duty System (VDS)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
25	23	26	22	19
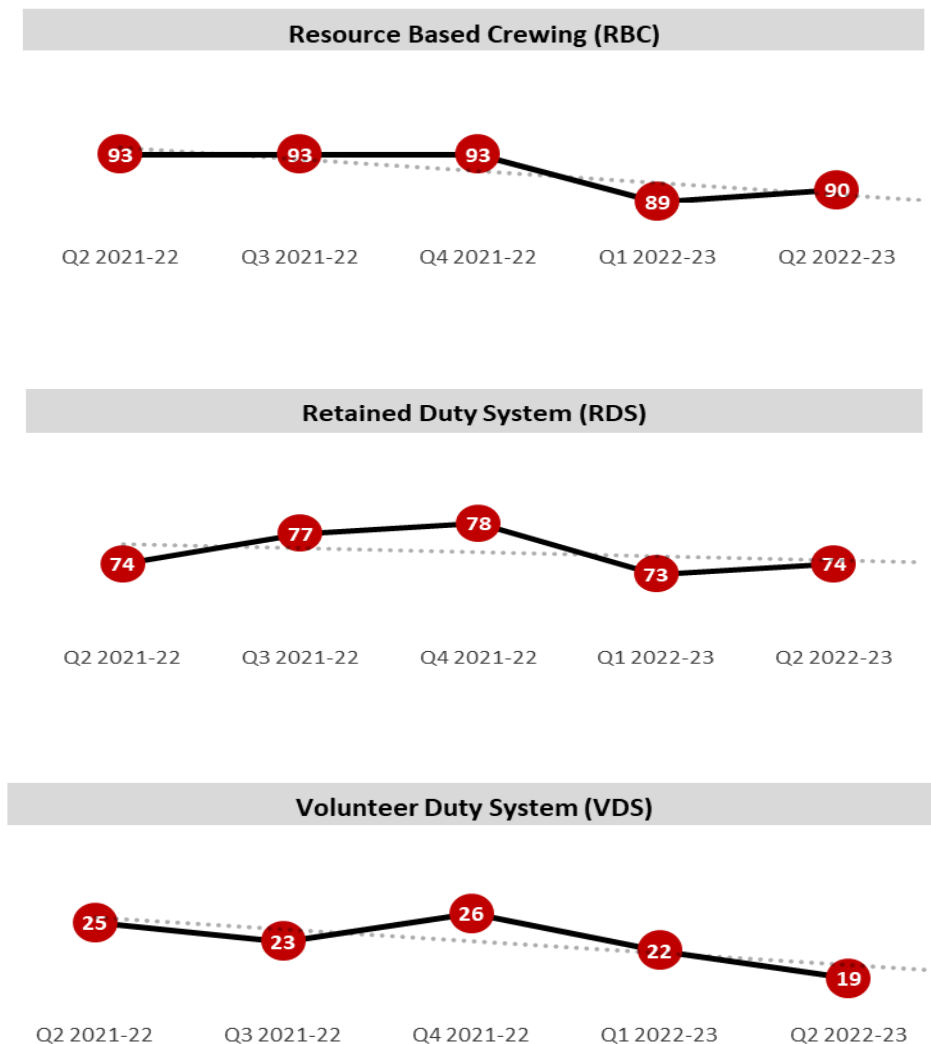
Figure 1: Operational Core Skills

This newly added Bar chart (Figure 2.) to complement Figure 1. Uses a RAG status for the period headlined (Q2 2022-23 only). The benefit of this additional graph is that it now shows the number of those working towards TfOC Operational Core Skills, across each duty system and gives a more reflective picture of performance over this period:

Operational Personnel who are core competent Q2 2022-23

	RBC	RDS	VDS
■ % Red - Not Started	3.1	13.4	66.5
■ % Amber - Working Towards	6.4	12.2	14.6
■ % Green - Complete	90.5	74.4	18.9
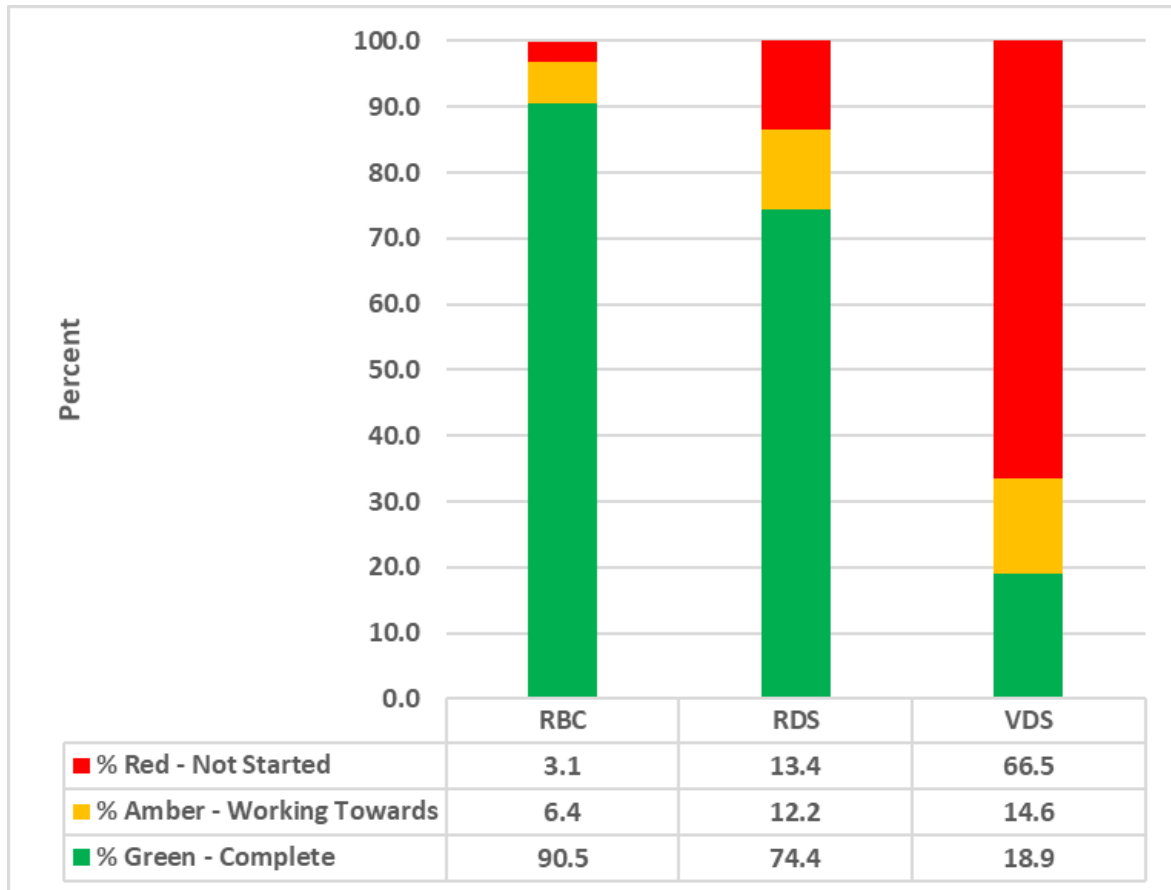
Figure 2: Core Competence – Bar Graph

4.2 Advanced, Support and Emerging Risks Modules - TfOC (% of Staff deemed competent against requirement)

Advanced Modules, Support Modules and any new packages on Emerging Risks will be populated into the schedule by the Training Function on a Quarterly basis using a risk-based approach. The Operational Competence Strategy Group (OCSG) have responsibility for prioritising and scheduling Advanced modules, Support Modules, and any new packages on Emerging Risks for the upcoming Quarters. The OCSG is chaired by an Area Commander from the Training Function and has representatives from a range of Functions and Service Delivery Areas across the Service. Q2 Modules included Building Construction, Surface Spread of Fire and Lithium-ion batteries.

The Q2 figures for Resource Based Crewing (RBC), Retained Duty system (RDS) and Volunteer Duty System (VDS) show a continued improvement against the previous quarter. This section previously reported the advanced modules only however as of Q1 2022-23 and with the introduction of the TfOC it has changed to include Support Modules and Emerging Risks, so it is not possible to directly compare with quarters before this change.

The ongoing support provided from the Learning and E-Development Team; assisting learners with remote options to access content, has contributed to the continued improvement in the RBC, RDS and VDS duty systems and is reflected in the performance data. Ongoing liaison with Service Delivery Area (SDA) partners continues to support personnel.

Resource Based Crewing (RBC)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
85	85	86	86	93

Retained Duty System (RDS)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
65	66	67	73	78

Volunteer Duty System (VDS)

Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
1	1	1	18	24
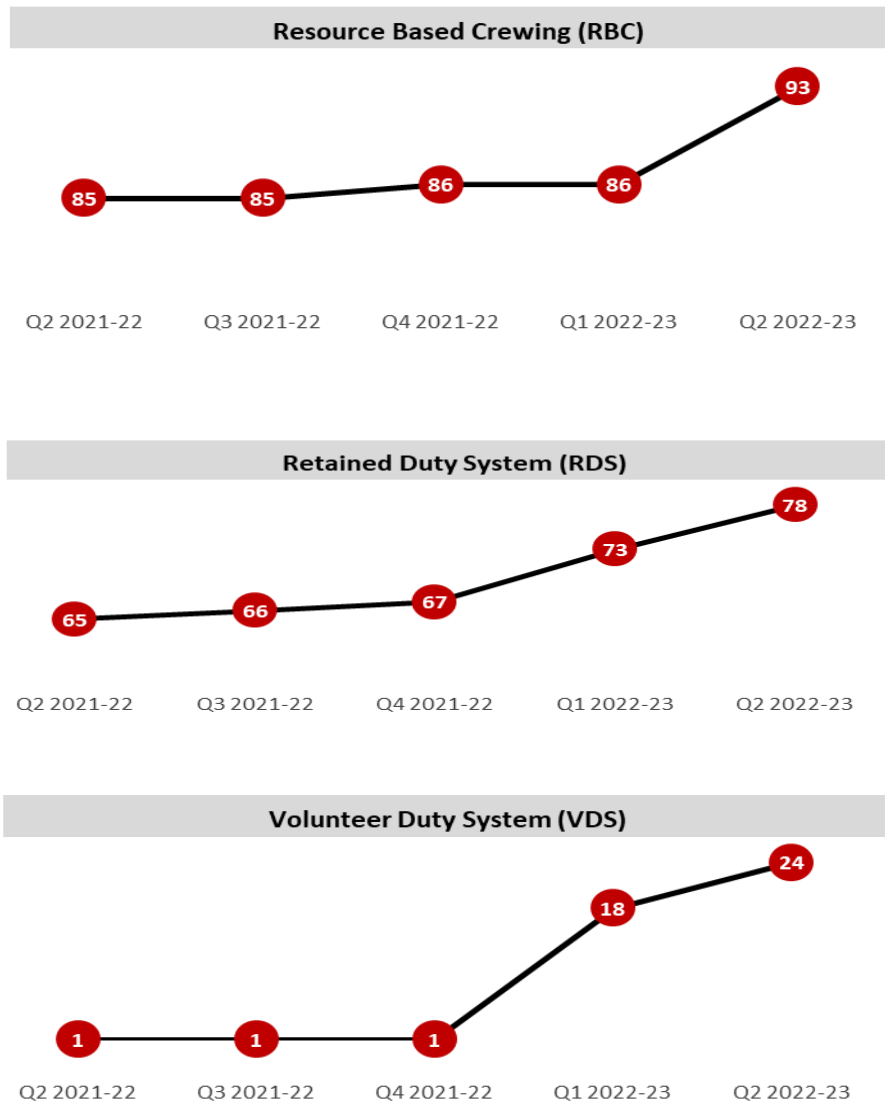
Figure 3: Advanced, support and emerging risks module

With the COVID-19 restrictions easing in Q2, training has continued to progress with staff completing the practical elements of these modules with improvements highlighted for all groups.

With regards to RDS and VDS Staff, the change in design of the learning content, to include video and to streamline learning objectives has been positively received. These changes have reduced the training time requirements and improved efficiency and will further focus training capacity towards improving performance across the Service.

This newly added Bar chart (Figure 4) to complement Figure 3 again uses a RAG status for the period headlined (Q2 2022-23 only). The benefit of this additional graph is that it now shows the number of those working towards across each duty system and gives a more reflective picture of performance over this period:

Advanced, support and emerging risks modules Q2 2022-23

	RBC	RDS	VDS
■ % Red - Not Started	5.7	19.9	72.2
■ % Amber - Working Towards	1.2	1.5	3.8
■ % Green - Complete	93.1	78.6	24.1
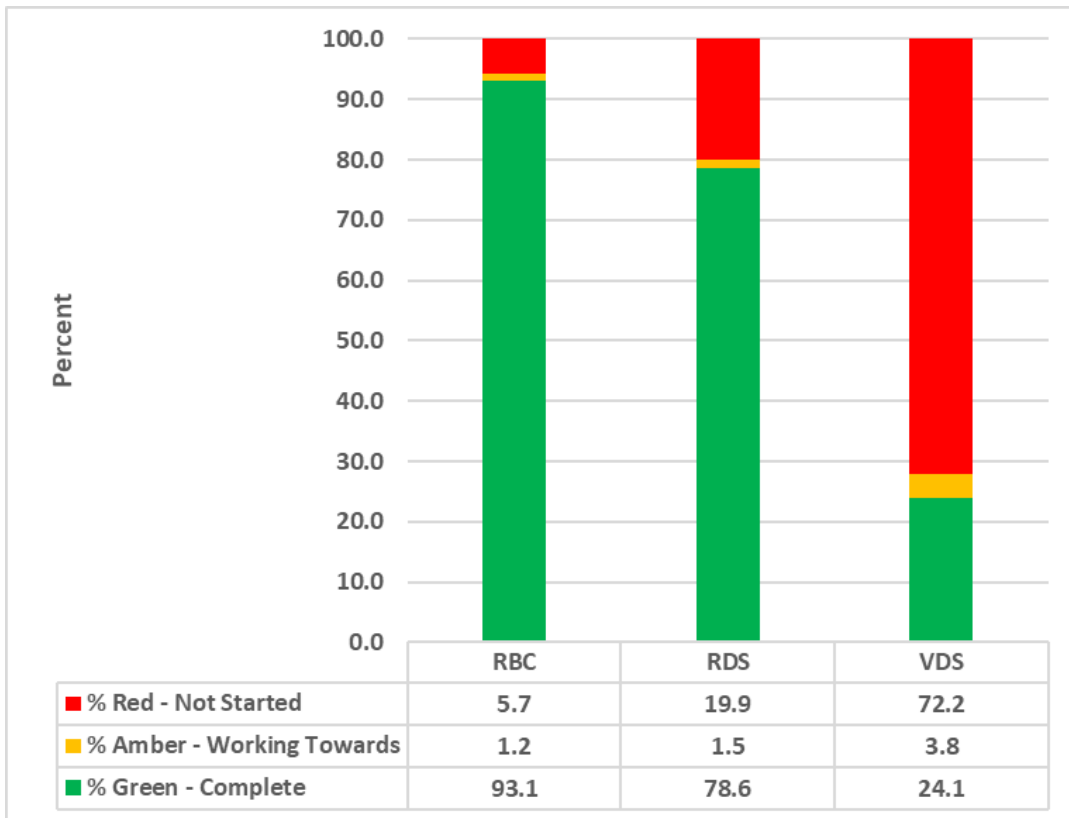
Figure 4: Advanced, support and emerging risks modules – Bar Graph

The Q2 2022/23 Flexi Duty Officer (FDO) TFOC shows a slight improvement against the previous quarter, despite the continued challenge associated with the considerable number of staff changes within the FDO staffing group through retirements and promotions, particularly in respect of the pension remedy with many new FDO's taking up positions, something we continue to monitor.

A review is also underway regarding time allocated to FDO's to conduct Command Group Development sessions which could include a variety of opportunities, such as focusing on Incident Command, Operational Assurance and the completion of their FDO TfOC. An early proposal is that this be programmed to happen at set periods over an 8 week cycle during Command Group duty. This detail has still to be fully considered with any subsequent implementation likely to begin throughout 2023/24.
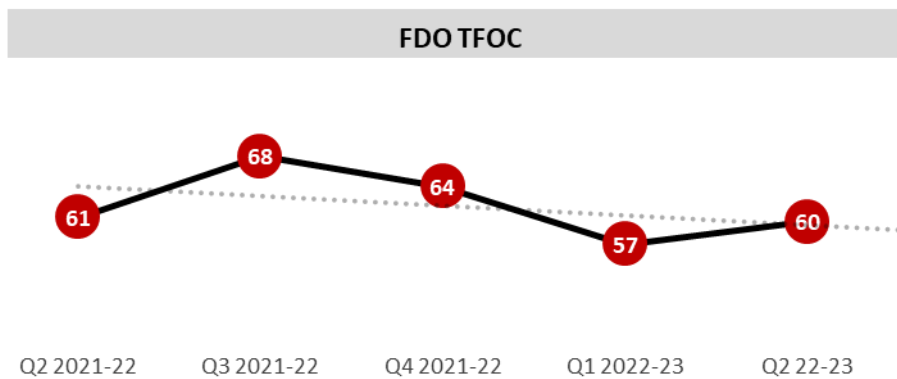
FDO TFOC

Figure 5: FDO TFOC

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

Incident Command Competence across all staffing groups shows a high level in performance with the National Incident Command Team continuing to be available to support the delivery of the modular ICL1 course as it is programmed into local area training plans.

The current figures are consistent with previous quarters however, the Pension Remedy is impacting on Incident Command Competence with Incident Commanders of all levels leaving the Service.

Figures at ICL1 level may fluctuate due to current Level 1 Incident Commanders participating in the On-Station Assessment of Incident Command (OSAICC). Candidates who are unsuccessful, specifically within the Incident Command Scenario, will have command competence removed until they resit an Incident Command Assessment (ICA) in line with the timescales contained in the Incident Command Principles of Assessment.

The additional number of Incident Commanders within the VDS can be attributed to a combination of factors, fluctuation in the number of personnel within the VDS and now that the restrictions imposed due to the COVID-19 pandemic have been lifted, local training teams have

been able to deliver training and assessments for ICA's refreshing the currencies in the remote areas where previously visits had been unable to be carried out.
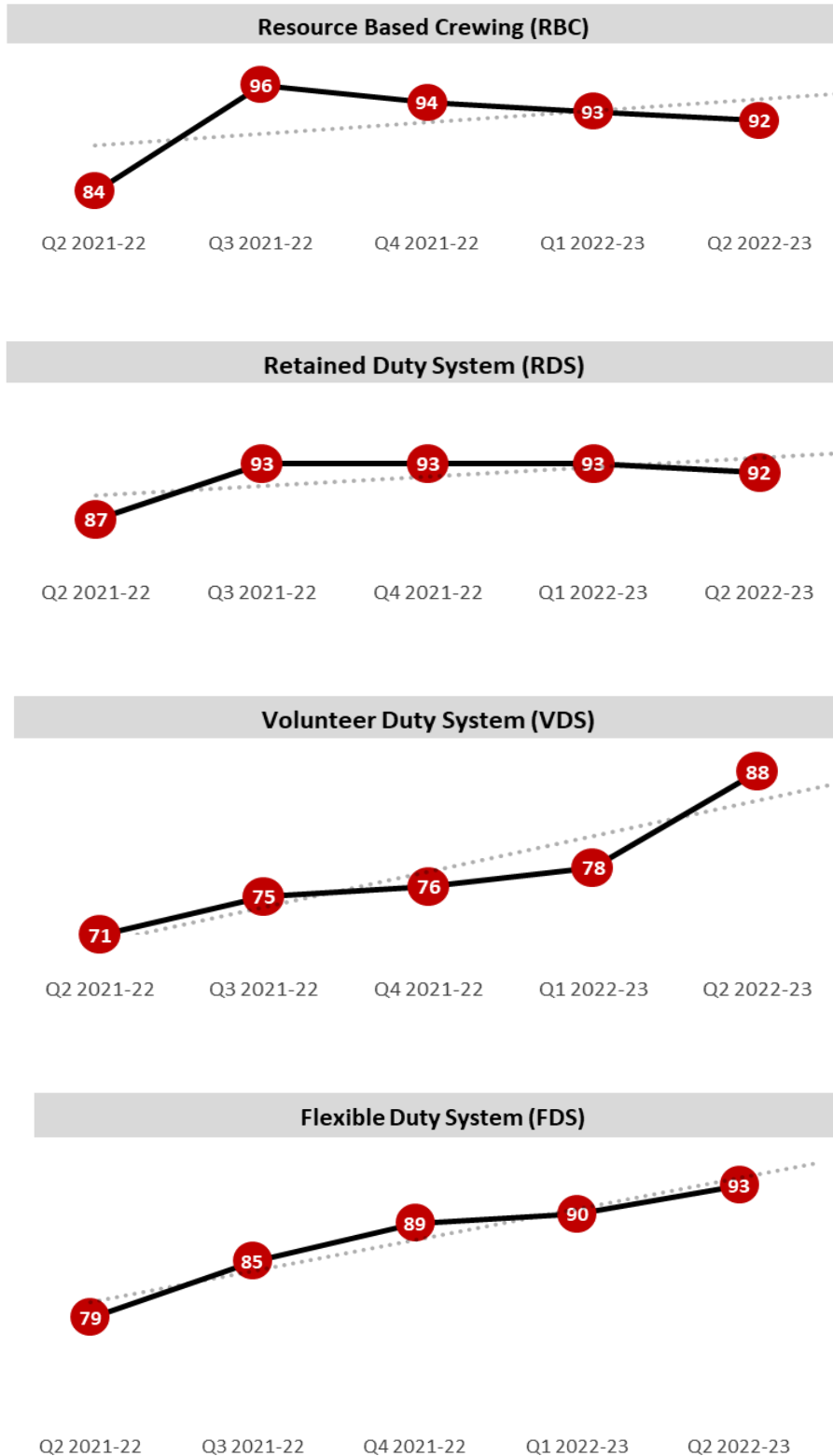
Figure 6: Incident Command Competence

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

Competence across all Specialist Rescue capabilities continues to recover following the impact of unforeseen pension changes and retirements. As we progress through a period of Covid recovery, new methods continue to be explored to enhance training delivery, promoting more efficient use of training resources and improving collaboration with our blue light partners.

The number of personnel who require to be Heavy Rescue Operator trained has increased due to all USAR stations requiring to have Heavy Rescue capability this happened in Q1 2022-23 hence the larger drop in % from Q4 2021/22 to Q1 2022/23. Heavy Rescue competence has experienced a further slight decrease in Quarter 2 primarily due to the challenges of procuring vehicles for training course delivery. Competency has been further impacted by the movement of operational personnel; training resources are being focused in the North Service Delivery Area during Quarter 3 as a response. This approach will create additional capacity at the National Training Centre allowing for further resources to be directed towards the pursuit of achieving the revised operating model.

Water Rescue continues to maintain a high level of competence with ongoing quality assurance of training being performed through Knowledge Applied Technical Assessments (KATA) sessions which are undertaken in conjunction with station training activities.

Urban Search and Rescue (USAR) competence has seen gradual improvement through the delivery of a series of USAR Technician acquisition courses which are being delivered at maximum candidate capacity to expedite the return to pre-pandemic levels. Two acquisition courses are also scheduled throughout Quarter 3 and Quarter 4 which will further enhance competency levels.

Mass Decontamination competency has seen an increase in performance and is expected to improve further with the delivery of a Mass Decontamination Instructor course in Quarter 3 to upskill Service Delivery based staff.

Rope Rescue competency has experienced a decrease over Quarter 1 and Quarter 2 which is being addressed by the scheduling of additional Rope Rescue Operator acquisition courses in January and February 2023.

It is important to highlight at this time, that future planned courses and competencies relating to TfOC maybe adversely impacted if Industrial Action was to take place. This will be monitored closely and re-medial action put in place as necessary, understanding this may take a significant amount of time to recover from depending on the duration of any Industrial Action.

Heavy Rescue

	Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
Heavy Rescue	85	91	89	54	49

Urban Search and Rescue

	Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
Urban Search and Rescue	57	55	55	57	58

Water Rescue - Level 3

	Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
Water Rescue - Level 3	117	125	115	125	126

Mass Decontamination

	Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23
Mass Decontamination	91	99	103	96	101

Figure 7: Specialist Rescue Competence

5 Health and Safety Analysis

To support legislative compliance, there is one overarching SFRS HS Improvement Plan supported by ten bespoke plans, one for each Directorate/SDA. The SFRS table below indicates the current completion status at the end of Q1 2022-23.

HEALTH AND SAFETY IMPROVEMENT PLAN PROGRESS REPORT QUARTER 2 2022-23								
				Outstanding Actions Q2 2022-23				
	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	86	40%	🔴	34	32	1	8	11
Service Delivery Areas (SDA)/Directorates								
North SDA (NSDA)	13	85%	🟠	11	0	0	1	1
East SDA (ESDA)	20	85%	🟠	17	1	0	2	0
West SDA (WSDA)	19	89%	🟠	17	0	0	0	2
Finance and Contractual Services (FCS)	13	100%	🟢	13	0	0	0	0
People and Organisational Development (POD)	26	92%	🟠	24	0	0	0	2
Prevention and Protection (P&P)	25	76%	🔴	19	3	0	1	2
Operations (OP)	24	57%	🔴	16	5	0	0	3
Strategic Planning, Performance and Communications (SPPC)	16	100%	🟢	16	0	0	0	0

Training, Safety and Assurance (TSA)	64	78%	🔴	50	6	2	1	0
Service Development (SD)	15	100%	🟢	15	0	0	0	0

Table 3: **Health and Safety Improvement Plan Progress Report**

Key   Progress from last quarter

🟢   **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**

Overall completion of Q2 actions is presented as 40% (34 of 86) complete. When comparing the percentage completion within the same period in the previous reporting year, a 20% decrease has occurred when compared with Q2 in 2021. Five of the ten Improvement Plans denote significant progress, with TSA and POD completing over 85% and FCS, SPPC and SD completing 100% of their actions for Q2 2022/23.

There are 52 outstanding actions. The analysis shows 19% (10 of 52) are over 70% complete.

The efforts of the Health and Safety Department will continue to engage with business partners to assist in progressing all outstanding actions.

There are a number of Training and P&P assessments that have been returned to HS, but due to other work priorities within HS, these assessments will be progressed in Quarter 3 and reflected in the next quarterly update Q3 Report.

Action Points:

- To conduct various health and safety assessments including Personal Protective Equipment, Working at Height, and Confined Space;
- Implementation of a programme of management self-audits;
- Develop periodic Inspection and Testing for non-operational equipment;
- Commence Face Fit Testing;
- Review of workplace transport arrangements; and
- Commence stress assessment programme.

SFRS HEALTH AND SAFETY DASHBOARD

Health and Safety (HS) Performance – 2022-23

Key Performance Indicator (KPI)Totals with Four-Year Average Trend Comparisons 2019-20 – 2022-23
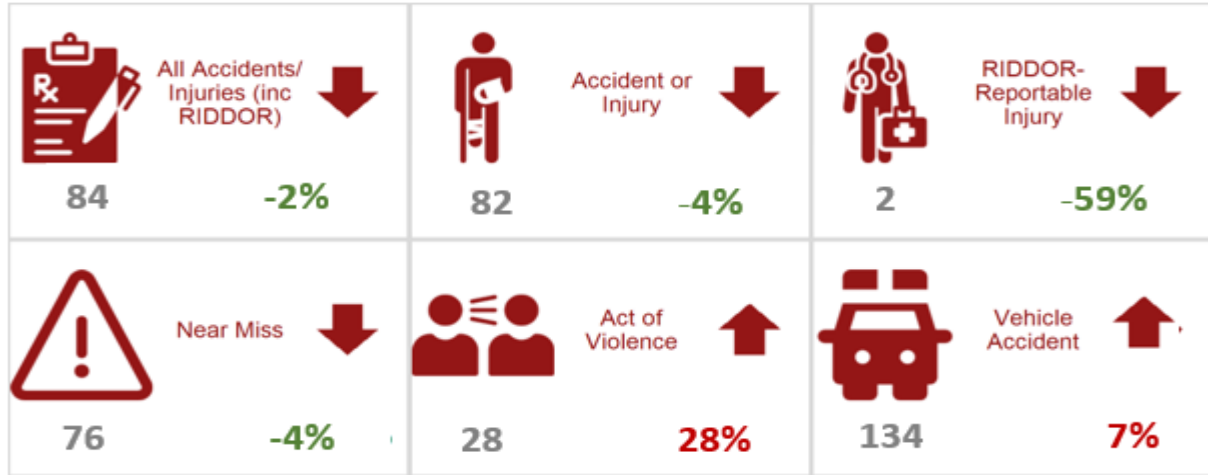
Figure 8: Trend Comparisons Year-To-Date

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 Q2 each year from 2019-20 onwards.

Event Type	2019-20	2020-21	2021-22	2022-23
Injury (excluding (RIDDOR)	95	76	83	82
RIDDOR-Reportable Injury	13	12	5	2
Near Miss	90	83	82	76
Act of Violence	22	23	30	38
Vehicle Accident	134	116	135	134
Total	**354**	**321**	**338**	**332**

Table 4: Trend Comparisons Year-To-Date

The table below shows year-to-date activity totals to the end of Q2 each year from 2019-20 onwards.

Activity	2019-20	2020-21	2021-22	2022-23
Operational	49	40	39	26
Non-Operational	26	16	29	34
Training	33	32	20	24
Total	**108**	**88**	**88**	**84**

Table 5: Activity Year-To-Date

Further detail on each event type and causation can be found within the related sections of this report.

SFRS PERFORMANCE OVERVIEW

Health and Safety Key Performance Indicators – Q2 2019-20 to Q2 2022-23

The panel charts below show the overall quarterly totals from Q2 2019-20 to Q2 2022-23. 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, these are based on comparisons of cumulative totals averaged over two-year periods.

Vehicle Accident

| 2019-20 Q2 | 2019-20 Q3 | 2019-20 Q4 | 2020-21 Q1 | 2020-21 Q2 | 2020-21 Q3 | 2020-21 Q4 | 2021-22 Q1 | 2021-22 Q2 | 2021-22 Q3 | 2021-22 Q4 | 2022-23 Q1 | 2022-23 Q2 |
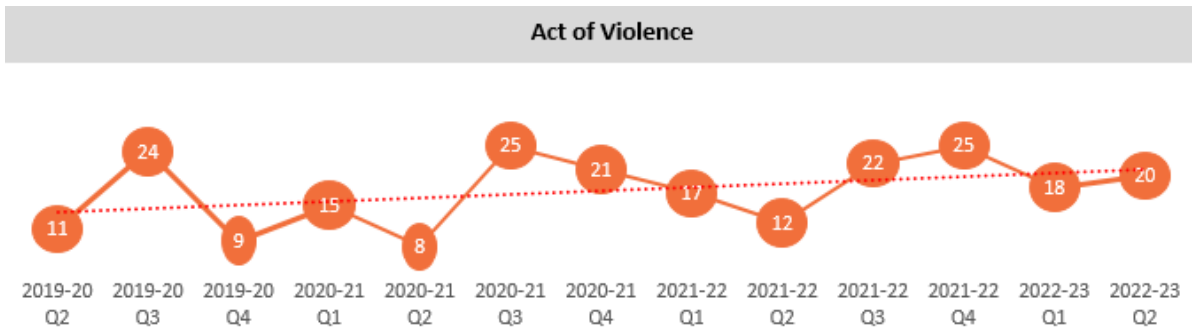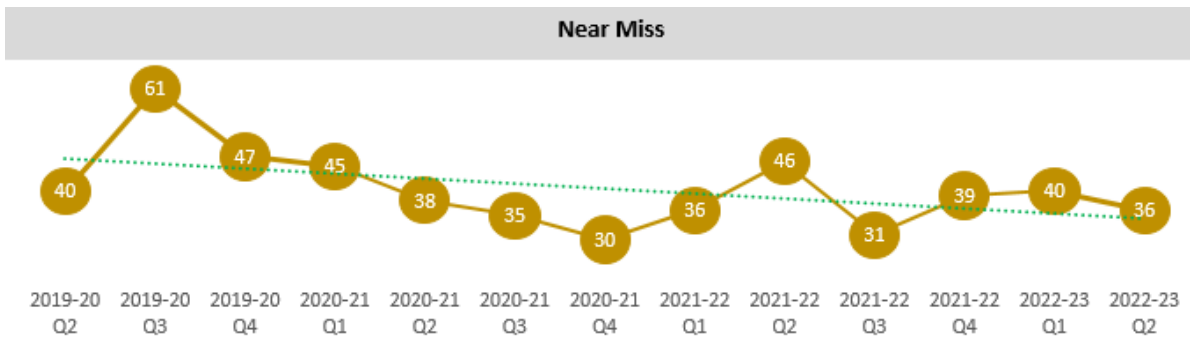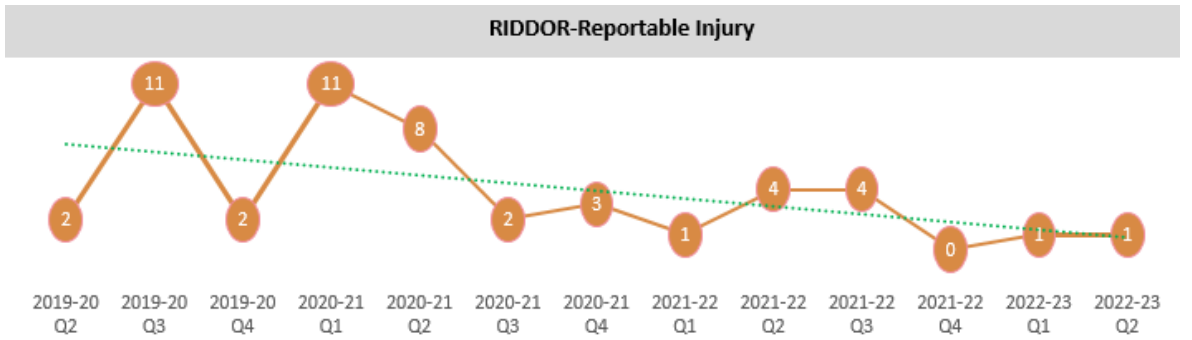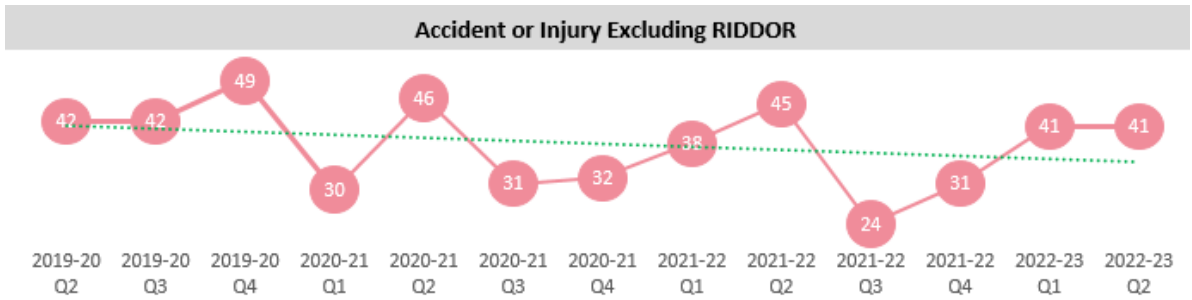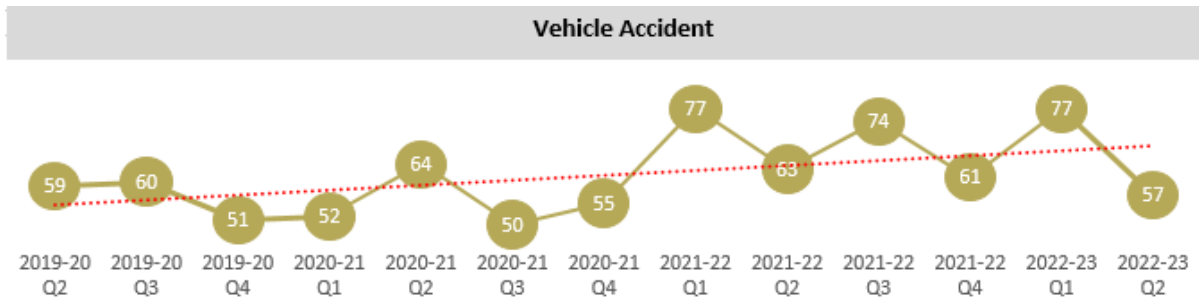
Figure 9: Quarterly KPI Totals Q2 2019-20 to Q2 2022-23

The 4-year period denotes the following:

- A decrease in Injuries and RIDDOR Reportable Injuries.
- An increase in Acts of Violence (AOVs) and Vehicle Accidents (VAs); and
- A decrease in Near Misses (NM).

All key performance indicators are considered in the event type sections.

SDA/Directorate Accidents/Injuries (excluding RIDDOR) – Q2 2019-20 to Q2 2022-23
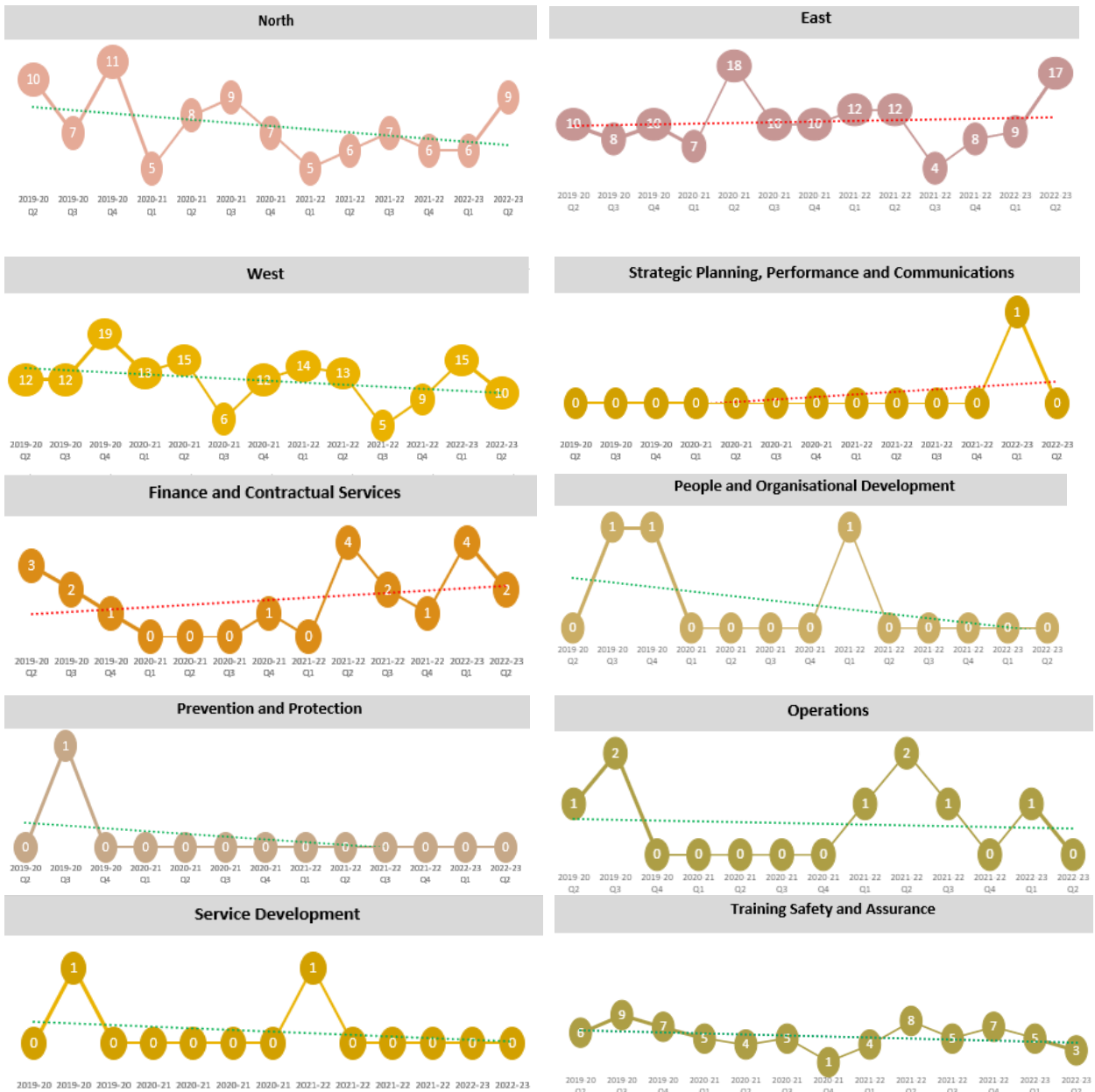
Figure 10: SDA/Directorate AI Q2 2019-20 to Q2 2022-23

Improvement over the 4-year period is seen in the North and West SDAs and the SD Directorate where there has been a reduction of all accidents/injuries (excluding RIDDOR) recorded.

When considering Q2 data with the same quarter previous reporting year, the North SDA saw a 67% (6 to 10) increase, the East SDA saw a 50% (12 to 18) increase, the West SDA saw a 17% (13 to 10) decrease, Operations saw a 100% (2 to 0) decrease, TSA saw a 62% (8 to 3) decrease and FCS saw an 50% decrease (4 to 2) in accidents/injuries (excluding RIDDOR).

The most notable area of improvement was TSA which shows a 62% (8 to 3) decrease when comparing to the same quarter previous reporting year.

RIDDOR Reportable Accidents/Injuries – Q2 2019-2020 to Q2 2022-23
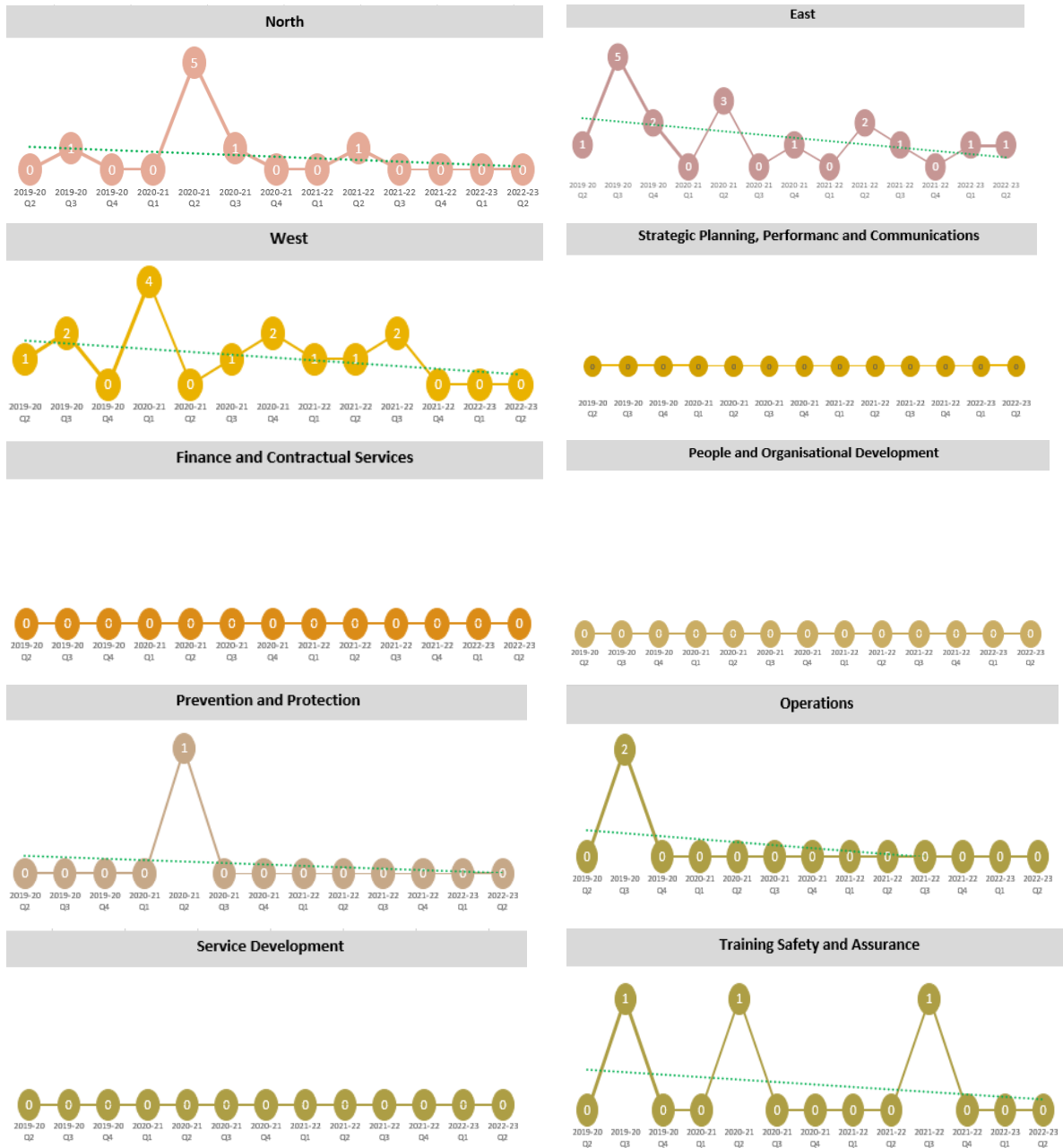
Figure 11: SDA/Directorate RIDDOR Reportable Accident/Injuries Q2 2019-20 to Q2 2022-23

Improvement over the 4-year period is seen in all the SDAs and the TSA, P&P, and Ops Directorates where there has been a reduction of all RIDDOR reportable accidents/injuries.

In Q2 there was 1 RIDDOR reportable accident/injury compared to 4 during the same quarter previous reporting year. This event was an over 7-day absence that occurred during an operational incident and related to being injured whilst walking through uneven ground.

Operational Accident/Injuries Q2 2019-20 to Q2 2022-23 (Including RIDDOR)

Figure 12: Operational Accident/Injuries Q2 2019-20 to Q2 2022-23

The Operational Accident/Injury (AI) trend is gradually decreasing over the four-year period. During Q2 2022-23 31% (5 of 16) of operational AIs were recorded as primary fires compared to 50% (12 of 24) in the same quarter previous reporting year. This improvement can be attributed to a decrease in the number of events occurring in the closing and developing phases of the operational incident (8 to 2) when compared to the same reporting period last year.

44% (7 of 16) occurred at secondary fires compared to 12% (3 of 24) in the same quarter previous reporting year. This significant increase can be attributed to an increase in the number of events occurring in the developing phase of the operations incident (0 to 6).

The remaining 25% (4 of 16) occurred during special service incidents. An increase of 12% and a numerical increase of 1 when compared to the same quarter previous reporting year. 1 related to dismounting an appliance, 1 related to an animal rescue and 2 related to slips/trips on uneven ground.

Non-Operational Accident/Injuries – Q2 2019-20 to Q2 2022-23 (Including RIDDOR)
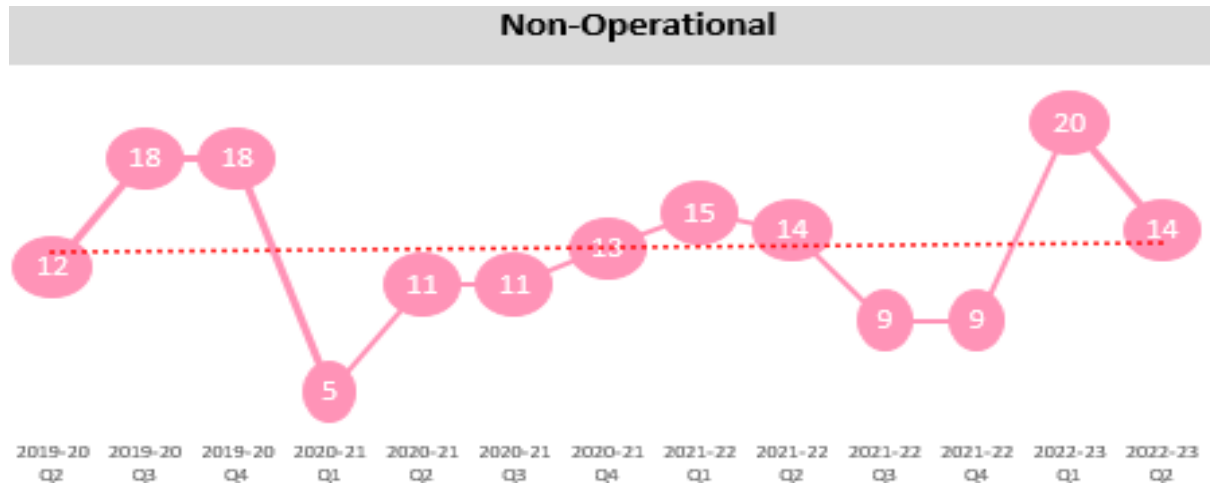
Figure 13: Non- Operational Injuries Q2 2019-20 to Q2 2022-23

The Non-Operational AI trend is gradually increasing over the four-year period.

Data for Q2 2022/23 shows 71% (10 of 14) of injuries reported involved uniformed staff, representing a 14% increase and a numerical decrease of 2 in this category when comparing to the same quarter previous reporting year. Three of these events resulted in musculoskeletal (MSK) injuries.

The remaining 29% (4 of 14) involved support staff, representing a 14% decrease and a numerical decrease of 2 in this category when comparing to same quarter previous reporting year. Two of these events were due to slips/trips on internal stairwells.

All events occurred within the station premises e.g. carrying out maintenance work, cleaning duties, routine checks, and dismounting appliances, representing a 50% increase and a numerical increase of 7 in this category when comparing to the same quarter previous reporting year.

Training Accident/Injuries – Q2 2019-20 to Q2 2022-23 (Including RIDDOR)

Figure 14: Training Injuries Q2 2019-20 to Q2 2022-23

There is a significant improvement in training related accidents/injuries over the four-year period.

When considering Q2 data, 75% (8 of 12) of training related injuries occurred during refresher training, representing a 26% increase and a numerical increase of 3 for the same quarter previous reporting year. 87% (7 of 8) occurred during SDA led training, representing an increase of 47% in this category when comparing to the same quarter previous reporting year, numerically an increase of 5. 43% (3 of 7) occurred during ladder drills, finger digits were caught on ladders in two incidents and one resulted in a knee injury whilst preparing to lift the ladder. 29% (2 of 7) occurred during Breathing Apparatus (BA) training resulting in an ankle injury whilst carrying out a door sweep and the other resulted in a thumb injury whilst removing the BA set from the appliance locker. 14% (1 of 7) occurred during casualty care training resulting in an MSK back injury and the remaining event occurred during Marauding Terrorist Attack (MTA) training where the IP reported feeling dizzy.

The remaining 25% (4 of 12) are categorised as initial training. 50% (2 of 4) occurred whilst carrying out water rescue training, resulting in injuries to hands. The remaining event occurred whilst carrying out exercises on an Aerial Ladder Platform (ALP), IP slipped whilst dismounting the vehicle, resulting in an MSK injury to the arm.

The National Training data shows a significant 47% decrease in this category when comparing to the same quarter previous reporting year, numerically a reduction of 5. Two of the injuries occurred during Assessment of Incident Command Competence (AICC) Assessments and involved the use of ladders. One resulted in an arm injury and the other resulted in an MSK knee injury. The remaining injury occurred during water rescue training and resulted in an injury to the hand.

With consideration to SDA led training, the West and East SDAs numerically remain the same (2) when compared to the same quarter in previous reporting year.

The North SDA shows a 400% increase (1 to 5) in SDA led training when compared to the same quarter in previous reporting year albeit the numbers are low. 80% (4 of 5) related to refresher training, 50% (2 of 4) occurred during ladder drills, 25% (1 of 4) occurred during MTA training and the remaining event occurred during casualty care training.

Action Points:

- Firefighters to check ground conditions before dismounting appliances;
- Firefighters to observe ground conditions when moving around the drill or incident ground;
- Equipment to be stored correctly in appliance lockers; and
- Support staff to check work location for hazards prior to commencing activities.

Working Days Lost Due to Health and Safety Events by SDA/Directorate – Q2 2019-20 to Q2 2022-23
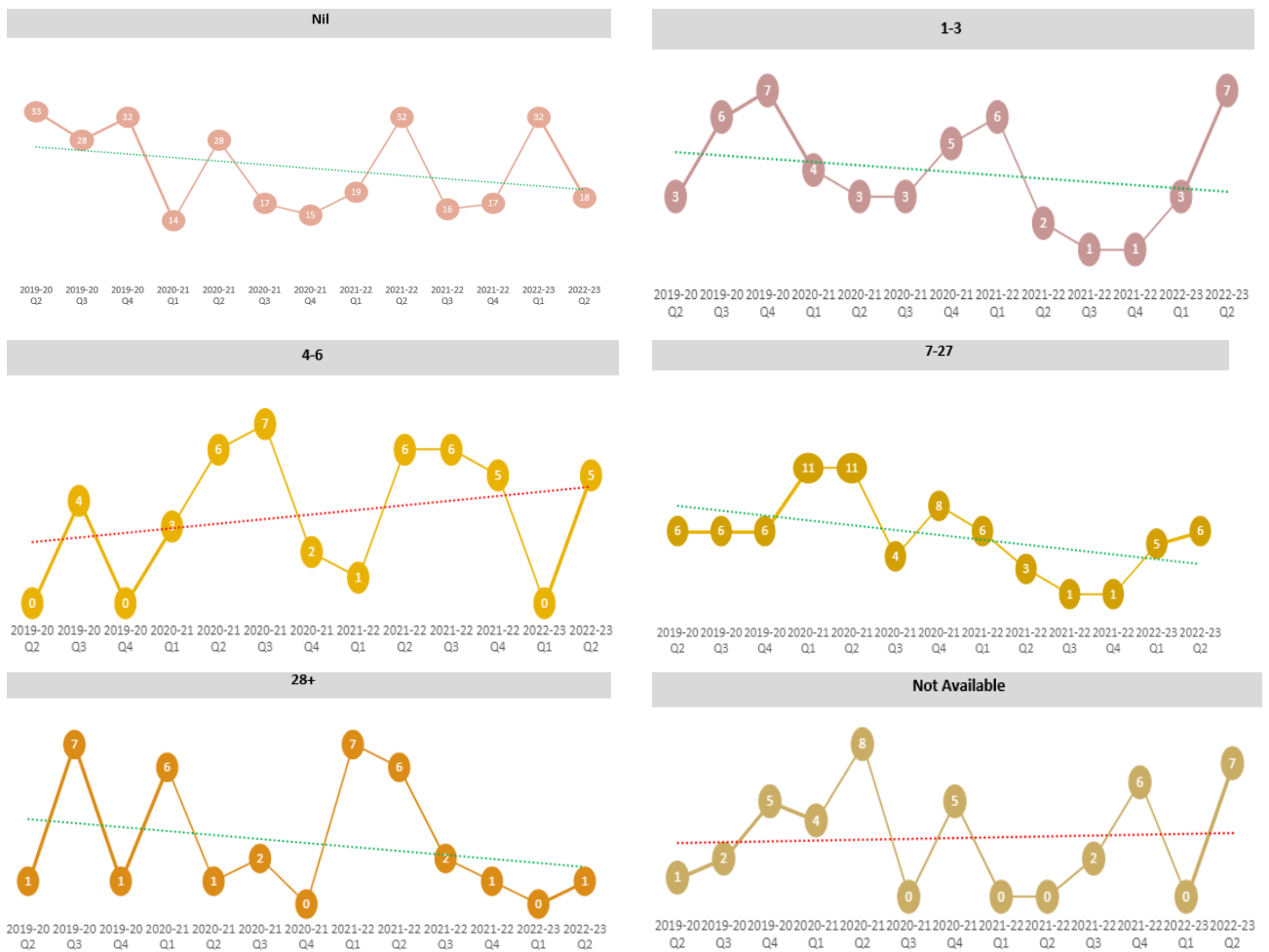
Figure 15: Working Days Lost Q2 2020-21 to Q2 2022-23

Upon analysing the Q2 data, the 4-6 day and 1-3-day absence patterns indicate that 25% (3 of 12) of these events are linked to MSK injuries, 2 occurred during a training activity i.e. ankle injury and an arm injury and 1 occurred at an operational incident e.g. an ankle injury.

There were 6 injuries aligned to the 7-27-day absence pattern, representing a 100% increase (3 to 6) when compared to the same quarter in previous reporting year. 33% (2 of 6) of these events are linked to MSK injuries e.g. ankle injury and an arm injury.

2% (1 of 42) of injuries during Q2 2022-23 were categorised in the 28+ days absence pattern, representing a 10% decrease (6 to 1) in this category for the same quarter in previous reporting year. This event resulted in a hand injury.

There continues to be a significant increase in the number of Health and Safety events with no information available. Therefore, the trend line indicated in the other absence categories above may not be wholly reflective of actual performance.

Action Points:

- Managers to ensure that complete information of days lost is recorded within the health and safety management system in relation to lost working time.

Three Most Common Accident/Injuries by Causation – Q2 2021-22 to Q2 2022-23

Q2 2021-22		Q2 2022-23	
Manual Handling/Body Movement	11	Slips, trips and falls	13
Impact (moving object)	8	Impact (moving object)	10
Hot / Cold	8	Manual Handling/Body Movement	7

Table 6: Three Most Common Accidents/Injuries by Causation Q2 2021-22 to Q2 2022-23

The most common cause of accidents/injuries during Q2 was slips, trips and falls accounting for 31% (13 of 42) of the total reported. This represents an increase of 19% in this category when compared to the same quarter previous reporting year, numerically an increase of 8. Further analysis of slips, trips and falls injuries show that there was one RIDDOR reportable injury recorded in Q2, numerically remains the same when compared to the same quarter in previous reporting year.

46% (6 of 13) of slips, trips and falls injuries occurred whilst attending operational incidents, 86% (6 of 7) resulted in MKS injuries. All events on the incident ground occurred due to the lack of situational awareness.

31% (4 of 13) of slips, trips and falls injuries occurred whilst undertaking non-operational activities, 50% (2 of 4) related to descending stairs, 25% (1 of 4) related to dismounting an appliance, and the remaining event related to falling from a van side cape.

23% (3 of 13) of slips, trips and falls injuries occurred whilst undertaken training activities, 67% (2 of 3) involved ladder drills and resulted in MSK injures e.g. elbow and knee injuries. The remaining event involved water rescue training resulting in an injury to the hand.
75% (3 of 4) related to support staff of which 1 related to moving pieces of equipment, 1 traveling between station offices and 1 related to a member of Fleet Service working on a SFRS vehicle. The remaining non-operational event related to a Firefighter dismounting an appliance whilst carrying out daily checks.

Impact with a moving object accounted for 24% (10 of 42) of all accidents/injuries reported during Q2, representing an increase of 7% in this category when compared to the same quarter in previous reporting year, and a numerical increase of 2.

30% (3 of 10) of impact with moving object injuries occurred whilst attending operational incidents, of these, 1 event resulted in a hand injury due to an appliance locker door jam, 1 event resulted in a nose injury due to hose reel valve handle malfunctioning, whilst the remaining event occurred due to torch slipping from its housing within the appliance resulting in an injury to the face.

40% (4 of 10) of impact with moving object injuries occurred whilst undertaking non-operational activities, 50% (2 of 4) involved equipment stored in appliance lockers, 1 event resulted in an eye injury the other a head injury. 25% (1 of 4) involved an appliance charging socket were the connector become loose, which resulted in a minor head injury. The remaining event involved the fitting of a grill strut, whilst opening the grill one of the gas struts was missing causing it to fall resulting in a minor head injury.

30% (3 of 10) of impact with moving object injuries occurred whilst undertaken training activities, all injuries occurred during a ladder drill. 67% (2 of 3) resulted in MSK injuries e.g. arm and hand. The remaining event resulted in a jam to a finger. 67% (2 of 3) occurred during SDA led training.

There has been a 6% (11 to 7) decrease in the manual handling/body movement injury category when compared to the same quarter in previous reporting year.
42% (3 of 7) of manual handling/body movement injuries occurred whilst attending operational incidents, 2 related to using hose and resulted in MSK injuries e.g. shoulder and thumb injuries. The remaining operational event related to carrying equipment down a ravine and resulted in chafing to calves.

29% (2 of 7) of manual handling/body movement injuries occurred whilst undertaking non-operational activities, 1 related to pulling on portable pump cord the other whilst using BA set, both resulted in MSK injuries e.g. shoulder and knee.

29% (2 of 7) of manual handling/body movement injuries occurred whilst undertaken training activities, 1 related to ladder drills which resulted in a MSK knee injury. The remaining event related to casualty handling techniques resulting in a MSK back injury. Both occurred during SDA led training.

Action Points:
- SFRS to continue to promote hazard perception and situational awareness within work locations;
- SDAs to review training safety briefs and instructions with an emphasis on manual handling;
- SDAs to ensure local training is subject to robust planning, particularly with regard to ladder drills; and
- HW to review fitness programmes and standards to determine if there is any scope to further mitigate MSK injuries.

Near Misses by SDA/Directorate – Q2 2019-20 to Q2 2022-23
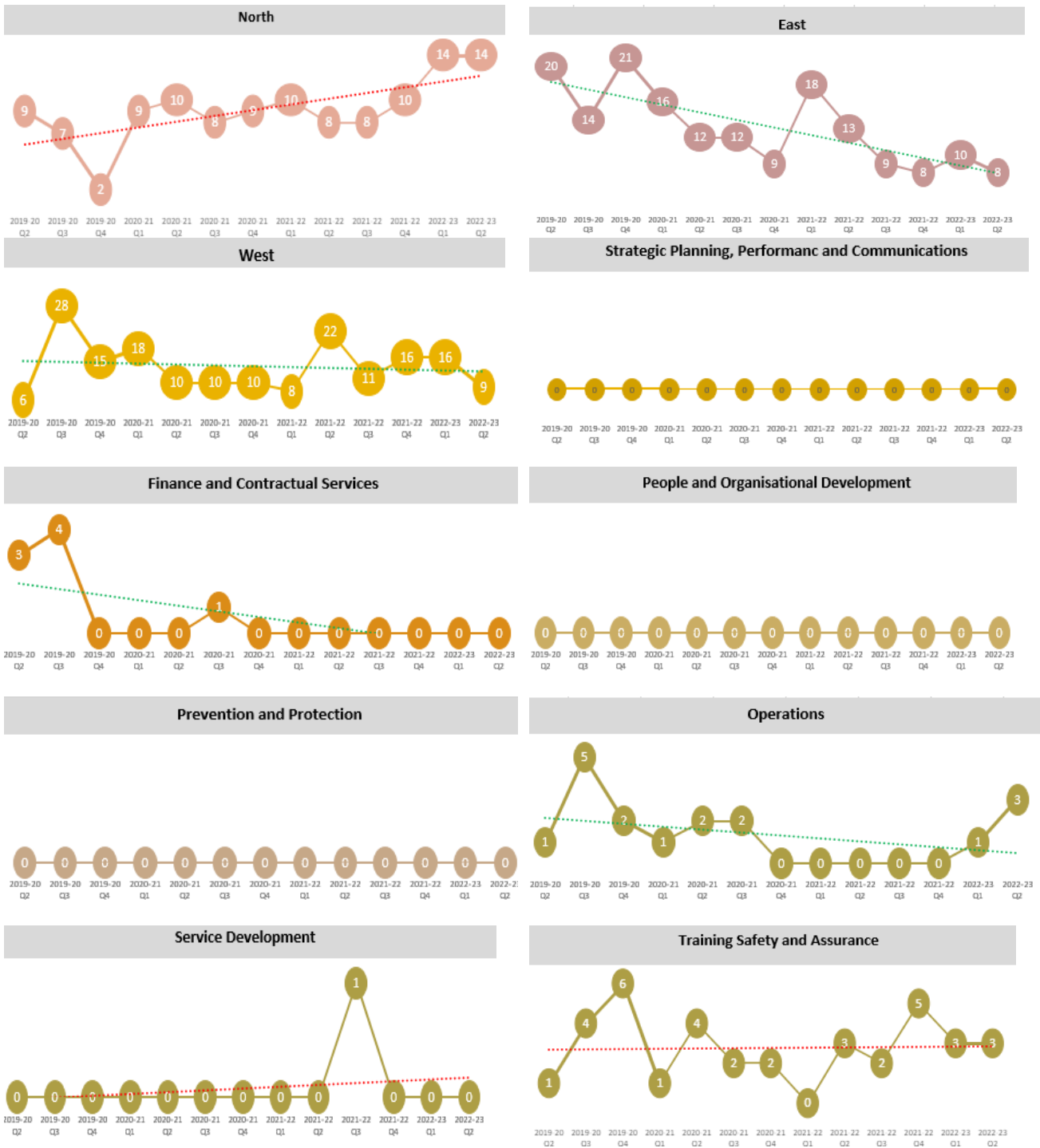
Figure 16: Near Misses by SDA/Directorate Q2 2019-20 to Q2 2022-23

There were 36 near misses recorded this quarter, with 1 RIDDOR reportable event showing significant improvement in frequency 36:1 compared to 10:1 in the same quarter previous reporting year.

When considering the number of near misses (36) in relation to the number of RIDDOR reportable events (1) we see a ratio of 0.02:1 which is a significant improvement in frequency compared to 0.09:1 when compared to the same quarter in previous reporting year.

The North SDA shows a steady increase in the reporting of near misses over the four-year period. The East and West SDAs, FCS, Operations, and TSA show a steady decrease in the reporting of near misses over the four-year period. With the exception of the Ops and TSA, there were no near miss reports raised in any of the other Directorates during Q2.

Operational near misses accounted for 25% (9 of 36) of the total reported, representing a 13% decrease and a numerical decrease of 4 when compared to the same quarter in previous reporting year. A further 42% (15 of 36) occurred during non-operation activities, representing a 4% increase in this category when compared to the same quarter in previous reporting year, however a numerical remains the same. Finally, 33% (12 of 36) of all near misses reported during Q2 were associated with training activities, an increase of 11% in this category and a numerical increase of 4 when compared to the same quarter in previous reporting year.

Further analysis shows that of the 9 operational near misses reported, 22% (2 of 9) occurred at primary fires, a 18% decrease from the same quarter in previous reporting year and numerically a decrease of 4. 44% (4 of 9) occurred at secondary fires, an increase of 37% from the same quarter in previous reporting year, with a numerical increase of 3. The remaining 33% (3 of 9) occurred at special services, percentage remained consistent from the same quarter in previous reporting year, with a numerical decrease of 2.

27% (4 of 15) of non-operational near misses related to property issues e.g. main circuit board, cooker, station roof, and a vermin infestation, representing a 13% decrease from the same quarter in previous reporting year, and a numerical decrease of 2. A further 40% (6 of 15) related to vehicles e.g. appliance lockers, ladders, fuel type and extinguisher representing a 7% increase in this category, from the same quarter in previous reporting year and numerically an increase of 1. 20% (3 of 15) related to critical staffing levels at Dundee Operations Control. There is no comparative data from previous reporting year. The remaining 13% (2 of 15) related to the fuel bladder on a boat and incorrect packaging of PPE in preparation for sending to laundry, no comparative data from previous reporting year.

75% of (9 of 12) of all training near misses reported during Q2 occurred during SDA led training representing a 13% increase in this category compared to the same quarter in previous reporting year and numerically an increase of 4. All were associated with refresher training. The most common types of training being carried out when a near miss event occurred was during ladder training, accounting for 22% (2 of 9), 1 involving pawls on ladders not fully engaging which occurred within the West SDA and 1 involving debris under pawls, occurred within the East SDA. 22% (2 of 9) involved BA sets, 1 involving BA strap and 1 involving security seal leak, both occurred in the North SDA.

Action Points:

- SDA/Directorates to consider a campaign to encourage the reporting of Near Misses;
- Equipment to be stored correctly in appliance lockers;
- SDA led training to review arrangements for ensuring Periodic Inspection Testing (PIT) prior to training delivery; and
- SDA Training to review arrangements to ensure the provision of instruction with regard to pawls on ladders.

AOV by SDA/Directorate – Q2 2019-20 to Q2 2022-23
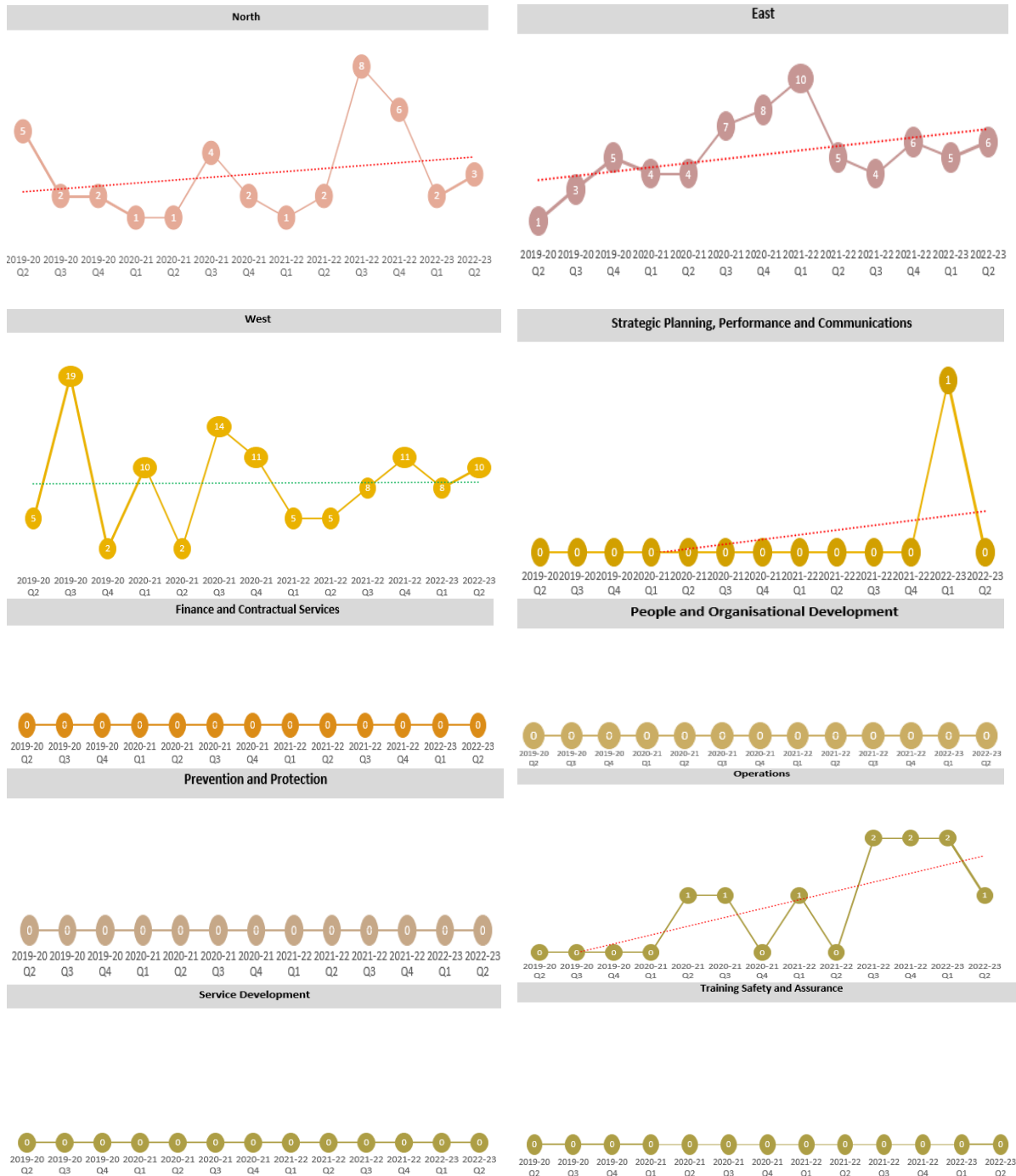
Figure 17: AOV by SDA/Directorate Q2 2019-20 to Q2 2022-23

There has been a steady increasing trend of AOVs reported over a four-year period within the SFRS. This increasing national trend can be linked to the increase in Quarter 4 2020/21 when compared to Quarter 4 2019/20 (9 to 21). The North and East SDAs, Ops and SPPC also showing an increasing trend over the four-year period.

When compared to the same quarter in previous reporting year, a 67% increase (12 to 20) is noted within SFRS. The North SDA shows a 50% increase (2 to 3) when compared to the same quarter in previous reporting year. The East SDA shows an increase 20% (5 to 6) when compared to the same quarter in previous reporting year. 33% (2 of 6) of AOVs occurred in the Stirling, Clackmannanshire and Fife and Midlothian, East Lothian and Scottish Borders LSO, a numerical increase of 2 for each LSO Area when compared to the same quarter in previous reporting year. The West SDA shows an increase of 100% (5 to 10) in AOVs when compared to the same quarter in previous reporting year. 60% (6 of 10) occurred within the Lanarkshire LSO Area, a 40% increase in AOVs when compared to the same quarter in previous reporting year and numerically an increase of 5. Ops shows a decrease of 100% (2 to 1) when compared to the same quarter in previous reporting year.

65% (13 of 20) occurred during operational activities, 69% (9 of 13) involved verbal abuse, and 31% (4 of 13) related to missiles/stones/objects being thrown at crews.
35% (7 of 20) occurred during non-operational activities, of which 57% (4 of 7) involved verbal abuse 2 events were associated with telephone calls and 2 events occurred outside station. Of the remaining 43% (3 of 7) 1 event involved a suspicious package being received at station, 1 involved stones being thrown at station and the remaining event involved a member of a Fire Reach course spraying a deodorant can onto team.

90% (18 of 20) of AOVs requested Police attendance and 10% (2 of 20) are considered as Reportable under the Emergency Workers (Scotland) Act 2005.
There were no injuries reported in Q2 relating to AOVs.

Action Points:
- West and East SDA to undertake an analysis of AOVs and develop a targeted approach to securing a reduction in frequency;
- SDAs to continue to notify Police Scotland of AOVs as per Standard Operating Procedures (SOPs) and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents (6/12/2016); and
- SDAs to continue engagement with partner agencies to further develop and enhance current arrangements to support the reduction of AOVs, particularly with regard to arrangements for Bonfire Night.

Vehicle Accidents by SDA/Directorate – Q2 2019-20 to Q2 2022-23
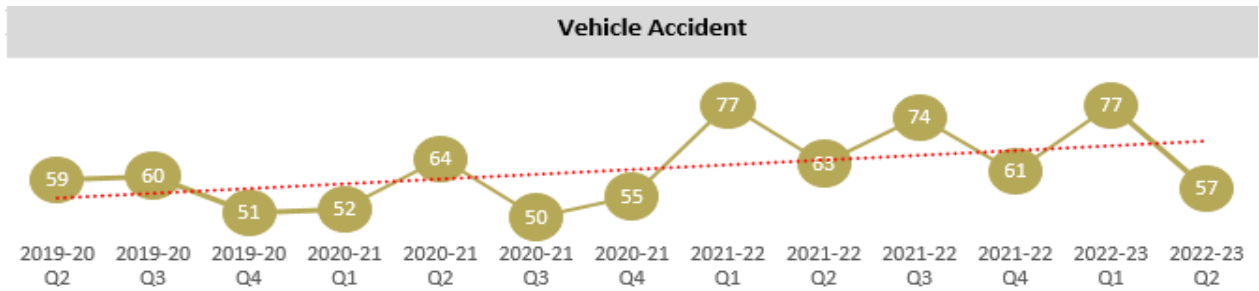
Figure 18: Vehicle Accidents by SDA/Directorate Q2 2019-20 to Q2 2022-23

There has been a steady increasing trend of vehicle accidents reported over a four-year period.

60% (34 of 57) of all vehicle accidents reported during Q2 were attributed to operational incidents, representing a 1% increase in this category from the same quarter in previous reporting year, numerically an increase of 3 is noted. A further 35% (20 of 57) were attributed to non-operational activities, percentage remained consistent in this category from the same quarter in previous reporting year, numerically a decrease of 2 is noted. Finally, 5% (3 of 57) were accidents attributed to training, representing a 1% decrease in this category from the same quarter in previous reporting year, and a numerical decrease of 1.

45% (26 of 57) were as a result of low speed manoeuvres, an 8% decrease in this category from the same quarter in previous reporting year, and a numerical decrease of 8. 31% (8 of 26) of low-speed manoeuvres occurred within appliance bays/station yard, a 9% decrease from the same quarter in previous reporting year, and a numerical increase of 5. 30% (17 of 57) occurred under blue light conditions, an 8% increase from the same quarter in previous reporting year, with a numerical increase of 4. 94% (16 of 17) occurred during the mobilising phase of the operational incident, representing a decrease of 6% in this category, however, numerically an increase of 3 from the same quarter in previous reporting year. 19% (11 of 57) occurred during normal road speeds, representing a 2% increase in this category from the same quarter in previous reporting year, numerically remained consistent. 5% (3 of 57) involved the use of boats/trailers.

88% (50 of 57) occurred while the vehicle was moving forward, a 1% decrease from the same quarter in previous reporting year, and a numerical decrease of 6. 9% (5 of 57) occurred while the vehicle was reversing, a 1% increase from same quarter in previous reporting year, numerically remained consistent. 3% (2 of 57) had insufficient information, remaining consistent when compared to previous reporting year.

21% (12 of 57) of vehicle accidents involving the use of Driving Assistants, a 7% increase from the same quarter in previous reporting year, and a numerical increase of 3. Another 21% (12 of 57) of vehicle accidents required Driving Assistants to be in position, however they were not used. This represents a 1% decrease from the same quarter in previous reporting year, and a numerical increase of 1.

63% (36 of 57) hit something fixed or stationery, a 15% decrease in this category from the same quarter in previous reporting year, with a numerical decrease of 13. 22% (8 of 36) involved hitting a stationery vehicle, a 4% decrease in this category when compared to the same quarter in previous reporting year, with a numerical decrease of 1. 64% (23 of 36) involved street furniture e.g. fences, bollards, walls, signs, bushes, trees, junctions, bricks and verges, a 2% increase from the same quarter in previous reporting year, however a numerical decrease of 1 is noted. 6% (2 of 36) involved appliance bay doors, a 1% decrease in this category when compared to the same quarter in previous reporting year, with a numerical decrease of 1. Finally, 8% (3 of 36) involved boats/boat trailer, a 1% increase from the same quarter in previous reporting year, with a numeral increase of 1.

There were no injuries reported in Q2 relating to vehicle accidents.

Action Points:
- SDAs to ensure the Workplace Traffic Management assessment and associated Traffic Management plan reflect the arrangements for low speed manoeuvres within the station grounds and monitor compliance
- HS to conduct Workplace Traffic Support Reviews to assess compliance standards;
- Training to review driver/driving assistant training to ensure inclusion of risk stemming from street furniture;
- Training to review the National and SDA training requirements for Driving Assistants to include practical application for forward and reverse low speed maneuvers;
- SDAs to raise awareness of the need to consider street furniture when undertaking vehicle manoeuvres;
- SDAs to promote the use of driving assistants in accordance with SFRS standards;
- SDAs to ensure the position of driving assistants and statements from driving assistants are provided in all event reports; and
- SDAs to consider further local management actions to reduce the frequency of Low Speed Manoeuvres.

CLAIMS

The following table outlines claims settled in Quarter 2 2022/23 associated with health and safety standards within the SFRS:

Claim Type	No. of Claims	Total Cost	Reason(s) for Settlement
Employee liability	3	£1,437,556.07	• Failure to operate a Safe System of Work; and • Insufficient risk assessment.
Vehicle accidents	45	£45,270.56	45 claims settled.

Table 7: Settled Claims Q2 2022-23

EVENT REPORTING TIMESCALES

Events Reported More Than 2 Weeks After Occurring – Q2 2019-20 to Q2 2022-23

Category	2019-20 Q2	2019-20 Q3	2019-20 Q4	2021-22 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4	2022-23 Q1	2022-23 Q2
Accident/Injury	19	13	9	10	7	9	0	0	0
Act of Violence	3	2	1	0	1	0	0	0	0
Near Miss	6	6	11	4	3	0	0	1	0
Vehicle Accident	0	0	0	0	0	0	1	0	0
Total	**28**	**21**	**21**	**14**	**11**	**9**	**2**	**1**	**0**

Table 8: Events Reported More Than 2 Weeks After Occurring – Q2 2019-20 to Q2 2021-22

A significant improvement is noted when comparing Q2 2022/23 with the same quarter previous reporting year.

Events Reported Out with the Occurring Quarter – Q2 2019-20 to Q2 2022-23

Category	2019-20 Q2	2019-20 Q3	2019-20 Q4	2021-22 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4	2022-23 Q1	2022-23 Q2
Accident/Injury	10	3	3	0	5	0	0	0	0
Act of Violence	0	1	0	0	1	0	0	0	0
Near Miss	3	1	3	0	0	0	0	0	0
Vehicle Accident	0	0	0	0	0	0	0	0	0
Total	**13**	**5**	**6**	**0**	**6**	**0**	**0**	**0**	**0**

Table 9: Events Reported Out with the Occurring Quarter – Q2 2019-20 to Q2 2021-2022

A significant improvement is noted in events reported out with the occurring Q2 2022/23 when comparing to the same quarter previous reporting year, with all events being recorded within the occurring quarter.

Action Points:

- SDAs and Directorates to continue ensuring all events are reported via TASS as soon as possible through active promotion by Safety and Assurance Liaison Officers.

SIGNIFICANT EVENTS

There are no ongoing significant investigations.

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
BA	Breathing Apparatus
COVID-19	Coronavirus Pandemic
CPD	Continual Professional Development
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
IP	Injured Person
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
MTA	Marauding Terrorist Attack
NILO	National Inter-Agency Liaison Officer
NSDA	North Service Delivery Area
NTC	National Training Centre
NWR	Non - Work Related
OCSG	Operational Competence Strategy Group
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
RAG	Red, Amber and Green
RBC	Resource Based Crewing
RDS	Retained Duty System
RVDS	Retained and Volunteer Duty System
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
R&R	Response & Resilience Directorate
RTC	Road Traffic Collision
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
TfOC	Training for Operational Competence
TNA	Training Needs Analysis
TOM	Target Operating Model
TFF	Trainee Firefighter
TTM	Task and Task Management
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

People Committee

Report No: C/PC/45-22

Agenda Item: 8

Report to:	PEOPLE COMMITTEE							
Meeting Date:	8 DECEMBER 2022							
Report Title:	INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE							
Report Classification:	For Scrutiny	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this paper is to present members of the People Committee (PC) 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 PC on a quarterly basis to scrutinise progress.

3	Main Report/Detail
3.1	The PC 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**
3.2.1	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.
3.2.2	Of those 22 recommendations it is noted that no action was identified for six of these actions. This is because a response to the recommendation is captured within another recommendation. The action plan is attached as **Appendix B**.
3.2.3	There are eight live actions within this Action Plan. Two of these had been previously deferred actions but have been reinstated during this reporting period. Six of these actions are progressing well, with three completed within the reporting period (9.2, 9.3 and 12.1),

	and three of the remaining five heading towards completion by the original due date provided.
3.2.4	Members of the PC are asked to note the following requests for extended due dates: • **Action 6.2**: Request made to extend the due date to **February 2023**. The extension is required to allow publication of Policy and Operational Guidance which is required to complete the outstanding National Training Standard for Large Animal Rescue. • **Action 12.2**: This action had previously been deferred. Now that work has begun again to deliver the action, a revised due date of **June 2023** has been requested.
3.2.5	The overall RAG rating for this action plan remains **green** and is noted as 95% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).

4	**Recommendation**
4.1	Members of the PC are invited to: • 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.

5	**Core Brief**
5.1	Not applicable

6	**Appendices/Further Reading**
6.1	Appendix A – Audit and Inspection Dashboard
6.2	Appendix B – Training of RDS Personnel Action Plan Update

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Kirsty Jamieson, Planning and Performance Officer
Sponsored by:	Bruce Farquharson, Head of Training
Presented by:	Bruce Farquharson, Head of Training

Links to Strategy and Corporate Values

Our audit and inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*15 November 2022*	*For recommendation*
People Committee	*08 December 2022*	*For scrutiny (Training of RDS Personnel)*

Audit and Inspection Overview Dashboard

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	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
May-18	Scottish Fire and Rescue Service Update	ARAC	Dec-21	Nov-21	36	Nov-22	Feb-23	0	0	0	33	0	0	0	1	2	100%	

SMARTEU Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
May-22	SMARTEU Covid 19 Structured Debrief Summary	-	Mar-23		7	Sep-22	Dec-22	0	1	0	6	0	0	0	0	0	90%	

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	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-15	Performance Management Systems	SDC	Jul-20		32	May-20	N/A	0	0	0	26	0	2	4	0	0	100%	Closed
Jul-17	Operations Control Dundee and Highlands and Islands Support	SDC	Dec-20		24	May-20	N/A	0	0	0	24	0	0	0	0	0	100%	Closed
Jan-18	Fire Safety Enforcement	SDC	Mar-20	Dec-21	20	Sep-22	Dec-22	0	0	0	19	0	0	0	0	1	100%	
Feb-19	Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Nov-22	Feb-23	0	0	0	20	0	0	0	5	0	100%	
May-19	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	-	0	0	0	32	0	0	6	0	0	100%	Closed
Mar-20	Training of RDS Personnel	PC	Mar-23		31	Nov-22	Feb-23	0	5	2	23	0	0	0	1	0	95%	
Aug-20	Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	-	0	0	0	25	0	0	0	0	0	100%	
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26		15	Nov-22	Feb-23	0	2	0	10	0	0	0	3	0	95%	
Mar-21	Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-
Apr-22	Health and Safety (still to be presented to SMB & Committee)	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

HMFSI Local Area Inspection Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	11	Sep-22	Dec-22	0	0	0	11	0	0	0	0	0	100%	
Feb-20	Dumfries and Galloway	N/A	Jun-21	N/A	12	Sep-22	Dec-22	0	4	0	7	0	1	0	0	0	100%	
Jun-20	Edinburgh City	N/A	Apr-21	N/A	11	Sep-22	Dec-22	0	5	0	0	0	6	0	0	0	100%	
May-21	Midlothian	N/A	Mar-22	Mar-23	7	Sep-22	Dec-22	0	0	0	7	0	0	0	0	0	100%	
Dec-21	Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Sep-22	Dec-22	0	5	0	1	0	0	0	0	0	70%	

HMFSI TRAINING OF RDS PERSONNEL - ACTION PLAN PROGRESS

	Updated	Next Update
	Nov-22	Feb-23

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
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 Richie Hall. Moved to AC Chris Getty / GC Steven Wright Oct-22	Mar-23		In Progress	17 August 2022: Work on Instructor clusters and harmonising working agreements between Directorate and Local Senior Officer Training Teams continues. This action remains green and on track. **16 November 2022: All Instructors are now working under the same Terms and Conditions and a review will be undertaken in Quarter 4 2022/23. All courses are now delivered locally at point of need where facilities and capacity allows. A further review is being undertaken with regards to distance learning for some elements of courses which may reduce course duration. The NIP Local Senior Officer merger will make the process of local risk and local need, including for On Call personnel, more streamlined to influence course design and course delivery. The NIP Local Senior Officer merger is currently being piloted in the North Service Delivery Area and is due to be rolled out over the coming months in both East and West Service Delivery Areas respectively. This action remains green and on track for completion to original timescales.**	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	National Training Standards to be reviewed and a new electronic format introduced.	GC William Pollard. Moved to GC Todd Jan-22	Mar-22	Feb-23	In Progress	17 August 2022: All documents have been reviewed and continue to be passed through Functional Management Team for governance. This action remains green and on track. **16 November 2022: A total of nine documents have passed through Governance with Incident Command being presented to the Functional Management Team in October 2022. Hazmat is currently under review and Large Animal Rescue has been placed on hold awaiting Policy and Operational Guidance to be published by Operations. A revised due date of February 2023 has been proposed. This timescale allows for the finalisation of Hazmat and the publication of the Policy and Operational Guidance that is required to complete Large Animal Rescue. This action is red as a result of the slip in original timescales.**	80%		**Red**	
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		Moved to BAU	17 August 2022: Sessions with the People, Training, Finance and Assets System Programme team continue with the focus being on the scope of requirements from the Training Function. Following this phase, the Function will then begin to document their functional requirements. This action is progressing and remains at green. **16 November 2022: There is clear evidence that the HMFSI recommendation has been given due regard and through attendance at a number of User Intelligence Groups (UIG), supplier engagements sessions, and with the scoping and documenting of functional requirements, the opportunities to explore the interlinking of E-Systems has now been achieved. The Training function will continue to be represented on the User Intelligence Groups, People Training Finance and Assets (PTFAS) Project & Programme Board as well as providing two members of staff who have been seconded to the programme. Ongoing progress will now be monitored by the Training Functional Management Team (FMT) and treated as business as usual. This action is green and complete.**	100%	Nov-22	**Green**	
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		Complete	17 August 2022: Only five sites outstanding now, four of which have delivery dates in the next few weeks and one of which may take a bit longer. This item remains green due to the progression of work. **16 November 2022: This improvement work has been rolled out to all stations, with the work at the last remaining site having now been completed. This action has changed from red to green as a result of the work now being completed.**	100%	Nov-22	**Green**	

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	The SFRS should consider providing LGV driving courses in remote and Island locations to minimise the personal impact to RDS staff.	GC Andrew Galloway		Mar-23		Complete	Whenever possible, the option to deliver the course locally is considered. However, this is not always possible due to the negative impact on the limited capacity available within the small pool of driver trainers. This will also be impacted by pending legislative changes to the Road Safety Act 2006 (Regulation 19) which dictates a minimum course duration of two weeks with a 2:1 student / driver ratio. A further update will be provided at the next reporting period. **16 November 2022: Agreement has been reached via the National Fire Chief's Council Driver Training Advisory Group and the Department for Transport (DfT) to allow a reduced timescale "Scottish island speed training course" be delivered to Island based staff. This involves a reduced course duration of 40 hours to be applied on Island locations, but with restrictions on the currency of the Emergency Response Driving (ERD) qualification being limited to the Island only.** **Engagement sessions will be held with Island based station management teams, to identify and assess the requirement of staff to utilise the speed exemption associated with an Emergency Response Driving (ERD) qualification (and subsequent Road Safety Act - Section 19 requirements), based on road networks, infrastructure, response times and road safety. The outcome from these engagements sessions and assessments will allow for further discussions to take place and identify additional measures that could be applied to reduce the personal impact on SFRS On Call staff.** **As can be seen from the update above, due consideration has been given to this action with island specific training planned.** **This action is green and now complete.**	100%	Nov-22	Green
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 Andrew Galloway		Mar-20	Jun-23	In Progress	See information within 12.1. 2 x additional Driver Trainers are now within the North SDA (1 x Aberdeen and 1 x Stornoway) 3rd additional post allocated to North SDA was not filled and has been reallocated to the West SDA. A further update will be provided at the next reporting period. **16 November 2022: In order to decentralise the business partnering model, an additional driver training instructor position has been secured in the North Service Delivery Area as part of the pilot "Rural Full Time Post Crew Commander Driving Instructor" position. Interviews are taking place in October 2022 to secure the new member of staff. This position will service the North Service Delivery Area only and will provide further capacity to rural and remote rural locations. Additional work is being undertaken to restructure the North driver training team with a view to providing a more efficient and effective means of managing the demands of the North and driver pathway.** **This action had been previously been deferred. It is now in progress with a revised due date of Jun-23 when it is expected that all roles will be in place to allow full decentralisation of the business partnering model.**	80%		Green
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.	GC Andrew Galloway		Dec-22		In Progress	Information on High Reach Appliance Training to be considered as a Training for Operational Competence (TFOC) Light Module Package. A further update will be provided at the next reporting period. **16 November 2022: This action is progressing towards completion. A review of the current modular High Reach training programme is currently underway with a closing date of December 2022. A full update will be provided on the outcomes to establish areas that can be adapted to reduce the impact on RDS High Reach operators.** **This action had been previously been deferred. It is now in progress and on track for completing against the original due date.**	80%		Green
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.	Gavin Hammond		Mar-23		In Progress	17 August 2022: Local Senior Officer areas continue to engage regularly, dictated locally, with their On Call stations, clusters and management teams utilising the Services "Digital First" approach to reduce the impact and burden on time. The increased utilisation of Sharepoint and MS Teams channels has further enabled On Call personnel to be directly engaged as key stakeholders across various Service wide projects and programmes. Learning & skills development team are also creating recognised development pathways for On Call staff from Firefighter to Watch Commander. This action remains green and on track. **16 November 2022: Learning and Skills Development are due to present an update with options and recommendations for On Call Development Pathways to the National On Call Leadership Forum in November 2022 which will include taught and self learning, both of which are to be accessible virtually/remotely. Final recommendations to be presented following feedback and further stakeholder engagement.** **This action remains green and on track for completion in March 2023.**	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).	6.1	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.	GC Stuart Watson		Mar-21		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.			

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.	AC Andrew Girrity			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. The impact of this on Training to be looked at once further guidance is given by SDMP Station and Appliance Review Product. **16 November 2022: The Service Delivery Model Programme (SDMP) is currently critically assessing the Day Shift Duty System and Midshifts that are used at Livingston and within OC's respectfully. At this stage, outcomes will be considered in general only.** **The SDMP will continue to support the Operations functions by providing data that will support implementation of the Operational Strategy.** **This item remains deferred as it is dependent on workstreams contained within SDMP.**			
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		100%		✔	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.
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	Complete		100%	May-21	✔	This action is now complete. Delivery site options have been explored as far as practicable, however, COVID has undoubtedly impacted any potential additional access to sites out with the SFRS portfolio. Assessments are scheduled and delivered locally by local Training Instructors as near to point of candidate need as practicable.
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		100%		✔	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.
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		100%		✔	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 Houses'), 2 x Entry Control Boards along other miscellaneous BA equipment.
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.										

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		Complete		100%	May-21	✔	This action is now complete 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. The TfOC aspect of this action will continue in action 7.2.
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		100%		✔	Strategic Business Partner Forum monthly meetings in place to allow LSOs and their teams to feedback and into the process.
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		Complete		100%	May-21	✔	This action is now complete as RVDS contracts of employment now state: • The successful completion of the initial Task and Task Management training course • The successful completion of an initial Breathing Apparatus course, normally within 12 weeks of start date (or in exceptional circumstances a maximum of 24 weeks from start date), as part of the criteria for progression to the Firefighter (Development) status and rate of pay
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		Complete		100%	Aug-22	✔	All training notes, lessons plans and associated reference materials are now available via the Training Standards section on LCMS. This promotes consistently across all sites whilst providing potential options for remote learning to reduce personal impact on new entrants.
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		100%		✔	Training Delivery Assurance Policy and Procedure in place.
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 Jamie Thrower	Mar-21	Mar-22	Complete		100%		✔	The new SFRS Training for Operational Competence Framework delivers up to date risk based modules and also allows local management teams to remove or add modules due to the risk profile of the station area. This is now complete and an ongoing project. Appropriate modules have been combined to streamlined and reduce repetition. This will continue as the next phases (years 2 and 3) of the new TFOC maintenance modules are designed (opportunities for merging modules are part of the design brief).
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		Complete	**18 May 2022: The new SFRS Training for Operational Competence delivers maintenance modules and went live on the 4th April 2022. This action remains green and has now been completed.**	100%	May-22	✔	

Recommendation	Ref	Action	Owner	Original Target	Revised Target	Status	Update	%	Completion Date	✔	Comments
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		100%		✔	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.
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 pdrPRO account and establish options for any identified improvements.	Andy Scott	Mar-21		Complete		100%	May-21	✔	This action has been explored and the functionality to update assessment attempts for the Flexi Duty Officer cadre of staff has been achieved, this cannot be extended to all uniformed personnel on the pdrPro system at the moment. However, this will be considered as part of the functional specification for Training systems within the PTFAS project. The People, Training, Finance and Assets System (PTFAS) Project is now fully underway with relevant People & Training Systems Sub-Group and User Intelligence Group process and supplier engagement for the People & Finance Systems elements. The completion for this work is April 2024.
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	**Jul-21**	Complete	17 November 2021: The review is now complete and will progress through Training governance structures for approval.	100%	Nov-21	✔	The review is now complete and will progress through Training governance structures for approval.
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.	GC Jamie Thrower	Mar-21	May-21	Complete	11 August 21: The guidance note has been changed to the Awareness Briefing format and published within the document library of iHub, with a notification added to 'What's New this Month' section of homepage (30-day file). See link in Evidence. A flash message notification also added to PDRPro accounts of RDS personnel. The RVDS Support Team also emailed an Awareness Briefing to all RVDS personnel. This action is now complete and has moved from amber to green.	100%	Jul-21	✔	https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jijm4n17963
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	**Jul-21**	Complete	17 November 2021: MOI Learning modules have been created and will now been made available on the LCMS system.	100%	Nov-22	✔	
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.									
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	May-21	Complete	11 August 21: Following the recent successful pilot course that was delivered in Western Isles, Orkney and Shetland, this recommendation and subsequent action is deemed to be 100% complete. It should be noted, however, that further Local Senior Officer Areas will be identified and asked to facilitate more courses based upon local requirements which will allow for future local adjustments and recommended changes to the course. This action remains green.	100%	Aug-21		
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.									

Recommendation	Ref	Action	Owner	Target Date		Status		Progress	Completed	✓	Notes
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		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		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		100%	Aug-20	✔	Exit Interviews 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.	22.2	Implementation of Action Plan to deliver identified improvements.	Mary Corry	Mar-22		Complete		100%	Aug-20	✔	Training Delivery Assurance Policy and Procedure in place.

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No:	**C/PC/46-22**
Agenda Item:	**9**

Report to:	**PEOPLE COMMITTEE**
Meeting Date:	**8 DECEMBER 2022**
Report Title:	**HEALTH AND SAFETY ANNUAL REPORT 2021-22**

Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	**Purpose**
1.1	The purpose of the report is to present the Health and Safety (HS) Annual Report 2021-22 to the People Committee.

2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) produces an Annual Health and Safety report which provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes.
2.2	The data detailed in this report is presented to enable a direct comparison between the previous reporting years and any notable trends evident are identified, where relevant.

3	**Main Report/Detail**
3.1	71% of 2021-22 health and safety improvement plans actions were closed during the reporting year, representing an 12% increase when comparing to the previous reporting year.
3.2	The total number of accidents/injuries for the reporting year was 147 which is a 6% decrease when comparing this to the previous reporting year. When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) excluding COVID - 19, we note that 6% (9 of 147) of all SFRS accidents/injuries are reported to the HSE. This is a 5% decrease when comparing to the previous reporting year. The total number of accidents/injuries for the reporting year was 147 which is a 6% decrease when comparing this to the previous reporting year.
3.3	When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) excluding COVID - 19, we note that 6% (9 of 147) of all SFRS accidents/injuries are reported to the HSE. This is a 5% decrease when comparing to the previous reporting year.
3.4	Body movement/manual handling was the most common cause of accident/injury (including RIDDOR) during the reporting year followed by slips, trips and falls and then impact with a moving object.

3.5	The percentage of body movement/manual handling accidents/injuries shows a 6% decrease compared to the previous reporting year. Data shows that a manual handling/body movement accident/injury is sustained every 2,658 operational incidents attended compared with 1 every 2,377 in the previous reporting year.
3.6	Slips, trips and falls saw a 4% decrease, from 34 to 23 and were primarily associated with slips on grass/uneven ground, compared to the previous year. In an operational context a slip, trip and fall accident/injury occurred every 4,159 operational incidents attended compared with 1 in every 2,517 in the previous reporting year.
3.7	Impact with a moving object saw a 2% increase, from 20 to 21, compared to the previous year. 24% involved uniform personnel, and were associated with, for example contact with faulty gates or doors. An accident/injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with 1 in every 3,720 in the previous reporting year. Numerically the number of events at operational incidents (8) remained the same compared to the previous year.
3.8	We will continue to implement risk reduction measures such as Health and Wellbeing led Musculoskeletal Risk Reduction Group, promotion of operational situational awareness and behavioural safety in relation to manual handling/body, continue to promote the gritting regime within workplace and development of non-operational activities risk assessments.
3.9	An accident/injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with one in every 3,720 in the previous reporting year. Numerically the number of events at operational incidents (8) remained the same compared to the previous year.
3.10	43% (3 of 7) of over 7-day accidents/injuries reported to the HSE were associated with of manual handling and /or body movement, 43% (3 of 7) of over 7-day accidents/injuries. were as a result of slips, trips and falls. The remaining over 7-day accident/injury reported to the HSE was as a result of dismounting an appliance. 89% (8 of 9) resulted in musculoskeletal injuries.
3.11	On 23 March 2020 the UK went into lockdown as a result of the Coronavirus COVID-19 pandemic. Throughout the Coronavirus COVID-19 pandemic SFRS responded quickly to changes in guidance and continuously refined and communicated our COVD-19 control measures to staff, ensuring front line and essential services were maintained.
3.12	During the reporting year there was a reduction of 46% (54 to 29) in the number of RIDDOR reportable workplace transmissions to the HSE. Staff compliance with SFRS COVID-19 controls contributed to this reduction, despite an overall increase of 96% (352 to 689) in confirmed cases of COVID-19 from the previous reporting year.
3.13	When considering the number of Near Misses (NM) in relation to the number of RIDDOR reportable events (excluding COVID -19) we see a ratio of 0.69:1 which is an improvement on the 1:1 ratio reporting for previous reporting year.
3.14	38% of NM were associated with operational activities, a decrease of 11%, 30% with property issues, an increase of 14% and 33% with training activities, a 9% decrease when comparing to previous reporting year.
3.15	Analysis of our accidents /injuries by activity indicate a 5% decrease in events occurring at operational incidents this year compared to last year with a Firefighter injured every 1,568 operational incidents attended compared with 1,258 in 2020/21.

3.16	When considering operational accidents/injuries by the stage of the incident the data shows that 10% occurred during mobilising, 26% occurred during the initial stage ,41% occurred during the developing stage with the remaining 23% occurring during the closing stage of the incident.
3.17	With regard non-operational accident/injuries 96% occurred within station premises and occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismounting appliance, taking part in physical exercise, opening station gates and exiting car in car park.
3.18	27% of accident injuries occurred whilst undertaking training of which 38% occurred during SDA led training activities.
3.19	During 2021/22, a Firefighter was subjected to an act of violence every 1,449 operational incidents attended, compared with 1 every 1,358 in 2020/21.
3.20	We will continue to work with business partners to promote SFRS's zero tolerance approach to acts of violence (AoV) and continue to share historical information to minimise the likelihood of acts of violence.
3.21	During 2020/21 SFRS, vehicle accidents saw a 24% increase, from 221 to 275 when compared to the previous reporting year.
3.22	The most common cause of vehicle accidents reported remains hitting something fixed or stationary, accounting for 70% of the total reported a decrease of 11%, however numerically and additional 13 events are noted when compared to the when compared to the last reporting year.
3.23	A vehicle accident is reported every 576 operational incidents attended compared to one in every 590 the previous reporting year. Operational related vehicle accidents remain the most common accounting for 61% of the total reported during 2021/22, 34% attributed to other duties and 5% occurred during Training.
3.24	Driver assistants were being used in 18% of the vehicle accidents attributed to operational incidents, representing a decrease of 10% when comparing to the previous reporting year.
3.25	We will continue to promote the driver handbook and the role of the Officer in Charge, and Monitor and review all vehicle accident trends through the National Driver Safety Group.
3.26	The health and safety team will continue to work with our business partners to improve safety standards through analysis of health and safety events and the co-ordination of health and safety improvement plans and specific working groups.
3.27 3.27.1	**Risk** If health and safety arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its civil and criminal legislative responsibilities.
3.28 3.28.1	**Environmental & Sustainability** In support of our environment commitment the report shall be issued in PDF.
3.29 3.29.1	**Health & Safety** The embedding of improvement plans and lessons learned will promote the safety of all staff.
3.30 3.30.1	**Training** The training requirements will be considered by the risk owner and progressed as appropriate to promote the application of health and safety standards in the workplace.

3.31	**Performance**
3.31.1	The embedding of robust health and safety arrangements should result in improved wellbeing and may impact on staff absence.
3.32	**Communications & Engagement**
3.32.1	This report will be progressed via the established governance route and made available to all employees on publication.
3.33	**Legal**
3.33.1	The analysis of health and safety performance assists the SFRS in fulfilling its health and safety legislative requirements.

4	**Recommendation**
4.1	The People Committee is invited to note the content of the Health and Safety Annual Report 2021 – 2022.

5	**Core Brief**
5.1	Not applicable.

6	**Appendices/Further Reading**
6.1	Appendix A - Health and Safety Annual Report 2021-22.

7	**Key Strategic Implications**
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Catriona Nuttall, Health and Safety Adviser
Sponsored by:	Jim Holden, Head of safety and Assurance
Presented by:	Andy Watt, Director of Training, Safety and Assurance

Links to Strategy and Corporate Values
Strategic Plan 2022-2025: Outcome 6 The experience of those who work for SFRS improves as we are the best employer we can be. We will be the best employer we can be and will put the physical and mental health of our people at the forefront. Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people. Safety Value: **Safety** of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.

Governance Route for Report	Meeting Date	Report Classification/ Comments
National Safety and Assurance Board	*13 October 2022*	*For Decision*
Strategic Leadership Team	*9 November 2022*	*For Decision*
Safety and Assurance Sub-Group	*03 November 2022*	*For Information Only*
Employee Partnership Forum	*10 November 2022*	*For Information Only*
People Committee	*08 December 2022*	*For Scrutiny*
SFRS Board	*15 December 2022*	*For Information Only*

Health and Safety
Annual Report
2021/22

**Working together
for a safer Scotland**

◢ CONTENTS

1. INTRODUCTION BY INTERIM CHIEF OFFICER AND CHAIR OF THE SCOTTISH FIRE AND RESCUE SERVICE BOARD

KIRSTY DARWENT
Chair
Scottish Fire and Rescue Service Board

ROSS HAGGART
Interim Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Annual Health and Safety Report for 2021/22. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to continuous improvement in this area.

The positive progress that the Scottish Fire and Rescue Service (SFRS) continues to make in relation to Health and Safety (HS) performance is encouraging. Overall the number of Accidents/Injuries, and Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incidents (including those associated with COVID-19) have all reduced during this reporting year.

The relationships between the Safety and Assurance (SA) Function and Business Partners within Directorates and Service Delivery Areas (SDAs) has been a key element of managing and improving our HS performance. The bespoke objectives set within each Health and Safety Improvement Plan (HSIP) and the work carried out by the Safety and Assurance Improvement Groups (SAIG) have contributed significantly towards completion of these plans.

There has been an unwelcome increase in the number of Acts of Violence (AoV) recorded against our staff. This is a totally unacceptable position and efforts will be made to address this issue. We will continue to work closely with our Partners and, if necessary, will make use of the Emergency Workers (Scotland) Act 2005 to bring those responsible to justice.

Furthermore, there has been a substantial increase in our Vehicle Accidents (VA). VA prevention and driver instruction and training will continue to be the focus at our SFRS National Driver Safety Group.

To provide a benchmark, ensure transparency and to share best practice we continue to assess our performance against other United Kingdom Fire and Rescue Services (FRS). Data provided from the other Services, demonstrates that our HS performance remains strong in the UK context.

To continue building on the positive progress we are reporting, it is important we maintain our efforts moving forward. Key areas of development such as Management of Operational Risk, Equipment Management, Safety Charter and Culture will receive additional scrutiny. Legislative compliance and continual improvement will remain our focus while we look forward to the challenges the coming year presents us with. It is important to acknowledge that the encouraging health and safety performance levels achieved have only been made possible as a result of the professionalism, commitment, dedication and efforts of our staff.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2021/22 provides an opportunity for the SFRS to present an update of HS performance and the comparison of data from the last five years where relevant data is available. Where there is evidence of any notable trends, this is also reported upon.

Throughout the reporting year, the HS Department continued to enhance our existing relationships with Business Partners in Directorates and SDAs, developed new generic risk assessments (GRA), safe systems of work (SSoW) and reviewed existing risk assessments.

This year saw the ongoing development of three additional modules in our HS Management System known as Think, Act, Stay Safe (TASS), with specifications and requirements for a further three modules complete. In addition to this, six new Management Arrangements (MA) were developed and issued.

☑ *Overall, the total number of Accidents/Injuries including RIDDOR (excluding COVID-19) reduced by 6% (156 to 147) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR and excluding COVID-19) also decreased by 1% (139 to 138).*

This improvement may be attributed in part to the impact of the COVID-19 pandemic on our activities and to the embedding of enhanced mitigating controls. These include, but are not limited to, the completion and embedding of various technical assessments, such as the Organised Events risk assessment process. Also included is the strengthened engagement with Directorates and SDAs in the completion of annual HSIP, reviewed GRAs, development of SSoWs, and increased scrutiny of HS events and the emerging local risks through SAIGs.

☑ *The number of Accidents/Injuries which were reported to the Health and Safety Executive (HSE) as a requirement of RIDDOR decreased by 47% (17 to 9).*

In addition to this 29 RIDDOR events were reported to the HSE due to workplace transmission of COVID-19 however, these have been recorded separately for the purposes of this report and analysis. This is a reduction from 54 events in previous reporting year.

When considering the data as an Accident/Injury Rate, we see a decrease 19.9 to 18.9 per 1000 staff compared to 2020/21.

☑ *27% (39 of 147) of Accidents/Injuries reported during 2021/22 occurred whilst undertaking training related activities, this is a 4% decrease in this category when comparing to the previous reporting year and a numerical decrease of 9.*

This reporting year saw a 3% increase (148 to 152) in the number of Near Misses (NM) reported when compared with the previous reporting year. Whilst the reporting of NM events continues to be encouraged this increase in NM is also reflected in a comparable reduction in our Accident/Injury RIDDOR Reportable (excluding COVID-19) events.

When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19) we see a ratio of 1:1.03 which is an improvement on the 1:0.95 ratio recorded for previous reporting year.

Our AoV have increased by 10% (69 to 76) from the previous reporting year. 39% (30 of 76) of the total AoV reported involved missiles or thrown objects, representing a 12% decrease in this category, 24% (18 of 76) involved bricks/bottles being thrown and 4% (3 of 76) involved fireworks being thrown. 50% (38 of 76) were attributed to verbal abuse to crews, representing a 7% increase in this category, when comparing to the previous reporting year. 4% (3 of 76) were physical assault by a person, representing a 2% decrease in this category, when comparing to the previous reporting year.

87% (66 of 76) of AoV reported occurred at operational incidents which is a 4% decrease when compared with the previous reporting year. 13% (10 of 76) occurred during non-operational activities, an increase of 4% from the previous reporting year.

Our VAs have increased by 24% (221 to 275) from the previous reporting year. Operational related VAs accounted for 60% (166 of 275) of the total, a 6% decrease, when comparing to the previous reporting year. 34% (94 of 275) were attributed to non-operational activities, a 2% increase, when comparing to the previous reporting year. Finally, 5% (15 of 275) were attributed to training, representing an 2% increase in this category.

Work will continue during the next reporting year to identify and address emerging trends with the aim of further improvements in HS performance, particularly around near miss reporting, AoV and VAs.

◣ 3. HEALTH AND SAFETY FUNCTIONAL PLAN 2021/22

Our 2021/22 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety. The COVID-19 pandemic was a significant challenge with resources being redistributed to address emerging Directorate and Organisational risk. This had a direct impact on progress against objectives set in 2021/22.

Our achievements against our 2021/22 objectives are detailed below:

Objective Progress: 🟢 Achieved   🟠 Partially Achieved   🔴 Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	🟢	**Task: Develop a suite of Management Arrangements and where required Learning Competent Management System modules which provide managers with the tools to support legal compliance** • Management Arrangement for Radiation has been published; • Management Arrangement for Manual Handling has been published; • Management Arrangement for Self-Audit has been published; • Management Arrangement for Event Reporting and Investigation has been published; • Management Arrangement for Pressure Systems has been published; and • Management Arrangement for Organised Events has been published.
	🟠 🟢 🟢 🟢 🟠 🟠 🟠 🟠	**Task: Develop modules for inclusion in the Electronic HS Management System TASS** • Display Screen Equipment (DSE) module development complete - launch due 2022/23; • Premise Inspection module - development commenced, scheduled for completion 2022/23; • Risk Assessment module - development commenced, scheduled for completion 2022/23; • Workplace Transport – specifications and requirements complete; • First Aid – specifications and requirements complete; and • Self-Audit – specifications and requirements complete. The planned production of specifications for Control of Substances Hazardous to Health (COSHH) Provision and Use of Work Equipment Regulations (PUWER) Personal Protective Equipment (PPE) and Manual Handling modules were deferred until a decision is made on further development and capacity to provide on-going support on the TASS system.

Objective	RAG	Progress

Deliver a rolling programme of SFRS HSIP across the organisation	🟢	**Task: Prepare Annual Improvement Plans and advise all SDAs and Directorates on implementation**
		
		• Plans agreed with all SDA/Directorates;
		
		• Meeting regime between SDA/Directorates and HS staff in place;
		
		• Quarterly progress reports developed; and
		
		• 71% of the SFRS plan complete.
		
		• SDA/Directorate performance is as follows:
		
		   • North SDA 73%;
		   • East SDA 65%;
		   • West SDA 68%;
		   • Finance and Contractual Services 94%;
		   • Prevention and Protection 76%;
		   • Strategic Planning and Performance 100%;
		   • People and Organisational Development 100%;
		   • Operations 74%;
		   • Training, Safety and Assurance 96%; and
		   • Service Development 100%.

	🟢	**Task: Develop and implement reporting system for the SFRS annual health and safety improvement plan and associated Directorate/SDA plans** • Specification completed; • This will be included in SFRS Performance Management System: and • Added to development schedule.
Implement the Management of Risk at Operational Incidents framework	🔴	**Task: Implement the Management of Risk at Operational Incidents framework** • This action has evolved during 2021/22 and a draft Management of Operational Risk Policy and Organisational Guidance is in development. This will be completed in 2022/23.

4. ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF SFRS BUSINESS PARTNER OBJECTIVES/INITIATIVES

The following additional activities were undertaken by HS during 2021/22 to support SFRS Business Partner objectives and initiatives.

- Development of a SA Strategy for 2022-2026;

- Introduction of employee fact sheets to provide a simplified overview of legislation, MA and impact consequence of not following them;

- Development of new e-Handbook format which improves visibility and access for end users;

- Engagement with and support to Training and Property during the construction of Portlethan Training Centre;

- Youth Volunteer Scheme (YVS) and Youth Engagement GRA and SSoW approved and published 1/11/2021;

- Completion of risk assessments and support provided prior to and during the Conference of the Parties (COP)26, including Exercise Vepsish, Electric Vehicle Fire Blanket and Marauding Terrorism Attack (MTA);

- Continued support to the Operational Document Conversion Project, including GRAs and Risk Information Cards for 'All Incidents', Firefighting in Buildings and Transport;

- Progression of standardisation of General Purpose Lines to ensure compliance with the Lifting Operations and Lifting Equipment Regulations (LOLER) 1998;

- Development of the Operational Equipment Management Policy and Equipment Information Cards templates and examples which have been adopted as Service Delivery (Operations) documents;

- Production of a medical handover form to ensure the provision of accurate information to support clinical assessment if personnel present at hospital with a suspected High-Pressure Injection Injury. The likelihood of these types of events is reducing with the introduction of Powered Rescue equipment which significantly reduces the risk;

- Establishment of the Organisational Learning Group to identify emerging risks and ensure that lessons from investigations and debriefs are learned and actions are progressed;

- Assisted with the development of the interactive modules for Albert Drive and Low Speed Manoeuvres;

- Building relationships and supporting our business partners through COVID-19 Pandemic, both virtually and by site visit, through raising awareness of control measures and raising awareness common areas for improvement;

- Published COVID-19 routes of transmission posters and undertook continual review of arrangement to align with Scottish Government Guidance;

- Completed COVID-19 Support Reviews in a positive and supportive manner to improve safety culture and perception;

- Research and advising on the implementation of emerging technologies which may help to reduce the risk of COVID-19 (distance monitors and CO2 monitoring);

- Completion of six structured debriefs resulting in over 25 recommended improvement actions;

- Completion of a thematic audit of Analytical Risk Assessment identified a number improvements actions to be progressed by the Operations and Training functions; and

- Review of external learning cases to ensure organisation learning.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Contractual Services (FCS)

Finance and Procurement have continued to develop the management and tracking of HS activities throughout 2021/22.

HS is a standing agenda item at the Finance & Procurement Management Team meeting, ensuring focus is maintained and progress updates monitored and reviewed. Regular engagement with the HS Team through SAIG meetings and attendance at Directorate Management Team (DMT) meetings where appropriate maintain awareness and ownership of HS related issues.

The HSIP is used as a management tool to inform discussion and monitor activity, directing resource as required. To assist the monitoring activity, Finance & Procurement continue to utilise a formal HS tracker with active monitoring against required Learning Content Management System (LCMS) modules and other HS activities.

Required activity in relation to the 2021/22 HSIP was completed, including engagement with staff on Fire Evacuation, Traffic Management and general awareness of HS requirements. Work to raise awareness on Stress related issues was also communicated within the DMT with Stress Risk Assessments planned during 2022/23.

In addition to this, significant levels of engagement were undertaken, and continue to be undertaken, to ensure the health, safety and wellbeing of staff whilst working at home. The DSE Homeworking Assessments identified the necessary equipment to ensure work activity could continue in a safe and controlled manner. Awareness and adherence to Covid-19 requirements were also maintained throughout this period for individuals that were required to attend an office location, and as more access to office accommodation was made available during the later stages of 2021/22.

Asset Management, in partnership with all SFRS directorates continue to work in an innovative manner with HS at the forefront ensuring assets are fit for purpose, safe to use, effective and efficient.

☑ *The embedded Asset Management full time HS Adviser continues to provide support and advice to management in all aspects of HS and for the first time the directorate has achieved 100% completion rate of the 2021/22 HSIP*

(with the exception of one action which requires input from an external source).

With a focus on HS, we have been instrumental in the development of the Corporate Property Group (CPG) and the development of three standard station design models.

While continuing to improve on HS we have developed and introduced an SFRS statutory examination and inspection procedure which dovetails with the Operational Equipment Management Policy and Equipment Information Cards. We have also introduced a variety of new equipment such as smoke hoods, PRE, GP lines and smoke curtains etc. Fleet have introduced new appliances which support the decontamination process for firefighters. The new appliances include hand washing facilities to allow operational personnel to wash prior to returning to the station.

To enhance the safety of fleet personnel, the Fleet and Equipment Workshops HS Handbook has been revised and implemented, and includes new and updated SSoW and scheduled Toolbox Talks. We have also implemented a National Inventory Plan for SFRS equipment and vehicles and the introduction of a National Personal Safety Device and procedure for lone working.

We have developed a documented framework criterion of risk based decision relating to property and fleet. This 10-year risk-based strategy coupled with risk management, standard work, and condition-based maintenance to properly apply resources based on process criticality. This ensures that proper controls are put in place and reliable analysis is used to ensure continuous improvement.

Going forward, we will endeavour to enhance HS throughout the FCS directorate to ensure safety for all SFRS staff.

People and Organisational Development (POD)

Throughout 2021/22, the POD Directorate continued to work in partnership with the HS Department to enhance standards of HS within POD.

☑ *As a result, when comparing the percentage completion of the POD HSIP to the previous year, an additional 8% increase is noted in 2021/22, from 92% to 100%.*

Our 2021/22 HSIP focused on maintaining and building on the 8% increase in HS performance achieved in 2020/21. This was achieved through the provision of robust Management Self-Audit, Risk Assessments and supporting arrangements, such as the Manual Handling Assessments, COSHH Assessments, DSE Assessments, Stress Assessments, SFRS Organised Events and briefing for POD employees on site specific HS arrangements (e.g., Traffic Management Plan, Emergency Fire Evacuation Plan and First Aid).

We carried out Risk Assessments and developed SSoW to support SFRS critical activities whilst focusing on safety of staff including Warehousing and Storage arrangements. We continued to support staff as they worked in an agile manner whether that be working from home, remotely from another location or working from an SFRS location.

During 2021/22 the HSIP remained as a standing item at POD Directorate Management Team meetings, the POD Management Team meetings and the existing POD SA Coordinator and Safety, Assurance Liaison Officer (SALO) roles continued to be supported by the POD SAIG who continued to meet regularly. The establishment of a monthly POD Managers HSIP review meeting furthered mainstreaming our HS. This monthly HSIP review with POD Managers was established to ensure regular progress updates were communicated to all POD staff as well as enhanced promotion of and responsibility for health, safety and wellbeing at all levels within the Directorate and across all locations. This proactive work contributed to just one HS event being reported for POD across 2021/22.

Looking ahead to 2022/23, the POD SAIG will continue to enhance directorate and functional HS arrangements. POD as a directorate will also continue to support the Service wide priorities including agile working, health and wellbeing, talent management and development as well as change programmes. Our Health and Wellbeing team will also complete the backlog of routine health assessments for all uniformed employees resulting from the impact of COVID-19.

☑ *We will continue to work with our Business Partners through established forums including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Mental Health and Wellbeing Group as well as wider programmes*

of work including the review and continued development of the Health and Safety training matrix, induction checklist and HS charter.

This will be supported by appropriate implementation arrangements to promote and enable the positive health, safety and wellbeing culture across the Service.

Prevention and Protection (P&P)

During the reporting year 2021/22, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of the HSIP. All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the functional managers team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive health and safety culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2021/22 HSIP, this includes:

Overall, 76% of all P&P actions have been completed. This includes ongoing actions relating to PPE, COSHH, PUWER and Working at Heights (WaH).

- Two objectives have been deferred and five are currently outstanding which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions. Objectives that have not been completed or require input from other Directorates have been carried forward to the 2022/23 HSIP. Revised completion dates have been agreed where ongoing monitoring continues; and

- The new P&P HS Electronic Handbook is currently under development which will include the Heritage Handbook which is under review prior to approval and publishing. Further reviews may be required due to the heritage stores relocation and the impact of the COVID-19 pandemic on the Museum of Scottish Fire Heritage redevelopment timescales.

☑ *P&P worked closely with other Functions to align the response to the COVID-19 pandemic. COVID-19 Task cards and SSoW were produced and published providing considerations and guidance to staff when undertaking P&P activities.*

Operations (Ops)

Throughout 2021/22 the Operations Function continued to work in partnership with HS to enhance HS standards and ensure firefighter safety remained a priority.

The Operations Function HSIP at the end of Quarter 4 showed an increase of 16% in comparison within the same period the previous reporting year. The end of Quarter 4 2021-22 showed 79% of the plan completed against 63% previously.

Our Accidents/Injuries showed a slight increase over the year however these numbers are low and there were no RIDDOR Reportable Injuries or NM recorded for 2021/22.

There were 4 AoV and 3 VAs reported during 2021/22 and we continue to ensure that all staff report on all HS matters.

The Document Conversion Project continues to progress steadily. The project was developed to reduce the number of documents currently within the service which will contribute to the enhancement of firefighter safety, through the provision of concise information on the incident ground. The Phase 1 launch of the Document Conversion Project will commence within financial year 2022/23.

Strategic Planning Performance and Communications (SPPC)

Throughout 2021/22 the SPPC Directorate continued to regularly meet with their HS business partner through monthly SAIG meetings, combined with the SALO attendance at Safety and Assurance Sub Group (SASG) meetings and Head of Function at the National Safety and Assurance (NSAB) meetings.

SA and their HSIP are standing agenda items on the SPPC DMT ensuring it remains a priority and that regular updates, combined with monitoring and reviewing of performance takes place.

The SPPC SA tracker is working extremely well, ensuring continuous improvement, working with Information Communication Technology (ICT) and Data Services to provide a bespoke dashboard view for managers to monitor and review individual and team performance within their respective functional areas of responsibility.

☑ *The SPPC dedicated Directorate SA SharePoint Site continued to provide relevant, up-to-date HS information, links to training requirements and their HSIP, together with a quick link to their dedicated SA tracker for recording quarterly performance.*

☑ *The SPPC Directorate are proud to report 100% completion of all improvement plan objectives, together with a zero number of HS events being reported across 2021/22.*

Training, Safety and Assurance (TSA)

The TSA Directorate has continued to embed the management of HS into our Directorate and address any emerging issues timeously to promote the safety of the SFRS staff.

TSA has made good progress with the implementation of the HSIP, completing 96% (73 of 76) of actions, an increase of 3% increase compared to 2020/21. The continuous effective completion of actions and resultant increase in our standards of safety has been observed through a continued reduction in our work-related accidents for the fourth consecutive year.

During 2021/22, the SFRS programme for Face Fit Training and Testing was established. In addition, this year saw the continual monitoring of COVID-19 controls by assisting our Business Partners to complete the COVID-19 Workplace Risk Assessments, as well as the development of a Community Assistance COVID-19 Antigen Testing Risk Assessment, to support partner agency working. 36 COVID-19 support reviews were conducted within the SFRS to provide support to managers and improve the safety culture. The Event Reporting and Investigation and the Undertaking of Significant Event Investigation Procedure MA were published, both documents are essential for supporting the SFRS to identify lessons to be learnt which can result in the enhancement to the health, safety and wellbeing of our staff. Furthermore, the development of the Training Function's Electronic HS Handbook continued with an All Activities GRA and 9 supporting Safe Systems of Work being published.

The Directorate has effectively managed the challenges faced by the pandemic in conjunction with Business Partners, thereby ensuring the continued provision of critical activities such as training delivery.

Looking ahead to 2022/23 there will be a continued focus on the completion of the HSIP and our ongoing cross Directorate work such as the Document Conversion Project, leading the Driver Safety Group and the integral participation in the Contaminants Group meetings will continue to improve staff safety across SFRS.

Service Development (SD)

During 2021/22, the Service Development Directorate continued to maintain high standards of focus and compliance of HS. The Directorate fully participate in all SFRS HS structures and meetings, and this informs the work of our Directorate SAIG. As our Directorate SAIG maintain our focus on achievement of HSIP, our staff continue to achieve completion of actions in a timeous manner.

☑ | *Collaboratively we have achieved 100% compliance over the full years HSIP.*

☑ | *Moving forward, whilst maintaining our focus on HS compliance, the Directorate SAIG plan to develop and deliver a short presentation, detailing the 'Why' (of reporting HS Events) and the 'How to' to ensure our teams fully understand the importance of reporting events and what events should be reported.*

North Service Delivery Area (NSDA)

The management of HS continues to be a high priority in the NSDA. The NSDA SAIG has representation from all Local Senior Officer (LSO) areas as well as Operations Function, Fleet and Equipment Workshops, and TSA representatives, which ensures that a strong culture of HS exists and encompasses all areas of work in the SDA.

The HSIP remains the foundation of all the work carried out and for 2021/22 the NSDA completed 73% of the actions, with work progressing with partners to conclude the outstanding actions and as such have been carried forward into the 2022/23 HSIP for completion.

The NSDA continues to focus on low speed manoeuvre VAs reduction and has been commended by other functions and SDAs for the work produced by the task and finish working group which was made up of Station staff from the 4 LSO areas. The group has shared a range of ideas with a view to reducing these

preventable accidents which have been fed into the SASG and the National Drivers Safety Group.

☑ | *We have endeavored to create a culture of safety observation and accountability which has enhanced our NM and accident investigations in the NSDA. By having our staff invested in their safety and the safety of others, we will increase safety, reducing risk and the number of safety incidents that occur.*

We have seen a decrease in the number of Accidents/ Injuries which is reflected in the 83% reduction of RIDDOR Reportable Accidents from 6 to 1 when comparing to 2020/21.

Over the 2022/23 period the NSDA SAIG will continue to focus on the reduction of low speed manoeuvre VA, and to encourage NM reporting by all staff. The momentum created by the work on the HSIP will be maintained with a view to replicating last year's performance and completing all of the locally achievable actions.

The NSDA Management Team continue to actively support the NSDA SAIG and maintain a strong focus of ensuring that the health, safety and wellbeing of all staff is a priority.

East Service Delivery Area (ESDA)

The governance arrangements for HS have been well embedded during 2021/22. The successful implementation of the SAIG within the ESDA, with continued support from all Directorates, other LSO Areas and Representative Bodies has allowed the positive health and safety culture to further develop across the area. This has allowed 65% of the actions to be completed within the HSIP and a targeted approach within all LSO areas has been adopted. Particular attention has been paid to reducing accidents/injuries both in the operational and non-operational environment.

☑ | *It is pleasing to see the overall trend shows a decrease in this area when measured over a three-year period, both for RIDDOR reportable and non RIDDOR reportable accidents/ injuries. Further work in this area for 2022/23 will be progressed including highlighting behavioural safety to reduce this trend further.*

During 2021/22 there was an increasing trend in AoV towards members of staff and VAs. Both these areas will be a priority for the coming year as we will work proactively with our partners to reduce all forms of unacceptable behaviour experienced by our staff. VAs prevention and education will be supplemented by event analysis and subject matter expertise from the National Driver Safety Group.

The ESDA is focused on ensuring the improvements that have been made in previous years are built upon, and that we continue to ensure the ESDA is placing the health, safety and wellbeing of all staff at the forefront of everything we do.

West Service Delivery Area (WSDA)

The management of HS remains a high priority within the WSDA. The accompanying SAIG has representation from all LSO areas; however, it is recognised that a high number of staffing changes throughout the year has resulted in a frequent turnover of staff fulfilling the SALO role which has had an impact on performance.

The West HSIP contained a total of 25 individual actions. Current performance levels indicate that AoV and VAs continue to be areas of concern for the West SAIG moving forward.

AoV have reduced when compared to the previous reporting year. Whilst these figures suggest a positive step in the right direction, the consequences from each individual incident will remain a focus of attention for the West SA Coordinator and SALO for 2022/23.

☑ *This will include the introduction and management of local multi-agency AoV pledges via the West SAIG.*

The number of VAs and related impact from this type of event still causes concerns and will be a continuing emphasis for the West SAIG during the forthcoming year. Regular tailored data sets on this matter are now being shared between all SALO, and a revised management framework is being produced by the Driver Safety Sub Group to reduce the overall impact from these avoidable events.

Outcomes from Operational Assurance processes and HS Investigations continue to provide valuable lessons for operational personnel. These processes, along with the establishment of added Command Group communication channels and bespoke learning events will continue be used to raise an awareness of key learning onto operational staff across the organisation.

6. KEY PERFORMANCE INDICATORS

Historically there have been six key performance indicators detailed within this report:

- Improvement Plans;
- Accidents/Injuries;
- RIDDOR Reportable Injuries;
- Near Misses;
- Acts of Violence; and
- Vehicle Accidents.

However, as a result of the pandemic, this report now includes a seventh performance indicator, RIDDOR Reportable COVID-19 Events.

7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by ten bespoke plans, one for each SDA and Directorate. The SFRS table below indicates the current completion status and year on year performance. The RAG status in the table below shows green from 2018/19 to 2021/22 as there has been continual improvement in the percentage completion.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2017/18	66	9	14	
2018/19	63	14	22	
2019/20	68	32	47	
2020/21	61	36	59	
2021/22	85	60	71	

Table 1: Improvement Plan Progress 2021/22

Overall completion of the 2021/22 HSIP is 71% (60 of 85) representing a 12% increase when comparing to the previous reporting year. This is consistent improvement in performance with 12% improvement also noted in the 2020/21 report.

☑ *Significant progress is noted in 5 of the 10 plans in place, with POD, SPPC and Service Delivery completing 100%, TSA completing 96%, and FCS completing 94% of their overall actions for 2021/22.*

Of the 25 outstanding actions, analysis shows 48% (12 of 25) are over 70% complete. The outstanding actions from 2021-22 will be monitored through the 2022-23 Improvement Plans.

◢ 8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The statistics quoted in this dashboard are internal management information published in the interests of transparency and openness.

Spark lines which show the breakdown of events by year over a five-year period and the underlying trend for that period. Anomalies will be reported by exception.

The dashboard utilised all reported HS events over a two-year period from 2020/21 to 2021/22. This provides Key Performance Indicator (KPI) Year on Year totals.

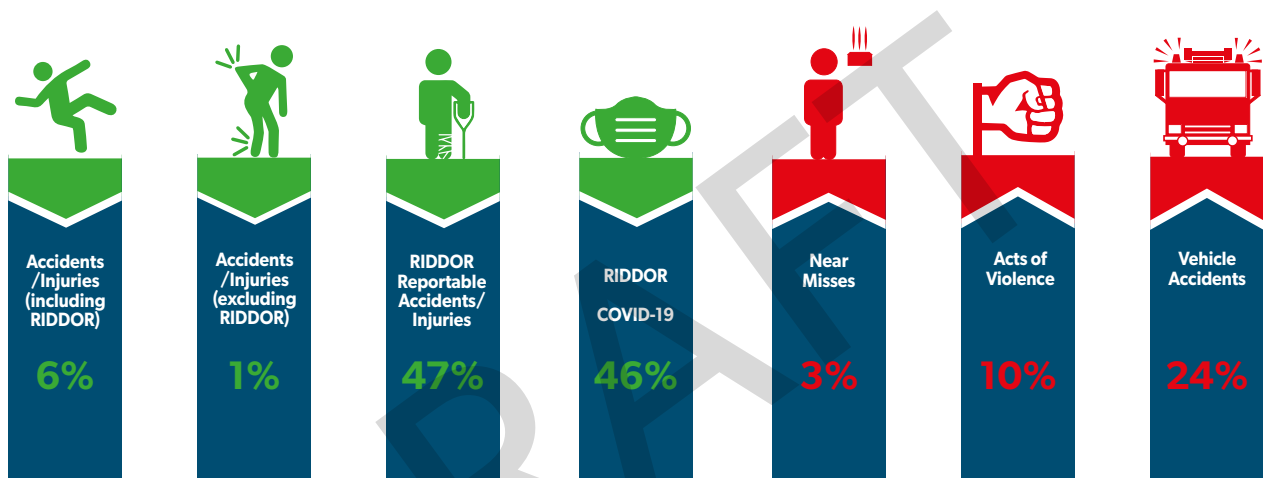**KPI Year on Year Comparison Dashboard**

Figure 1: Year on Year Comparisons 2020/21 – 2021/22

The table below shows year-to-date totals to the end of each year from 2017/18 onwards. The year to year comparison change matches those shown in the infographic above.

| Health and Safety Event Type	2017/18	2018/19	2019/20	2020/21	2021/22	% Year on Year Comparison
Accidents/Injuries (including RIDDOR)	258	227	212	156	147	**-6%**
Accidents/Injuries (excluding RIDDOR)	223	190	186	139	138	**-1%**
RIDDOR Reportable Accidents/Injuries	35	37	26	17	9	**-47%**
RIDDOR COVID-19	0	0	0	54	29	**-46%**
Near Misses	168	203	199	148	152	**3%**
Acts of Violence	61	83	56	69	76	**10%**
Vehicle Accidents	230	241	249	221	275	**24%**
Total	**717**	**754**	**716**	**594**	**678**	**-16%**

Table 2: Total Events by Year

NM events are reported as a negative trend as this is an increase in HS events reported. It is noted that whilst the number of NM have increased, this is reported in a positive trend as the ratio of NM reports against accidents/injuries have increased, however there are further improvements to be made and promotion of NM events will continue in 2022/23.

Further detail on each event type and causation is contained within the relevant sections of this report.

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire FRS where data is available. For this reporting year data was received from 6 of the other 50 UK FRS.

UK FRS Injury Rates by 1000 Employees
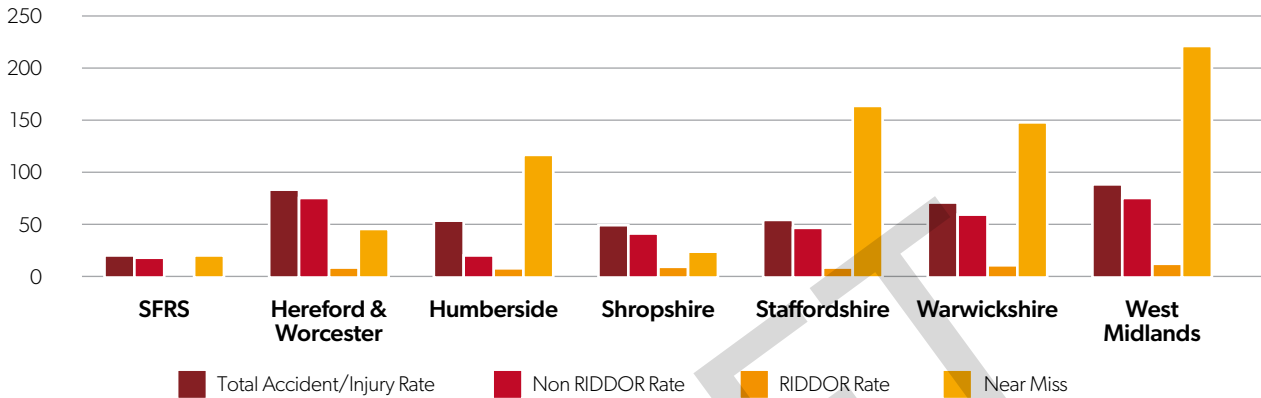
Graph 1: UK FRS Accident/Injury Rates

In comparison with the 6 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 19 per 1000 employees, the non RIDDOR Injury Rate was 18 per 1000 employees, and the RIDDOR rate was 1 per 1000 employees. It is noted that the reporting of NM events is significantly lower when compared to the other FRS.

We will continue to liaise and engage with other UK FRS through the National Fire Chiefs Council (NFCC) HS Committee. This will allow areas of best practice to be shared, with the aim of enhancing Firefighter safety UK wide.

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 5-year period from 2017/18 to 2021/22. The dotted line on each panel gives an indication of overall trends.
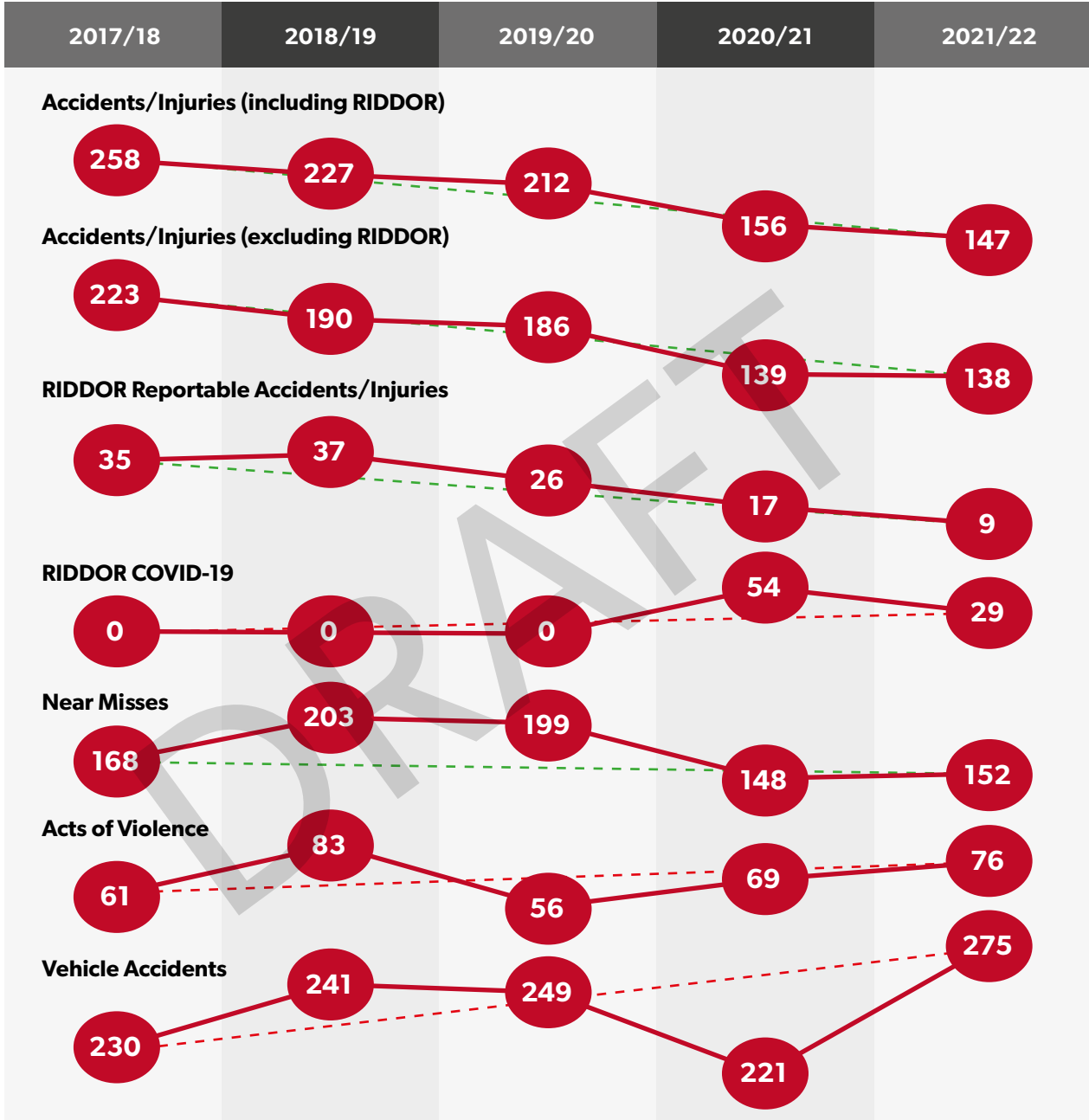

Figure 2: Event KPI Totals from 2017/18 to 2021/22

☑ | *Accidents/Injuries (including RIDDOR and excluding RIDDOR Reportable COVID-19),*
RIDDOR and Reportable Accidents/Injuries show positive trends.

However, VAs show an increasing trend and the RIDDOR Reportable COVID-19 events show an increasing trend albeit there is no data available for COVID-19 2017/18, 2018/19 and 2019/20.

NMs and AoV show a relatively static trend. Further analysis of all key performance indicators can be found in the related sections of this report.

ACCIDENTS/INJURIES (INCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	53	42	41	36	25	🟩	-31%
East	92	68	54	48	39	🟩	-19%
West	49	69	68	53	45	🟩	-15%
Strategic Planning, Performance and Communications	3	0	0	0	0	🟩	-
Finance and Contractual Services	10	9	6	3	7	🟥	133%
People and Organisational Development	1	2	2	0	1	🟥	100%
Prevention and Protection	1	1	1	0	0	🟩	-
Operations	5	3	6	1	4	🟥	300%
Service Development	0	0	0	0	1	🟥	100%
Training, Safety and Assurance	44	33	34	15	25	🟥	67%
Total	**258**	**227**	**212**	**156**	**147**	🟩	**-6%**

Table 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Annual Totals

☑ *The total number of Accidents/Injuries (including RIDDOR) shows a 6% (156 to 147) decrease when comparing to the previous reporting year. Improvements are noted within all three SDAs.*

When comparing the data as an Accident/Injury Rate per 1000 employees, we see a 5% decrease (19.9 to 18.9) from 2020/21, a 29% decrease (26.7 to 18.9) from 2019/20, a 33% decrease (28.3 to 18.9) from 2018/19, and a 49% decrease from 2017/18 (37.2 to 18.9).

Accidents/Injuries (including RIDDOR, excluding COVID-19)

2017/18	2018/19	2019/20	2020/21	2021/22

North
53, 42, 41, 36, 25

East
92, 68, 54, 48, 39

West
49, 69, 68, 53, 45

Strategic Planning, Performance and Communications
3, 0, 0, 0, 0

Finance and Contractual Services
10, 9, 6, 3, 7

People and Organisational Development
1, 2, 2, 0, 1

Prevention and Protection
1, 1, 1, 0, 0

Operations
5, 3, 6, 1, 4

Service Development
0, 0, 0, 0, 1

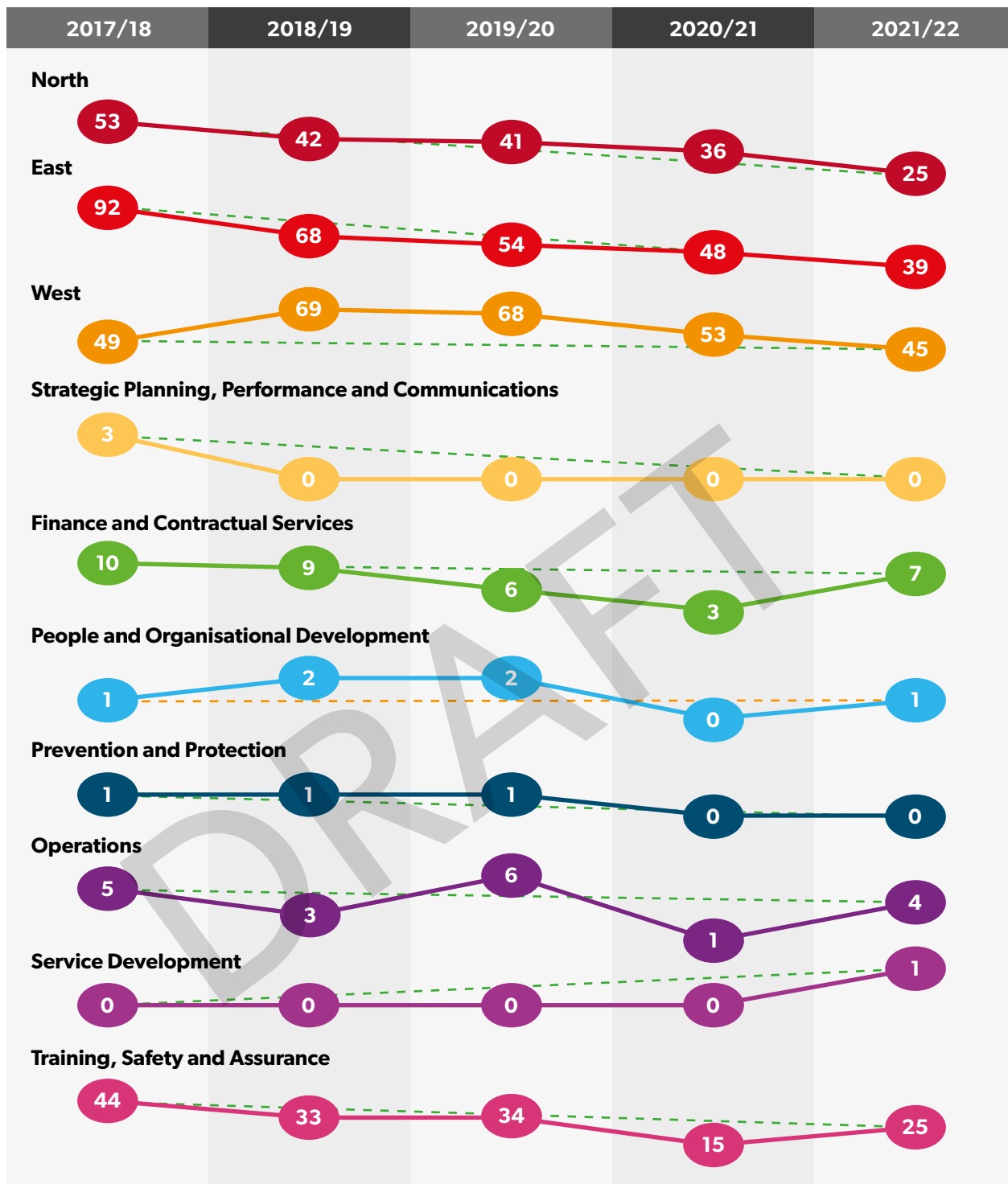**Training, Safety and Assurance**
44, 33, 34, 15, 25

Figure 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Totals from 2017/18 to 2021/22

It is noted Operations and Prevention and Protection are Functions of the Service Delivery Directorate, however to support comparison to previous years, analysis of each Function within Operations has been made.

☑ | *Overall SFRS Accidents/Injuries show an improving trend over the four-year period. A positive trend is seen across all of the 3 SDAs, SPPC, FCS, POD, P&P (excluding COVID-19) and TSA. The most notable improvement is seen within the ESDA.*

ACCIDENTS/INJURIES (EXCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	47	38	39	30	24		-20%
East	81	56	41	45	36		-20%
West	41	53	60	46	41		-11%
Strategic Planning, Performance and Communications	3	0	0	0	0		-
Finance and Contractual Services	8	9	6	3	7		133%
People and Organisational Development	1	2	2	0	1		100%
Prevention and Protection	1	1	1	0	0		-
Operations	5	3	4	0	4		100%
Service Development	0	0	0	0	1		100%
Training, Safety and Assurance	36	28	33	15	24		60%
Total	**223**	**190**	**186**	**139**	**138**		**-1%**

Table 4: Accidents/Injuries (excluding RIDDOR) Annual Totals

☑ | *The total number of Accidents/Injuries (excluding RIDDOR) shows a 1% (139 to 138) decrease when comparing to the previous reporting year. Improvements are shown in the three SDAs.*

FCS shows a significant 133% increase (3 to 7) in accidents/injuries when comparing to the previous reporting year. This increase can be attributed to Equipment Workshops who experienced a 100% increase (0 to 3) in accidents/injuries when comparing to previous reporting year. Ops shows a 100% increase (0 to 4) albeit the numbers are small, in accidents/injuries when comparing to the previous reporting year, all were attributed to events that occurred within Operations Control West.

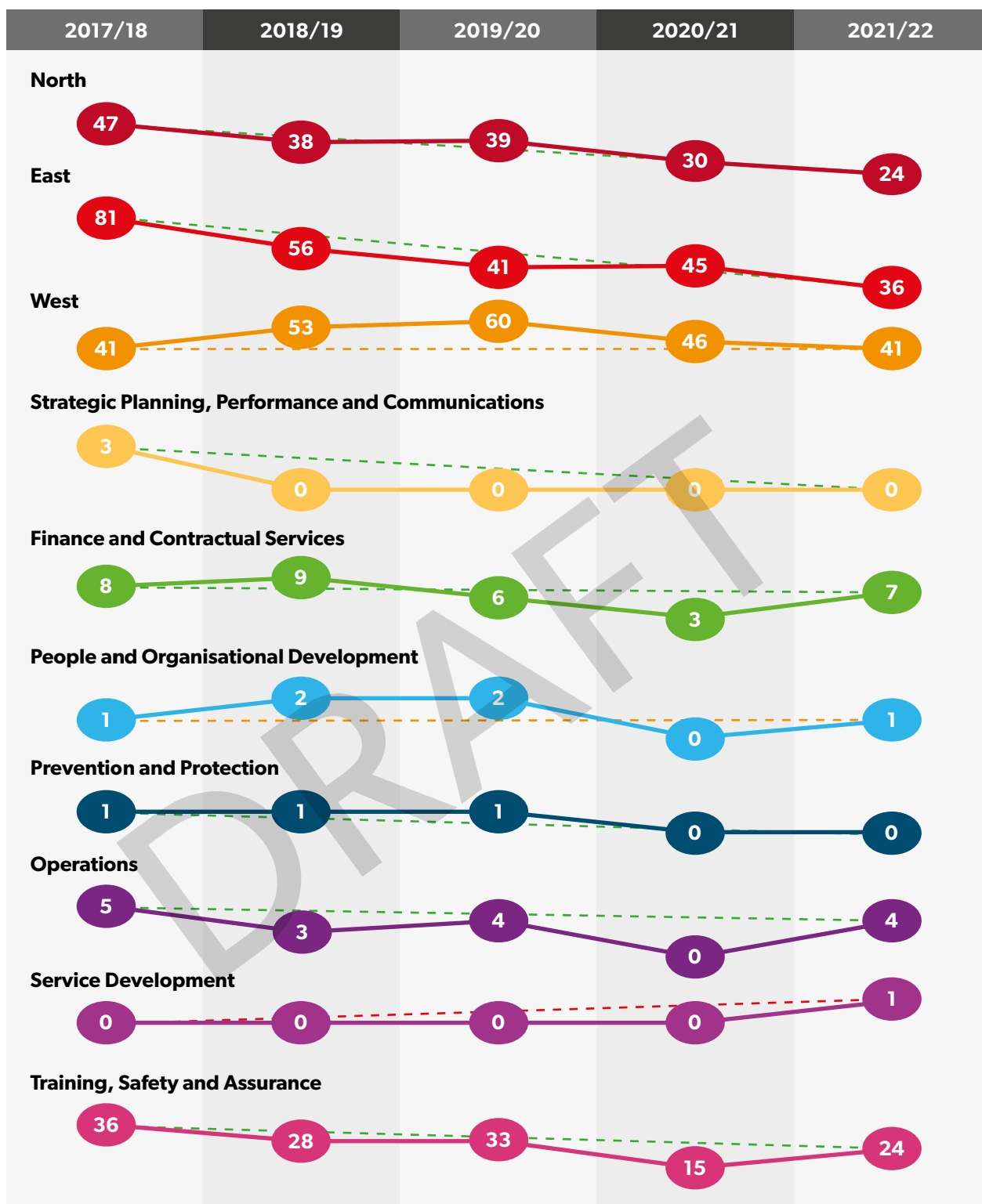**Accidents/Injuries (excluding RIDDOR Reportable)**

	2017/18	2018/19	2019/20	2020/21	2021/22
North	47	38	39	30	24
East	81	56	41	45	36
West	41	53	60	46	41
Strategic Planning, Performance and Communications	3	0	0	0	0
Finance and Contractual Services	8	9	6	3	7
People and Organisational Development	1	2	2	0	1
Prevention and Protection	1	1	1	0	0
Operations	5	3	4	0	4
Service Development	0	0	0	0	1
Training, Safety and Assurance	36	28	33	15	24

Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2017/18 to 2021/22

☑ | *Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the five-year period. The most notable improvement is seen within the NSDA and ESDAs.*

RIDDOR REPORTABLE ACCIDENTS/INJURIES (EXCLUDING COVID-19)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	6	4	2	6	1		-83%
East	11	12	13	3	3		0%
West	8	16	8	7	4		-43%
Strategic Planning, Performance and Communications	0	0	0	0	0		-
Finance and Contractual Services	2	0	0	0	0		-
People and Organisational Development	0	0	0	0	0		-
Prevention and Protection	0	0	0	0	0		-
Operations	0	0	2	1	0		-100%
Service Development	0	0	0	0	0		-
Training, Safety and Assurance	0	5	1	0	1		100%
Total	**27**	**37**	**26**	**17**	**9**		**-47%**

Table 5: RIDDOR Reportable Accidents/Injuries (Excluding COVID-19) Annual Totals

☑ *The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 47% (17 to 9) decrease when comparing to the previous reporting year. The most notable improvement is seen within the NSDA, a reduction of (6 to 1).*

☑ *Improvements are also recorded within the WSDA (7 to 4), this improvement can also be attributed to a reduction in operational and non-operational activity related RIDDOR Reportable Events (4 to 2) and (2 to 1) respectively.*
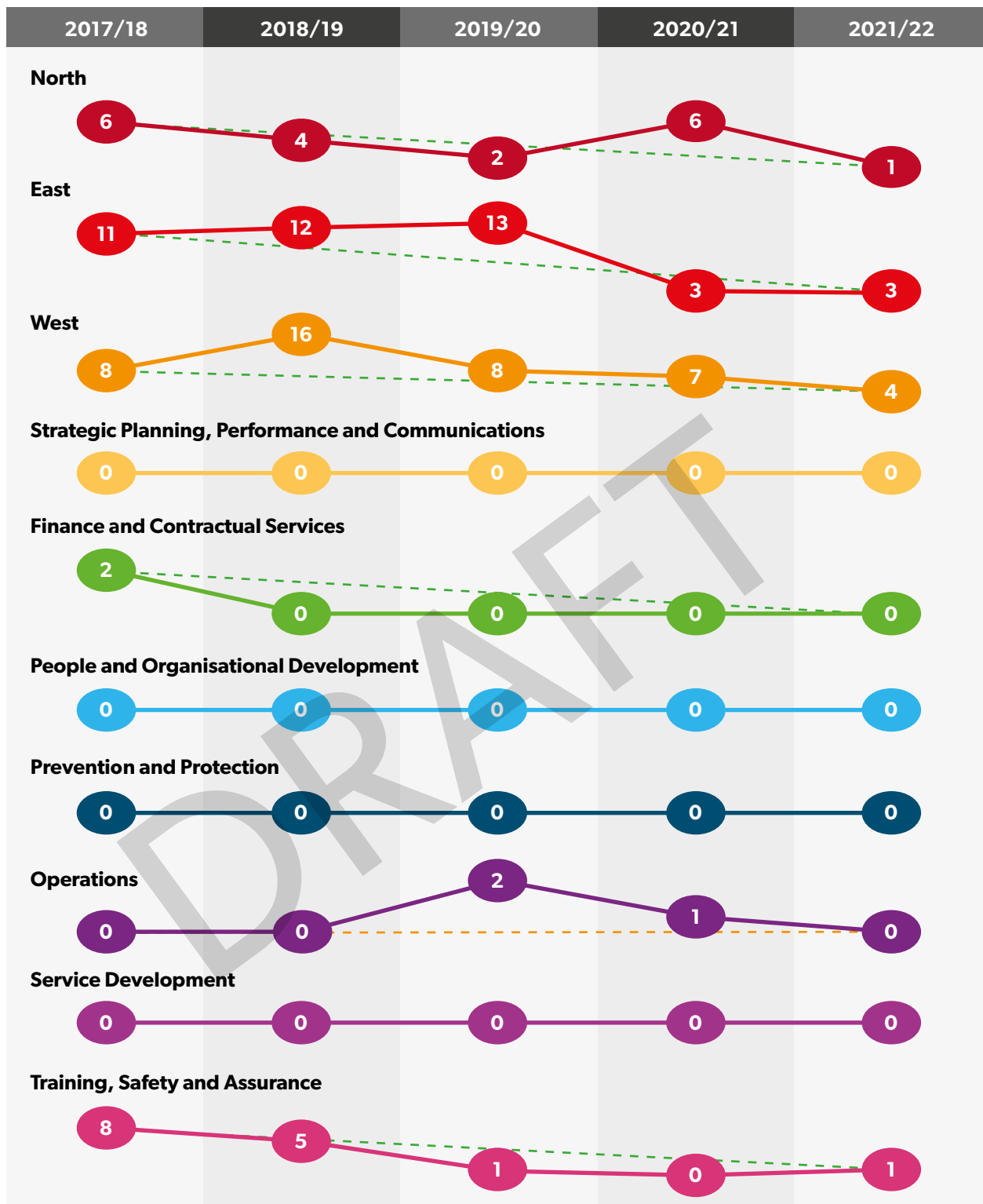
RIDDOR Reportable Accidents/Injuries

2017/18	2018/19	2019/20	2020/21	2021/22

North

6, 4, 2, 6, 1

East

11, 12, 13, 3, 3

West

8, 16, 8, 7, 4

Strategic Planning, Performance and Communications

0, 0, 0, 0, 0

Finance and Contractual Services

2, 0, 0, 0, 0

People and Organisational Development

0, 0, 0, 0, 0

Prevention and Protection

0, 0, 0, 0, 0

Operations

0, 0, 2, 1, 0

Service Development

0, 0, 0, 0, 0

Training, Safety and Assurance

8, 5, 1, 0, 1

Figure 5: Total RIDDOR Reportable Accidents/Injuries 2017/18 to 2021/22

Overall RIDDOR Reportable Accidents/Injuries show an improving trend over the fire-year period. Whilst numerically the values are low, Ops show an increasing trend in RIDDOR Reportable Accidents/Injuries over the five-year period. The most notable improvement is recorded within the NSDA.

RIDDOR ANALYSIS 2021/22

There were 2 specified injuries during this reporting year compared to 0 the previous reporting year, both occurred at operational incidents within the ESDA. The specified injuries were;

- A fracture to the back of the hand whilst using the enforcer tool; and
- An injury to the ribs caused by the Injured party (IP) landing in a concrete ditch which was obscured by vegetation.

☑ *Over 7-day accidents/injuries accounted for 78% (7 of 9) of all RIDDOR Reportable events, representing a 22% decrease in this category and numerically this is 10 less, when comparing to the previous reporting year.*

43% (3 of 7) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips and Falls (STF) representing a 17% increase in this category, however it should be noted that numerically there was 2 less STF over 7-day Accidents/Injuries reported to the HSE (5 to 3) when comparing to the previous reporting year. 67% (2 of 3) of these events occurred during operational incidents, and related to slips on grass/uneven ground. The remaining 33% (1 of 3) occurred during rope rescue training and related to a slip on uneven ground.

43% (3 of 7) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement representing a 25% increase in this category when comparing to the previous reporting year, numerically remained the same (3).

The remaining 14% (1 of 7) of over 7-day Accidents/Injuries reported to the HSE was as a result of dismounting an appliance.

☑ *57% (4 of 7) of over 7-day Accidents/Injuries occurred at operational incidents, representing a 14% decrease in this category when comparing to the previous reporting year, however it should be noted that numerically there was 8 less operational RIDDOR Reportable Accidents/Injuries reported to the HSE. 50% (2 of 4) of the Operational Accidents/Injuries reported to the HSE occurred during the developing stage of the incident representing a 42% decrease when comparing to the previous reporting year, numerically this is 9 less.*

14% (1 of 7) of over 7-day Accidents/Injuries reported to the HSE occurred during non-operational activities.

Finally, 29% (2 of 7) of Accidents/Injuries reported to the HSE were attributed to training activities, representing a 17% increase in this category, however numerically remained the same when comparing to the previous reporting year. Both events occurred during refresher training, 1 was SDA led Road Traffic Collision (RTC) training and the other TSA Rope Rescue training.

We will:

- Develop/review Risk Assessments, Manual Handling Assessments and SSoW;
- We will continue to promote the completion of manual handling assessments and associated SSoW;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries;
- Undertake support reviews to assist with compliance with HS arrangements and SSoW; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.

RIDDOR COVID-19

Throughout the Coronavirus COVID-19 pandemic SFRS responded quickly to changes in guidance and continuously refined and communicated our COVD-19 control measures to staff, ensuring front line and essential services were maintained.

SDA/Directorate	2020/21	2021/22
North	3	2
East	9	0
West	40	26
Strategic Planning, Performance and Communications	0	0
Finance and Contractual Services	0	0
People and Organisational Development	0	0
Prevention and Protection	0	0
Operations	0	0
Service Development	0	0
Training, Safety and Assurance	2	1
Total	**54**	**29**

Table 6: RIDDOR COVID–19 2020/21 to 2021/22

COVID-19 RIDDOR Reportable Events Per Quarter 2020/21 – 2021/22
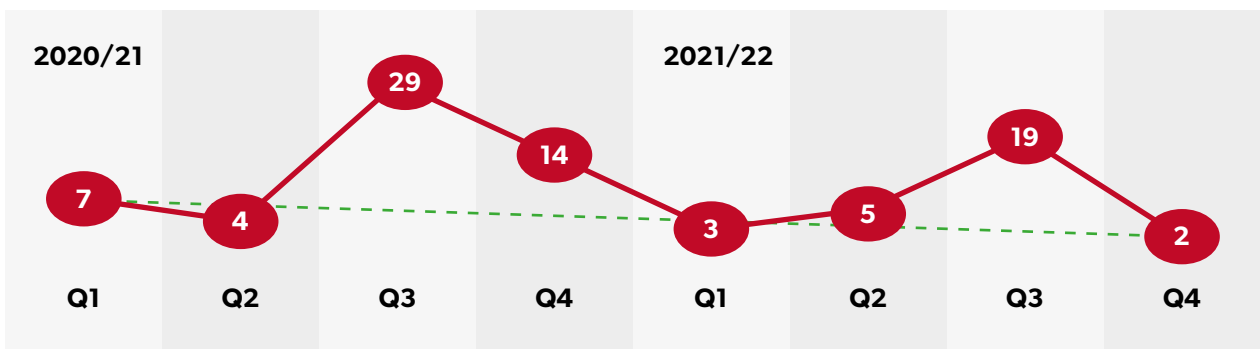
Figure 6: Total RIDDOR COVID-19 per Quarter 2020/21 to 2021/22

☑ | *During the reporting year there was a reduction of 46% (54 to 29) in the number of RIDDOR reportable workplace transmissions to the HSE.*

☑ | *Staff compliance with SFRS COVID-19 controls contributed to this reduction, despite an overall increase of 96% (352 to 689) in confirmed cases of COVID-19 from the previous reporting year.*

Of the 689 COVID-19 RIDDOR reviews undertaken, 22% (154 of 689) were reviewed at management meetings and 78% (539 of 689) by desktop reviews conducted by the HS Department.

Our support review process was refined in the reporting year, to ensure balanced feedback was provided recognising good practice/compliance or promoting areas of improvement. Support Reviews were well received and helped promote or confirm staff understanding of SFRS COVID-19 control measures.

36 Support Reviews were undertaken in the reporting year, of which 11% (4 of 36) were Rapid Reviews. In total 270 actions were identified, of which 99% (267 of 270) were completed and 1% (3 of 270) are outstanding.

Please Note: In April 2022 the HSE workplace transmission RIDDOR guidance changed, only incidental exposure (transmission from a person known to have COVID-19) is now reportable to the HSE, with existing SFRS COVID-19 control measures, incidental exposure is unlikely to occur beyond the incident ground and suitable SSoW have been implemented to reduce this risk.

We will:

• Embed all COVID arrangements, and risk control measures in business as usual, including:

  • Monitoring and reacting to changes in COVID-19 public health guidance;

  • Monitoring Societal cases and SFRS absence rates;

  • Refining SFRS COVID-19 arrangements to enable local rather than national actions to be implemented; and

  • Continuing to support all Business Partners to maintain front line and essential services.

OPERATIONAL Accidents/Injuries

Operational

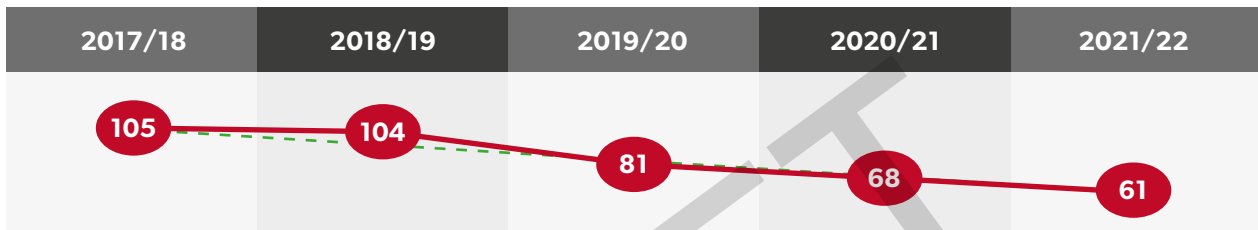| 2017/18	2018/19	2019/20	2020/21	2021/22
105	104	81	68	61

Figure 7: Operational Accidents/Injuries 2017/18 to 2021/22

☑ *There is a notable improvement in the trend for Operational Accidents/Injuries over the five-year period. An 5% decrease is noted this year when comparing to the previous reporting year.*

A Firefighter's injury rate against the number of operational incidents attended

2017/18	2018/19	2019/20	2020/21	2021/22
875	885	1130	1258	1568
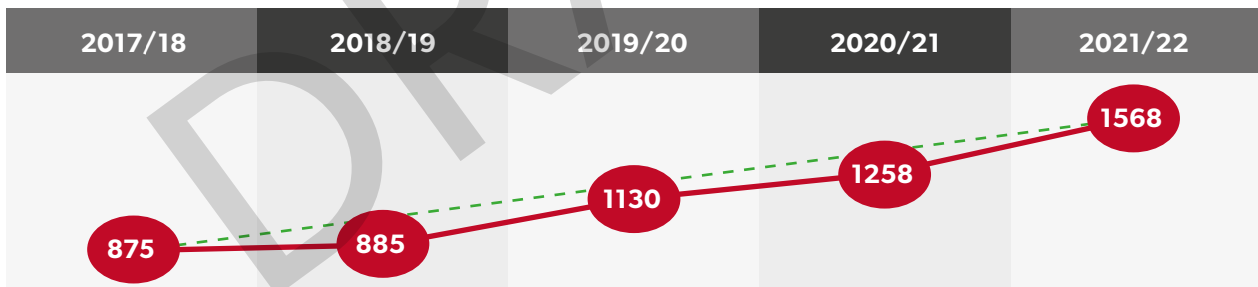
Figure 8: Firefighters injury rate against the number of operational incidents attended 2017/18 to 2021/22

☑ *When considering the data in the context of a Firefighter's injury rate against the number of operational incidents attended, we see there is a year-on-year improvement in the five-year trend.*

52% (32 of 61) of operational related Accidents/Injuries reported during 2021/22 occurred whilst attending primary fires representing an increase of 17% in this category when comparing to the previous reporting year, numerically this is 5 additional Accidents/Injuries. 21% (13 of 61) operational related Accidents/Injuries reported occurred at Special Services representing a decrease of 19% in this category when comparing to the previous reporting year. Numerically this is 6 less Accidents/Injuries at Special Services. It is further noted that there is also a 2% decrease in the trend for operational incidents attended over the five-year period.

A further 15% (9 of 61) of operational related Accidents/Injuries reported occurred at false alarm incidents, representing an increase of 5% in this category when comparing to the previous reporting year, numerically this is 7 additional Accidents/Injuries.   Finally, 12% (7 of 61) of operational related Accidents/Injuries reported occurred at secondary fires representing a decrease of 4% in this category when comparing to the previous reporting year, numerically this is 4 less Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	0	3	6	6	0	15
East	4	3	11	3	0	21
West	2	10	8	5	0	25
Total	6	16	25	14	0	61

Table 7: 2020/21 Totals by Phase of Operational Incident

When we consider Operational Accidents/Injuries by the stage of the incident, the data shows that 41%, (25 of 61) occurred during the developing stage of the incident, representing a 9% decrease in this category, and numerically this is 9 less when comparing to the previous reporting year. These events are attributed to slips and trips on uneven/wet ground/hose, being struck by objects, animals and manual handling/body movement injuries.

A further 26% (16 of 61) occurred during the initial stage of the incident, representing an increase of 7% in this category, numerically an additional 3 events during this stage, when comparing to the previous reporting year. These are attributed to slipping on uneven ground, forcing entry, falling objects, effects of heat stress and burns.

23% (14 of 61) occurred during the closing stage of the incident, representing a 1% decrease in this category, however numerically an additional 3 events are noted when comparing to the previous reporting year. These

events are attributed to trip over objects on ground, falling objects, animals, and manual handling/body movement injuries.

10% (6 of 61) occurred during mobilisation, representing an 6% decrease in this category, and numerically this is 5 less when comparing to the previous reporting year. These events are attributed to lack of situational awareness e.g., impact with moving/stationary objects.

We will:

• Promote awareness of slips and trips on the incident ground through factsheets and other engagement with Service Delivery Areas;

• Continue to work with our business partners through SAIGs to identify and address root causes; and

• Engage with Business Partners to identify behavioural issues and where existing control measures and/or SSoW are not being implemented.

Non-Operational Accidents/Injuries

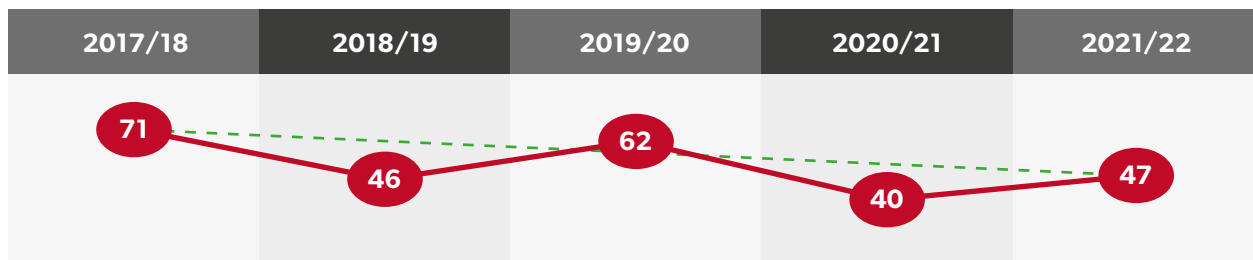| 2017/18	2018/19	2019/20	2020/21	2021/22
71	46	62	40	47

Figure 9: Non-Operational Accidents/Injuries 2017/18 to 2021/22

☑ | *The five-year trend shows a continuing improvement in relation to Non-Operational Accidents/Injuries.*

96% (45 of 47) of all Non-Operational Accidents/Injuries occurred within station premises. These occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismounting appliance, taking part in physical exercise, opening station gates and exiting car in car park. All can be attributed to lack of situational awareness.

We will:

•   Continue the development of a SDA Station Handbook including a suite of GRA and SSoW for activities undertaken within the station environment; and

•   Promote the improvement of safety culture and compliance with health and safety arrangements.

Training Accidents/Injuries

2017/18	2018/19	2019/20	2020/21	2021/22
82	77	69	48	39
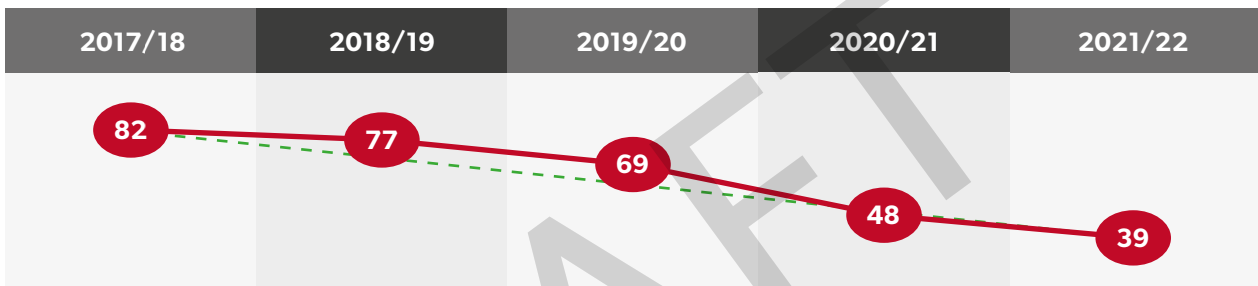
Figure 10: Training Accidents/Injuries 2017/18 to 2021/22

☑ | *There is a year on year improvement noted in the five-year trend for training related Accidents/Injuries with a significant 52% improvement recorded when comparing 2017/18 with 2021/22, and a 19% decrease is noted this year when comparing to the previous reporting year.*

Whilst any improvement is welcomed the data must be considered in the context of reduced training activity in 2020/21 and 2021/22 due to COVID-19.

27% (39 of 147) of all Accidents/Injuries reported during 2021/2022 occurred during training related activities representing a 4% decrease in this category when comparing to the previous reporting year, numerically this is 9 less.

62% (24 of 39) occurred during National Training activities representing a 45% increase in this category and numerically an additional 11 events when comparing to previous reporting year. This increase is attributed to the reduced number of Training Course during the previous reporting year as a result of COVID-19.

☑ | *A further 38% (15 of 39) of all training related Accidents/Injuries occurred during SDA led training activities representing a 35% decrease in this category, numerically this is 20 less when comparing to the previous reporting year.*

☑ | *51% (20 of 39), of all training related Accidents/Injures reported occurred during refresher training, representing a 22% decrease in this category, numerically this is 15 less when comparing to the previous reporting year.*

The remaining 49% (19 of 39) training Accidents/Injuries occurred during initial training, representing a 22% increase in this category and numerically an additional 6 events when comparing to the previous reporting year.

Further analysis shows 28% (11 of 39) occurred during Core Skills training such as ladder drills, breathing apparatus (BA) drills and pump drills representing a 3% decrease in this category, numerically this is 2 less. A further 28% (11 of 39) occurred during BA training, representing a 3% increase in this category, however numerically 1 less is noted when comparing to the previous reporting year. 20% (8 of 39) occurred during Urban Search and Rescue (USAR) training, there is no comparative data for previous reporting years. 8% (3 of 39) occurred during Swift Water Rescue training, a 6% decrease, numerically 4 less when comparing to previous reporting year. 8% (3 of 39) occurred during Road Traffic Collision (RTC) training, representing a 2% increase in this category, however numerically remains consistent with previous reporting year. 3% (1 of 39) occurred during basic Firefighting training, representing 1% decrease, numerically 2 less when comparing to previous reporting year. 3% (1 of 39) occurred during Driver Training Water Rescue training representing a 2% increase however numerically remains consistent with previous reporting year. Finally, 3% (1 of 39) occurred during physical training representing a 7% decrease, numerically 4 less when comparing to previous reporting year.

A decrease of 13 (46 to 33) of students and an increase of 4 (2 to 6) of instructors sustained injuries when comparing to previous reporting year.

We will:

- Support the production and publication of the Training Handbook (and GRA/SSoW); and
- Support the review of training content and arrangements in light of emerging risks and new operational procedures.

All Accidents/Injuries (including RIDDOR – excluding COVID-19) to Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North Wholetime	35	27	27	21	15	🟩	-29%
North On Call	31	31	20	17	12	🟩	-29%
East Wholetime	74	62	52	36	27	🟩	-25%
East On Call	26	15	10	16	14	🟩	-13%
West Wholetime	51	61	69	49	46	🟩	-6%
West On Call	11	12	10	10	11	🟥	10%
Operations Control	4	1	4	1	4	🟥	300%
Directorate/Day Duty	3	2	3	1	3	🟥	200%
Total	**235**	**211**	**195**	**151**	**132**	🟩	**-12%**

Table 8: 2021/22 All Accidents/Injuries (including RIDDOR) to Uniformed Staff

When we consider Accidents/Injuries to Uniformed Staff the data shows that 67% (88 of 132) are related to Wholetime Staff, representing a 3% decrease in this category, numerically 18 less events when comparing to the previous reporting year. 48% (42 of 88) occurred whilst attending operational incidents representing an 7% increase in this category, however numerically remains the same when comparing to the previous reporting year. 27% (24 of 88) occurred whilst undertaking non-operational duties, representing a 5% increase in this category, however numerically remains the same when comparing to the previous reporting year. Finally, 25% (22 of 88) occurred whilst undertaking training, representing a 3% increase, however numerically 1 less event is noted.

28% (37 of 132) of Accidents/Injuries to Uniformed Staff are related to On Call Staff, remaining consistent with previous reporting year, however numerically 6 less events. 51% (19 of 37) occurred whilst attending operational incidents representing a 14% decrease in this category, numerically 9 less events when comparing to the previous reporting year. 14% (5 of 37) occurred whilst undertaking non-operational duties activities, representing a 5% increase, numerically 4 additional events when comparing to previous reporting year. Finally, 38% (14 of 37) occurred whilst undertaking training, representing a 12% increase, numerically 3 additional events when comparing to previous reporting year.

We will:

- We will work with SDAs to update/create a suite of risk assessments and SSoWs for non-operational activities.

All Accidents/Injuries (including RIDDOR – excluding COVID-19) to Non-Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	3	1	3	0	0	🟩	-
East	3	2	1	1	3	🟥	200%
West	2	2	1	1	2	🟥	100%
Strategic Planning, Performance and Communications	3	0	0	0	0	🟩	-
Finance and Contractual Services	10	9	6	2	7	🟥	250%
People and Organisational Development	0	1	2	0	0	🟩	-
Prevention and Protection	0	0	0	0	0	🟩	-
Operations	0	1	2	0	1	🟩	100%
Training, Safety and Assurance	2	0	2	1	1	🟧	0%
Total	**23**	**16**	**17**	**5**	**14**	🟥	**180%**

Table 9: Accidents/Injuries (including RIDDOR) to non- uniformed staff Annual Totals

Of the total non-uniformed Accidents/Injuries reported all were attributed to a lack of situational awareness e.g. moving tools, siting of equipment, and walking into objects.

29% (4 of 14) of all Accidents/Injuries to non-uniformed staff occurred within Fleet Workshops, representing a 11% decrease in this category, however numerically an additional 2 events are noted when comparing to the previous reporting year. 21% (3 of 14) occurred within Equipment Workshops, representing a 100% increase when comparing to the previous reporting year.

We will:

• Develop initiatives to promote/increase situational awareness and improve behavioural safety.

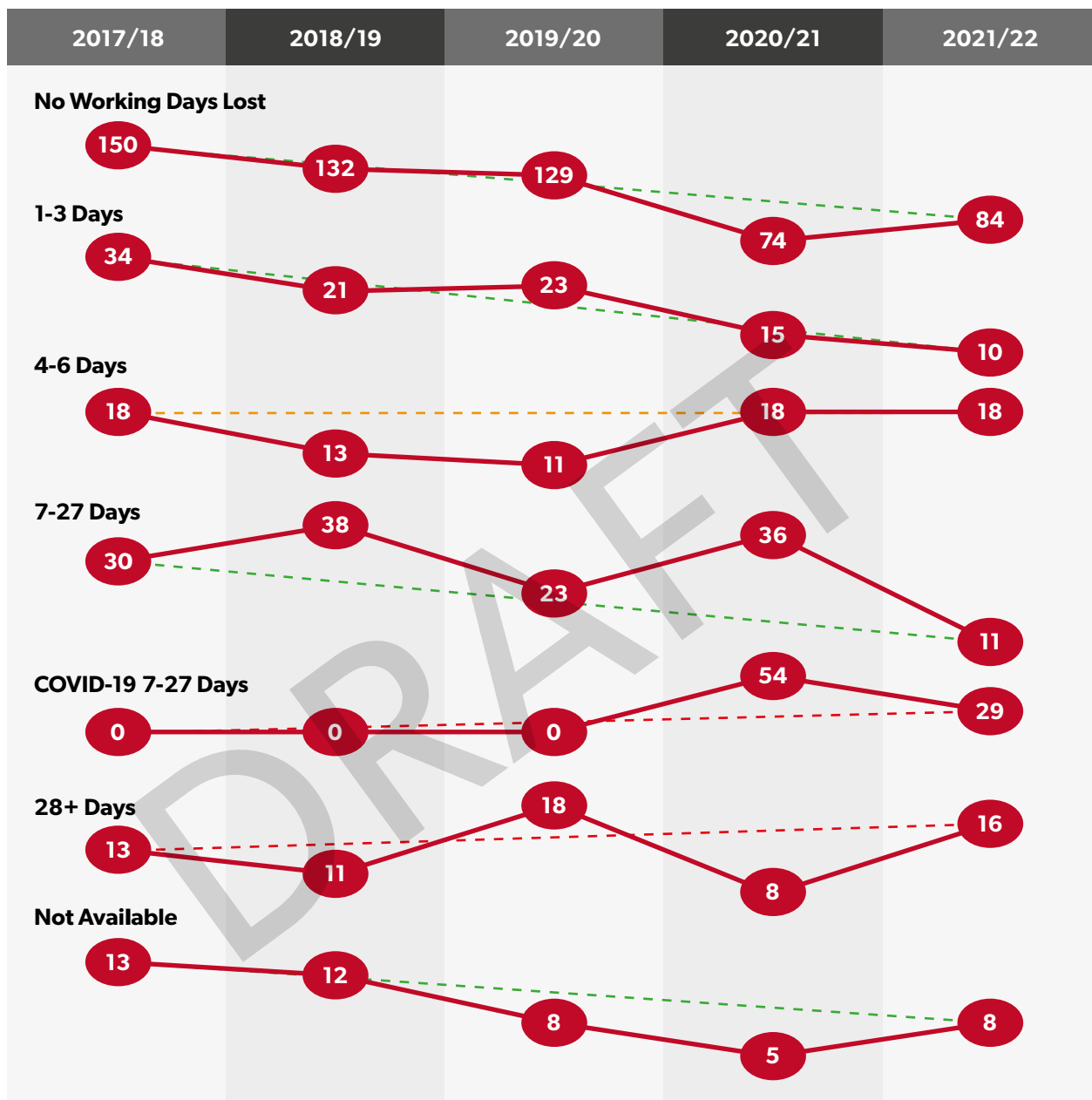**Working Days Lost Due to Accidents/Injuries**

2017/18	2018/19	2019/20	2020/21	2021/22

No Working Days Lost
150, 132, 129, 74, 84

1-3 Days
34, 21, 23, 15, 10

4-6 Days
18, 13, 11, 18, 18

7-27 Days
30, 38, 23, 36, 11

COVID-19 7-27 Days
0, 0, 0, 54, 29

28+ Days
13, 11, 18, 8, 16

Not Available
13, 12, 8, 5, 8

Figure 11: Working Day Lost Due to Accidents/Injuries 2017/18 to 2021/22

With the exception of the 4-6 days category and the COVID–19 7-27 days category, all categories are showing a positive trend. The data shows that the events with no information available is improving over the 5 years.

We will:

- Continue to work with our colleagues in POD to review information in relation to absence and determine any necessary actions that may reduce absence;
- Consider the root causes of 28+ day accidents and work with business partners to identify improvements;
- Continue to ensure that complete and accurate information relating to lost working time is being recorded; and
- Undertake support reviews to assist with compliance with COVID-19 workplace arrangements and task cards.

Three Most Common Accidents/Injuries by Causation

2017/18		2018/19		2019/20		2020/21		2021/22	
Manual Handling/ Body Movement	55	Manual Handling/ Body Movement	81	Manual Handling/ Body Movement	77	Manual Handling /Body Movement	49	Manual Handling /Body Movement	36
Slips, Trips & Falls	57	Slips, Trips & Falls	36	Slips, Trips & Falls	24	Slips, Trips & Falls	34	Slips, Trips & Falls	23
Hot / Cold	29	Hot / Cold	20	Hot / Cold	24	Impact (moving object)	23	Impact (moving object)	21

Table 10: Three Most Common Accidents/Injuries by Causation

The most common cause of Accidents/Injuries across the SFRS remains manual handling/body movements accounting for 24% (36 of 147) of the total reported, although there has been a welcomed decrease of 6% in this category, numerically 13 less events when comparing to the previous reporting year. During 2021/22 the Musculoskeletal (MSK) Group was re-established and continues to analyse and react to performance data as well as developing proactive measures to reduce MSK injuries.

Further analysis shows 39% (14 of 36) occurred during operational incidents representing an increase of 12% in this category, numerically 1 additional event when comparing to the previous reporting year. A further 33% (12 of 36) occurring whilst undertaking training, representing a decrease of 24% in this category, numerically 16 less when comparing to the previous reporting year. Finally, 28% (10 of 36) occurred whilst undertaking non-operational duties, representing an increase of 12% in this category, numerically an additional 2 events when comparing to the previous reporting year.

17% (6 of 36) of all manual handling/body movement injuries occurred whilst using ladders, with 83% (5 of 6) happening whilst undertaking training. A further 14% (5 of 36) occurred whilst using a hose.

Operational incidents attended show manual handling/ body movement Accidents/Injuries are sustained 1 in every 2,658 compared to 1 every 2,377 in the previous reporting year.

STF are the second most common cause of Accidents/ Injuries within SFRS accounting for 16% (23 of 147) of the total Accidents/Injuries reported during 2021/22. This represents a decrease of 4% in this category and numerically this is 11 less when comparing to the previous reporting year.

57% (13 of 23) of the total STF reported occurred at operational incidents representing a 16% increase, numerically an additional 1 when comparing to the previous reporting year. A further 30% (7 of 23) occurred whilst undertaking non-operational duties representing a decrease of 5%, numerically this is 5 less when comparing to the previous reporting year. 71% (5 of 7) of non-operational STF occurred within SFRS premises, representing an 12% decrease in this category, numerically 54 less when comparing to the previous reporting year. These events can be related to a lack of situational awareness.

Finally, 13% of STF (3 of 23) occurred whilst undertaking training, representing a decrease of 12%, however, numerically an additional 5 events is noted when comparing to the previous reporting year. 67% (2 of 3) occurred during SDA led training, both occurred during refresher training and related to instructors, representing a 4% decrease in this category, however numerically an additional 2 events are noted when comparing to the previous reporting year.

> ☑ *In an operational context a slip, trip and fall Accident/Injury occurred every 4,159 operational incidents attended compared with 1 in every 2,517 in the previous reporting year.*

The third most common cause of Accidents/Injuries reported during 2021/22 is impact (moving object) accounting for 14% (21 of 147) of all Accidents/Injuries reported, representing a 2% increase in this category and numerically an additional 1 event when comparing to the previous reporting year. 38% (8 of 21) of the total reported occurred at operational incidents representing a decrease of 4%, however numerically the number of events reported remains the same when comparing to the previous reporting year.

A further 43% (9 of 21) occurred during non-operational activities, representing a 17% increase in this category and numerically an additional 3 events when comparing to the previous reporting year.

Finally, 13% (3 of 21) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 19% and numerically an additional 3 events when comparing to the previous reporting year. 67% (2 of 3) occurred during SDA led training.

☑ | *An Accident/Injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with 1 in every 3,720 in the previous reporting year.*

We will:

- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully investigated so that preventative measures can be identified and implemented;

- Liaise with SDAs via SAIGs to ensure compliance with safe systems of work and the wearing of PPE;

- Continue to support the MSK working group to assist business partners in the identification and promotion of actions to address MSK associated injuries. (MSK Factsheet);

- Undertake support reviews to assist with compliance with HS arrangements and SSoW;

- Support the review of training standards to ensure sufficient information on manual handling and body movement is included;

- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather; and

- Promote operational situational awareness and behavioural safety in relation to manual handling/body movement.

NEAR MISSES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	62	48	32	36	36	🟧	0%
East	51	74	76	49	48	🟩	-2%
West	33	51	59	48	57	🟩	17%
Strategic Planning, Performance and Communications	0	0	0	0	0	🟩	-
Finance and Contractual Services	2	7	8	1	0	🟩	-100%
People and Organisational Development	0	2	0	0	0	🟩	-
Prevention and Protection	1	0	0	0	0	🟩	-
Operations	4	3	8	5	0	🟩	-100%
Service Development	0	0	0	0	1	🟩	100%
Training, Safety and Assurance	15	18	16	9	10	🟩	11%
Total	**168**	**203**	**199**	**148**	**152**	🟩	**3%**

Table 11: NM Annual Totals

To accurately interpret the NM reporting trend, data must be considered alongside Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19 RIDDOR Reportable events). By doing this, the preventative value and contribution to improving safety can be determined.

☑ *When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19) we see a ratio of 1:1.03 which is an improvement on the 1:0.95 ratio recorded for previous reporting year.*

Operational NM accounted for 38% (58 of 152) of the total reported, representing an 11% decrease in this category, numerically this is 12 less when comparing to the previous reporting year. Given the corresponding reduction - 1% in operational related Accidents/Injuries and RIDDOR, this increase is considered a positive trend.

29% (44 of 152) of NM events occurred during non-operational activities, remaining consistent in this category however a numerical increase of 1 from the previous reporting year. 30% (13 of 44) related to property issues e.g. appliance bay doors, station floors, alarms system, electrical faults and water related issues,

representing a 14% increase in this type of NM and a numerically an additional 8 events when comparing to the previous reporting year.

33% (50 of 152) of all NM reported were associated with training activities, representing a 9% increase in this category, numerically an additional 20 events, when comparing to the previous reporting year. 80% (40 of 50) of all training related NM occurred during SDA led training representing an increase of 6% in this category, numerically an additional 14 events, when comparing to the previous reporting year. 78% (39 of 50) of training related NM occurred during refresher training, a decrease of 12% in this category, however numerically an additional 4 events were noted when comparing to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA related training accounting for 32% (16 of 50) of the total training NM reported. The most common causes involved free flow incidents which account for 31% (5 of 16), 19% (3 of 16) involved air leaks, 19% (3 of 16) involved communication equipment and cylinders. The remaining 5 NMs involved the Emergency Air Supply Equipment (EASE) kit, a visor, the demo unit, ECO board and a water pump.
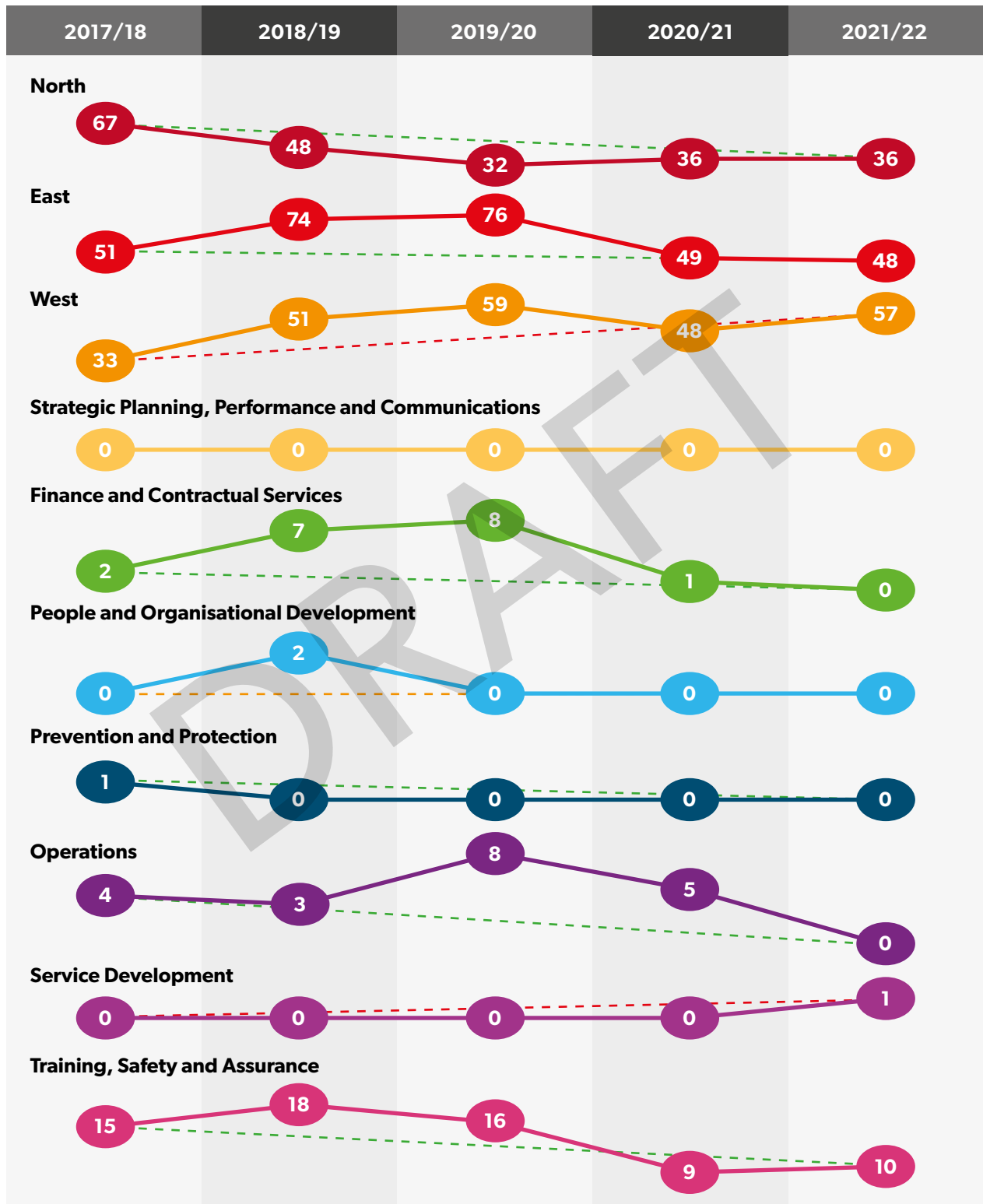
Near Misses

2017/18	2018/19	2019/20	2020/21	2021/22

North
67 — 48 — 32 — 36 — 36

East
51 — 74 — 76 — 49 — 48

West
33 — 51 — 59 — 48 — 57

Strategic Planning, Performance and Communications
0 — 0 — 0 — 0 — 0

Finance and Contractual Services
2 — 7 — 8 — 1 — 0

People and Organisational Development
0 — 2 — 0 — 0 — 0

Prevention and Protection
1 — 0 — 0 — 0 — 0

Operations
4 — 3 — 8 — 5 — 0

Service Development
0 — 0 — 0 — 0 — 1

Training, Safety and Assurance
15 — 18 — 16 — 9 — 10

Figure 12: NM 2017/18 to 2021/22

When considering the number of NM in relation to the number of Accidents/Injuries (excluding COVID-19), we see a ratio of 0.69:1 in the NSDA, a decrease in frequency compared to 1:1 when compared to the previous reporting year. The ESDA shows a ratio of 1:0.8 a decrease in frequency compared to 1:0.9 when compared to the previous reporting year. The WSDA shows a ratio of 1: 0.8 a decrease in frequency compared to 1:0.9 when compared to the previous reporting year. TSA shows a ratio of 1:0.4 a decrease in frequency compared to 1: 0.6 when compared to the previous reporting year.

We will:

- Continue to review all events reported relating to BA to identify trends and lessons to be learned;
- Utilise the SAIGs to continue to promote the need and the benefits of reporting NM; and
- Promote the reporting of NM events including publication of a factsheet.
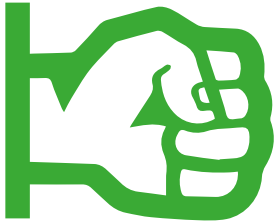
ACTS OF VIOLENCE

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	6	10	9	8	17		113%
East	15	26	15	23	25		9%
West	40	47	31	37	29		-22%
Strategic Planning, Performance and Communications	0	0	0	0	0		-
Finance and Contractual Services	0	0	0	0	0		-
People and Organisational Development	0	0	0	0	0		-
Prevention and Protection	0	0	0	0	0		-
Operations	0	0	1	1	5		400%
Service Development	0	0	0	0	0		-
Training, Safety and Assurance	0	0	0	0	0		-
Total	61	83	56	69	76		10%

Table 12: AoV Annual Totals

The total number AoV reported this year shows an increase of 10% (69 to 76) when comparing to the previous reporting year. This increase is attributed to a 113% (8 to 17) increase within the NSDA and 400% increase (1 to 5) in Operations.

It should be noted however, there was a 22% decrease in AOVs reported in the WSDA when comparing to the previous reporting year.

A Firefighter's AoV rate against the number of operational incidents attended (1 AoV per operational incidents)

2017/18	2018/19	2019/20	2020/21	2021/22
1698	1117	1636	1358	1449
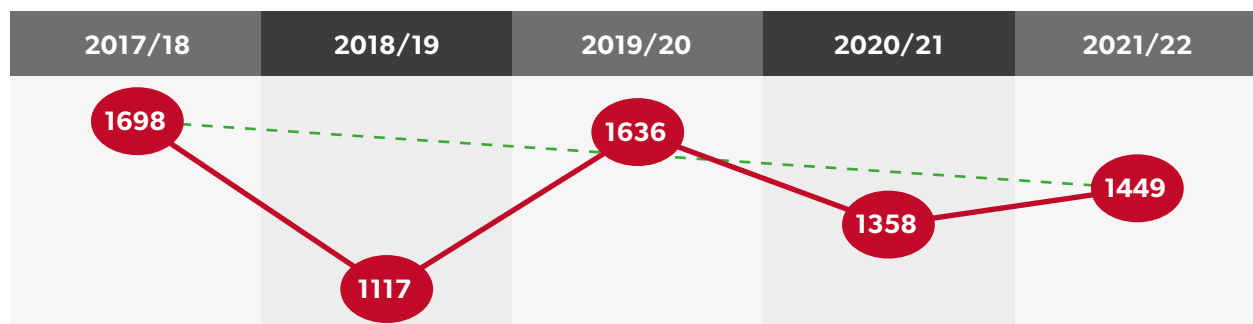
Figure 13: Firefighter AoV rate against number of Operational Incidents

☑ *When considering the data in the context of a Firefighter's AoV rate against the number of operational incidents attended, we see there is a year-on-year improvement in the five-year trend.*

87% (66 of 76) of AoV reported occurred at operational incidents, representing an 4% decrease in this category, however, numerically an additional 3 events are noted when comparing to the previous reporting year. Of the AoV which occurred at operational incidents 43% (33 of 76) occurred at secondary fires, representing a decrease of 25%, numerically this is 10 less when comparing to the previous reporting year. 22% (17 of 76) occurred when responding to primary fires, representing an 8% increase, and numerically an additional 8 events when comparing to the previous reporting year.

39% (30 of 76) of the total AoV reported involved missiles or thrown objects, representing a 12% decrease in this category, and numerically 5 less is noted when comparing to the previous reporting year. 24% (18 of 76) involved bricks/bottles being thrown and 4% (3 of 76) involved fireworks being thrown.

50% (38 of 76) were attributed to verbal abuse to crews, representing a 7% increase in this category, and numerically an additional 8 events when comparing to the previous reporting year.

 4% (3 of 76) were physical assault by a person, representing a 2% decrease in this category, numerically this is 1 less when comparing to the previous reporting year. Of the physical AoV reported, 1 event on Bonfire Night resulted in 3 Firefighters sustaining injuries after being attacked with missiles, with one of the injured firefighters also sustaining a physical injury after being kicked by a youth.

Police assistance was requested in 83% (63 of 76) of AoV with 17% (11 of 63) considered as reportable under the Emergency Workers (Scotland) Act 2005.
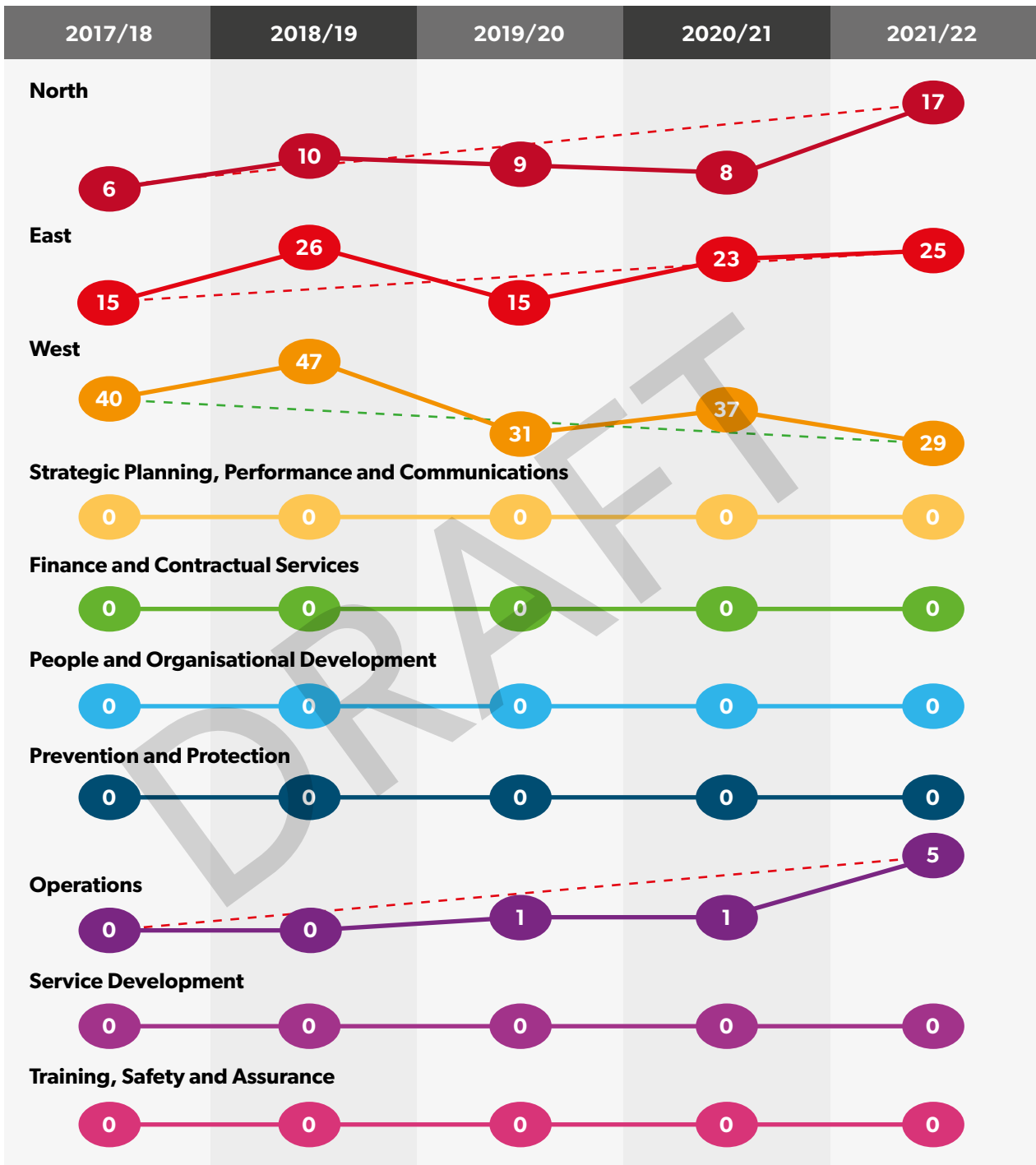
AoV by LSO Area

LSO	No of AoVs
Dumfries and Galloway	1
East, North and South Ayrshire	5
East and West Dunbartonshire and Argyll & Bute	2
City of Glasgow	8
Lanarkshire	9
East Renfrewshire, Renfrewshire and Inverclyde	4
Total	**29**

LSO	No of AoVs
City of Edinburgh	18
Falkirk and West Lothian	5
Midlothian, East Lothian and Scottish Borders	1
Stirling, Clackmannanshire and Fife	1
Total	**25**

LSO	No of AoVs
Aberdeen City, Aberdeenshire and Moray	4
Highland	3
Perth, Kinross, Angus and Dundee	10
Western Isles, Orkney and Shetland	0
Total	**17**

*   There were a further 5 AoVs recorded out with the LSO areas, 4 involved Operations Control and the remaining 1 involved the Water Planning Department.

Figure 14: AoV by LSO Area

Acts of Violence

2017/18	2018/19	2019/20	2020/21	2021/22

North

6	10	9	8	17

East

15	26	15	23	25

West

40	47	31	37	29

Strategic Planning, Performance and Communications

0	0	0	0	0

Finance and Contractual Services

0	0	0	0	0

People and Organisational Development

0	0	0	0	0

Prevention and Protection

0	0	0	0	0

Operations

0	0	1	1	5

Service Development

0	0	0	0	0

Training, Safety and Assurance

0	0	0	0	0

Figure 15: Annual Totals for AoV 2017/18 to 2021/22

There has been a steady increasing trend of AoV reported over the five-year period, except for the WSDA. The NSDA has shown a significant increase of 9 AoV during the reporting period 2020-21 and 2021-22 of which 67% (6 of 9) were reported during the month of November 2021. Further analysis shows a significant increasing trend in verbal abuse of crews over the five-year period:

☑ | *Additionally, physical assault shows a noteworthy decreasing trend in the reporting of AoVs over the five-year period:*

Acts of Violence – Verbal Abuse of Crews

2017/18	2018/19	2019/20	2020/21	2021/22
15	21	30	30	39
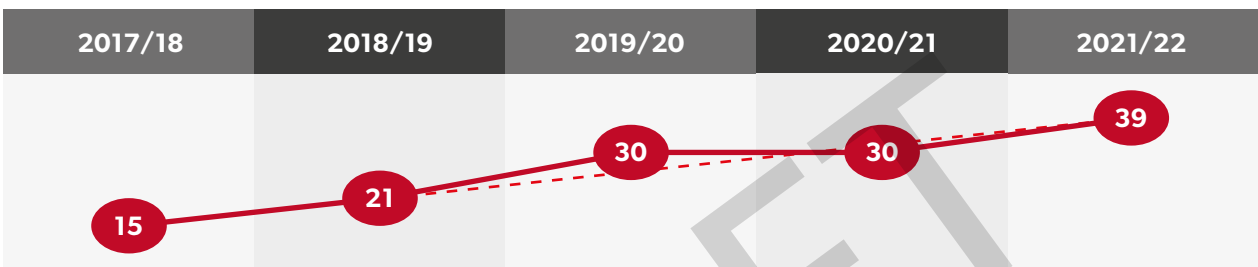
Figure 16: AoV Verbal Abuse of Crews 2017/18 to 2021/22

Acts of Violence – Physical Assault of Crews

2017/18	2018/19	2019/20	2020/21	2021/22
11	10	5	5	6
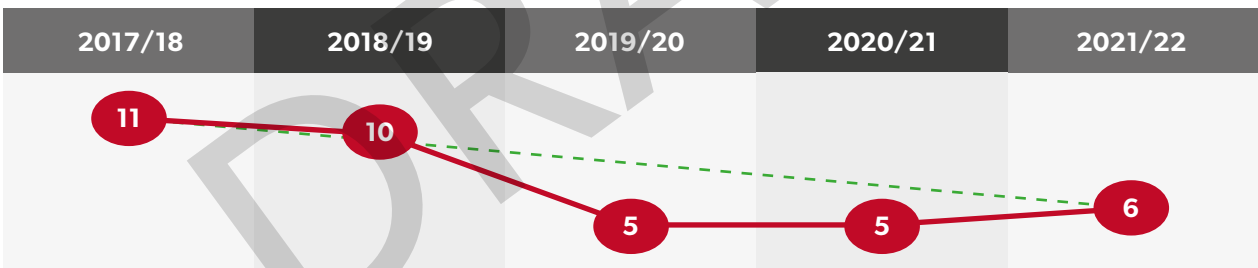
Figure 17: AoV Physical Assault of Crews 2017/18 to 2021/22

When analysing AoV by season we see 22% (17) occurring during spring, 16% (12) during summer, 29% (22) during Autumn, and 33% (25) during winter.

Acts of Violence by Season

Spring	Summer	Autumn	Winter
2021/22			

17   12   22   25
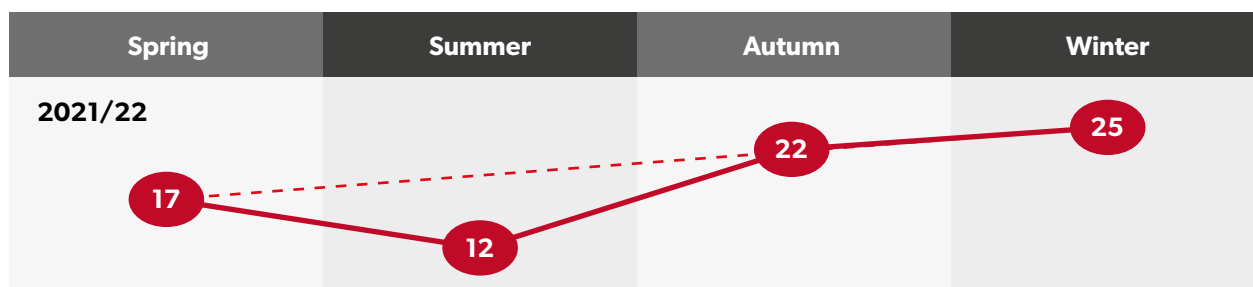
Figure 18: AoV by Season 2021/22

The period surrounding Bonfire night (01/11 – 09/11) accounted for 12% (9 of 76) of AoV, this shows a decrease of 8% and a numerical decrease of 5 when comparing to the previous reporting year.

We will:

- Consider progression of National Pledge with partner agencies, similar to the approach taken in the WDSA (ENSA);

- Support the SDAs in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted;

- Communicate the importance of the need to use the following messages when under attack or under the threat of attack:

  - 'Immediate Police assistance required, crews under attack' or 'Police assistance required, crews under threat of attack'. This is outlined within SFRS Standard Operating Procedures (SOPs) and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents' (6/12/2016).

- Work with Police Scotland to ensure acts of violence are reported perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005.

VEHICLE ACCIDENTS

2017/18	2018/19	2019/20	2020/21	2021/22
230	241	249	221	275
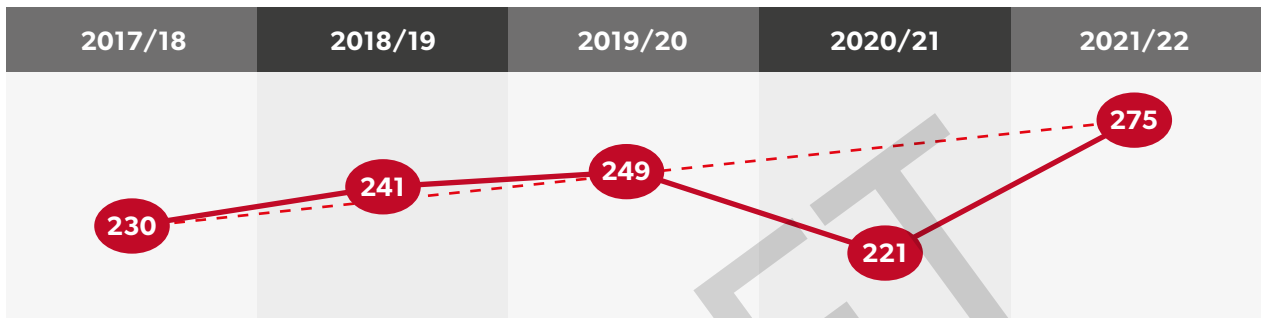
Figure 19: VAs 2017/18 to 2021/22

☒ *Over the five-year period, the overall number of VAs is showing an upward trend reaching a 5 year high of 275 in 2021/22, a 24% (221 to 275) increase when comparing to the previous reporting year.*

Analysis shows operational related VAs accounted for 60% (166 of 275) of the total, a 6% decrease, however numerically an additional 21 events are noted when comparing to the previous reporting year. 34% (94 of 275) were attributed to non-operational activities, a 2% increase, numerically an additional 24 events when comparing to the previous reporting year. Finally, 5% (15 of 275) were attributed to training, representing an 2% increase in this category, numerically an additional 9 events.

Vehicle Accidents

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	59	52	42	43	64	🟥	49%
East	58	74	72	64	82	🟥	28%
West	99	94	116	96	110	🟥	15%
Strategic Planning, Performance and Communications	0	0	1	0	0	🟩	-
Finance and Contractual Services	5	6	8	11	10	🟩	-9%
People and Organisational Development	0	1	0	0	0	🟩	-
Prevention and Protection	2	1	1	0	0	🟩	-
Operations	1	2	3	3	3	🟧	0%
Service Development	0	0	0	0	2	🟥	100%
Training, Safety and Assurance	6	11	6	4	4	🟧	0%
Total	**230**	**241**	**249**	**221**	**275**	🟥	**24%**

Table 13: VAs Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	44	16	4	64
East	50	27	5	82
West	71	36	3	110
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	10	0	10
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	1	2	0	3
Service Development	0	2	0	2
Training, Safety and Assurance	0	1	3	4
Total	**166**	**94**	**15**	**275**

Table 14: Activity Undertaken Annual Totals

Operational related VAs remains the most common with an accident reported every 576 operational incidents attended, compared to 1 in every 590 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 445 operational incidents attended in the NSDA, compared to 1 in every 581 in the previous reporting year.

☑ *In the ESDA a VA occurred every 586 operational incidents, compared to 1 in every 563 in the previous reporting year. Finally, in the WSDA a VA occurred every 659 operational incidents attended, compared with 1 in every 622 the previous reporting year.*

| **83** | **17** | **9** | **14** | **43** |
| Mobilising | Initial | Developing | Closing | Returning |

Figure 20: Phases of Operational Incidents Annual Totals

50% (83 of 166) of operational related VAs were attributed to mobilising representing a 4% increase in this category, numerically an additional 16 events when comparing to the previous reporting year. The initial phase increased by 1%, whilst during the developing phase VAs decreased by 5%. The closing phase increased by 4% whilst the returning phase decreased by 4% when comparing to the previous reporting year.

Of the VAs attributed to operational incidents, 44% (73 of 166) occurred at low speed, representing a 14% decrease in this category, numerically this is 11 less when comparing to the previous reporting year. 78% (56 of 72) of low speed VAs occurred whilst moving forward, an increase of 9% in this category, however numerically 2 less events are noted when comparing to the previous reporting year. 38% (27 of 72) of low speed manoeuvres occurred during the returning phase of the incident with 96% (26 of 27) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 44% (73 of 166) of operational related VAs occurred whilst driving under blue light conditions, representing an increase of 18% in this category, numerically an additional 36 events when comparing to the previous reporting year. 33% (24 of 73) of VAs that occurred whilst driving under blue light conditions resulted in damage to wing mirrors.

29% (48 of 166) of the operational VAs occurred on urban roads, representing a 5% decrease in this category, numerically this is 2 less when comparing to the previous reporting year. 19% (32 of 166) occurred on A Class road, remaining consistent in this category, however numerically an additional 4 events are noted when comparing to the previous reporting year. 18% (30 of 166) occurred on B Class roads, representing a 1% decrease in this category, numerically an additional 2 events when comparing to the previous reporting year. A further 2% (4 of 166) occurred off road, representing a decrease of 6%, numerically this is 8 less when comparing to the previous reporting year.

 10% (17 of 166) occurred in appliance bays, representing a decrease of 2% in this category, numerically remaining consistent when comparing to the previous reporting year. There was no comparative data on the remaining road types in relation to operational VAs.

Driver assistants were used in 18% (30 of 166) of the operational VAs reported, representing a decrease of 10% and numerically 11 less when comparing to the previous reporting year. 67% (111 of 166) did not require driving assistants to be used, representing a 19% improvement and numerically an additional 41 events.

34% (94 of 275) of VAs reported were attributed to non-operational activities, representing a 2% increase, numerically an additional 24 events when comparing with the previous reporting year. 58% (54 of 94) of the non-operational VAs involved the use of fire appliances, representing a decrease of 21% in this category, numerically this is 5 less when comparing to the previous reporting year.

38% (36 of 94) involved the use of SFRS White Fleet (WF), representing an increase of 5% in this category, numerically an additional 8 events when comparing to the previous reporting year. 2% (2 of 94) involved private cars, representing a decrease of 2% in this category, numerically 1 less when comparing to the previous reporting year. The remaining 2% (2 of 94) involved forklifts.

Finally, Training related VAs accounted for 5% (14 of 275) of VAs, representing a 2% increase, numerically an additional 8 events when comparing to the previous reporting year. 79% (11 of 14) were attributed to attending Refresher training, representing a decrease of 4%, however numerically an additional 6 events are noted in this category when comparing to the previous reporting year. 64% (7 of 11) occurred whilst attending Swift Water Rescue training, representing an increase of 4%, numerically an additional 4 events are noted in this category when comparing to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationery	Hit or Hit by a Moving Vehicle	Boats	*Other	Total
North	48	10	1	5	64
East	56	9	3	14	82
West	80	9	1	20	110
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	5	2	1	2	10
People and Organisational Development	0	0	0	0	0
Prevention and Protection	0	0	0	0	0
Operations	1	0	0	2	3
Service Development	0	1	0	1	2
Training, Safety and Assurance	3	0	0	1	4
Total	**193**	**31**	**6**	**45**	**275**

Table 15: VAs Cause Annual Totals

*   *Examples of "Other" include charging cables not being released, issues with brakes, and vehicles sliding due to icy conditions.*

The most common cause of VAs across the SFRS continues to "hit something fixed or stationary", accounting for 70% (193 of 275) of the total reported, representing a decrease of 11%, however numerically an additional 13 events are noted when compared to the previous reporting year.

57% (110 of 193) occurred in the WSDA, representing an increase of 13% in this category and numerically an additional 30 events when compared to the previous reporting year. 29% (56 of 193) occurred in the ESDA, a 1% increase in this category and numerically an additional 5 events when compared to the previous year. 24% (47 of 193) occurred in the NSDA, a 5% increase in this category and numerically an additional 12 events when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Other	Total
North	32	19	9	1	3	64
East	43	25	7	1	6	82
West	64	29	14	0	3	110
Strategic Planning, Performance and Communications	0	0	0	0	0	0
Finance and Contractual Services	8	0	2	0	0	10
People and Organisational Development	0	0	0	0	0	0
Prevention and Protection	0	0	0	0	0	0
Operations	2	0	1	0	0	3
Service Development	1	0	1	0	0	2
Training, Safety and Assurance	3	0	1	0	0	4
Total	**153**	**73**	**35**	**2**	**12**	**275**

Table 16: VAs Speed Type Annual Totals

57% (153 of 275) of VAs across the SFRS occurred at low speed, representing an 8% decrease, however numerically an additional 9 events are noted when compared to the previous reporting year.

There was insufficient data to complete analysis for the 12 VAs categorised as "other".

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Other	Total
North	52	10	2	64
East	60	15	7	82
West	96	10	4	110
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	7	3	0	10
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	3	0	0	3
Service Development	2	0	0	2
Training, Safety and Assurance	3	1	0	4
Total	**223**	**39**	**13**	**275**

Table 17: VAs Direction of Travel Annual Totals

There was insufficient data to complete analysis for the 13 VAs categorised as other.

2018/19	2019/20	2020/21	2021/22

Vehicle Accidents by Direction Travelled – Forward

194   194   164   223
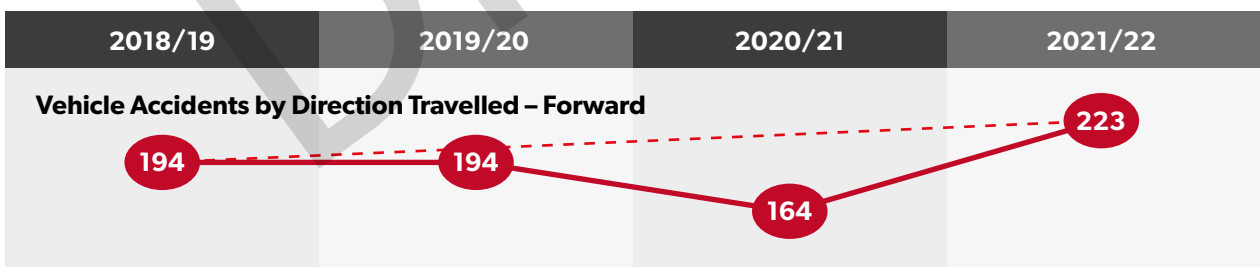
Figure 21: VAs by Travel – Forward Annual Totals

2018/19	2019/20	2020/21	2021/22

Vehicle Accidents by Direction Travelled – Reverse

34   36   51   39
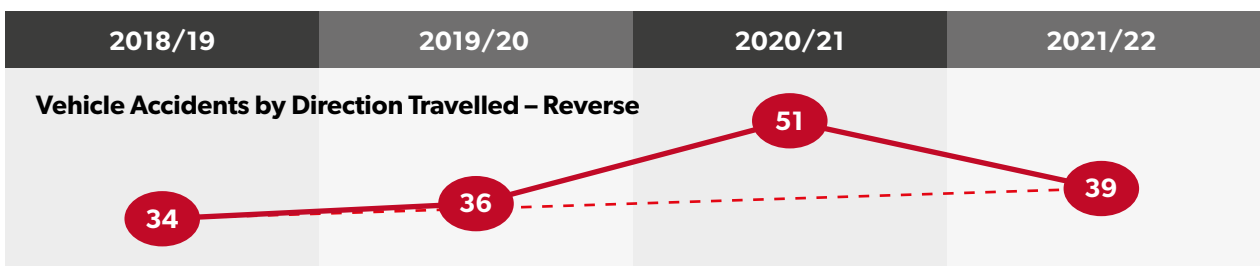
Figure 22: VAs by Travel – Reverse Annual Totals

There was no comparative data available in these categories of VAs which occurred whilst the vehicle was moving forward for 2017/18.

81% (223 of 275) of VAs across the SFRS occurred whilst the vehicle was moving forward representing, a 7% increase and numerically an additional 59 events when compared to the previous reporting year. 14% (39 of 275) of VAs across the SFRS occurred whilst the vehicle was reversing, representing a 9% decrease and numerically 12 less when compared to the previous reporting year.

19% (51 of 275) of VAs involved the use of Driving Assistants, a decrease of 3%, however numerically an additional 3 events are noted when comparing to the previous reporting year. Another 32% (89 of 275) of VAs required Driving Assistants to be in position, however they were not used. This represents an increase of 6%, numerically an additional 32 events when comparing to the previous reporting year.

We will:

- Monitor and review all vehicle accident trends through the National Driver Safety Group;
- Continue to work with our business partners to promote compliance with SFRS Occupational Road Risk Policy and associated driving standards;
- Develop a standardised approach to the management of actions following vehicle accidents;
- Develop Low Speed Manoeuvre Training for relevant Support Staff and Flexi Duty Officers; and
- Ensure the completion of Low Speed Maneuver LCMS Module through the Firefighter to Watch Commander Training for Operational Competence Programme (TFoC).

◣ 11. LOOKING FORWARD 2022/23

Health and Safety Functional Plan 2022/23

During 2022/23, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management. The functional plan has been aligned to the SA Strategy and the 5 key themes of Compliance, Culture, Control, Communication and Engagement and Continual Improvement.

Compliance Theme: The SFRS Health and Safety Management System (HSMS) and Operational Assurance (OA) system continues to be developed in line with ISO 45001:

• Undertake Build (ICT) and prepare supporting training materials;

• Complete gap analysis for ISO 45001;

• Ensure that the SFRS procurement process actively considers Health and Safety from the outset;

• Develop and facilitate a HSMS (TASS) and OA Operational Assurance Recording and Reporting System (OARRS) development programme which has been agreed with ICT;

• Review OARRS to determine any areas of enhanced functionality; and

• Deliver rolling programme of SFRS HSIPs across the organisation.

Compliance Theme: Development of a programme for the development and implementation of topic specific HS MAs and OA procedures and prioritised based on risk:

• Develop /maintain a suite of HS Management arrangements and OA arrangements and where required LCMS that reflect legislative and SFRS requirements; and

• Build into development process of MAs sample end user testing before formal consultation.

Compliance Theme: Develop an SFRS Annual SA Improvement Plan, supported by bespoke Directorate SA Improvement Plans:

• Develop SA improvement plans based upon risk priorities and identified areas of improvement.

Culture Theme: Define role specific requirements to achieve our safety value:

• Liaise with POD and other Directorates to define role specific requirements which demonstrate achievement of the "Safety Value" within the appraisal process; and

• Develop and implement a campaign to raise awareness of the importance of reporting all health and safety events.

Culture Theme: Prioritising safety responsibilities and expected behaviours in all training courses:

• Develop a SFRS specific accredited IOSH Managing safely; and

• Develop a series of health and safety training session that can be embedded into all TFoC courses.

Culture Theme: SA is 'designed-in' when implementing change decisions:

• Review arrangements in place to ensure consideration of SA risk within the context of enterprise risk.

Control Theme: Identification of significant hazards and determine the associated risk to SFRS staff, by carrying out the associated assessment of the risk then identifying and implementing risk control measures required to mitigate the risk:

• Facilitate completion of all technical assessments in line with agreed programme and document review.

Control Theme: Development of an associated method of recording and ensuring defined periodic reviews of assessments occur within the required timescales:

- Develop and implement a defined process for ensuring all Risk Owner and Function risk control documents are reviewed within defined timescales; and

- Finalise, consult, publish and record MAs.

Communication and Engagement Theme: Develop feedback arrangements for informing staff involved in changes made following lessons learnt:

- Develop and implement defined feedback mechanism informing of changes following a significant health and safety event/OA debriefs to include a programme of lessons learned and the roles and responsibilities of TSA.

Communication and Engagement Theme: Develop business partners engagement feedback processes:

- Continue to engage with employees and their representatives to continue to build our safety culture;

- Review of HS MA Format and supporting LCMS;

- Continuous Improvement;

- Promotion of active monitoring through the delivery of SA support visits; and

- Develop and Implement a programme for SA audits and support visits, including proactive and reactive procedures.

Continuous Improvement: Review Operational performance through OA processes and make recommendations for improvement where necessary:

- Prepare quarterly performance reports detailing operational performance and identifying recommendations to enhance safety;

- Development of a lessons learnt programme for Organisational Learning; and

- Develop and implement a defined lesson learnt programme which will be implemented following identification of lessons from internal or external sources. Ensure the documented lesson learnt programme clearly defines the roles and responsibilities of TSA.

Continuous Improvement: Review safety event investigation arrangements and make recommendations for improvement:

- SFRS will have a revised event investigation and OA process which expedites the identification of lessons and ensures process could withstand criminal and civil litigation standards; and

- Develop and implement an anonymous hazard reporting system available to all staff.

Continuous Improvement: Develop and implement a programme of topic specific SA audits

- Develop and implement a defined programme for both proactive and reactive audits.

◣◤ 12. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
POD	People and Organisational Development
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group

Terms and/or abbreviations	Definitions and/or meanings
SD	Service Development
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SOP	Standard Operating Procedure
SSoW	Safe System of Work
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not

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SFRS Health and Safety Annual Report 2021/22

Version 1 – September 2022

SCOTTISH FIRE AND RESCUE SERVICE	
People Committee	

Report No: C/PC/47-22

Agenda Item: 10.1

Report to:	PEOPLE COMMITTEE
Meeting Date:	8 DECEMBER 2022
Report Title:	PEOPLE COMMITTEE RISK UPDATE

Report Classification:	For Scrutiny	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the People Committee (PC) with a risk report identifying Directorate risks and controls pertinent to the business of the Board.

2	Background
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.
2.3	All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.
2.4	The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.
2.5	Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.

3	Main Report/Detail
3.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review. Work is currently being undertaken to review registers as part of the Q3 update.
3.2	Appendix 1 provides current information held on risks, controls and changes undertaken during the last review and includes: • Appendix D – 11 closed controls • Appendix E – 5 closed risks

	• Appendix F – 1 rating change • Appendix G – 1 new risk • Appendix H – 13 new controls
3.3	In relation to Appendix F – 1 rating has changed in relation to Service Delivery: • **SD006** – There is a risk that Service Delivery is unable to maintain an effective level of capacity because of challenges relating to recruitment, promotion and retention of staff. The probability was decreased from 20 to 16 which acknowledges that whilst they are operating below TOM that has not precluded them from carrying out their statutory responsibilities.
3.4	In relation to Appendix G - 1 new risk was identified from Training, Safety and Assurance (TSA). • **TSA011** relates to increasing demands being placed upon the Service at a time where current capacity pressures are being experienced. I.e. due to the pension remedy.
3.5	The risk framework continues to be reviewed with work being progressed in relation to the development of a risk dashboard and significant work to develop a consistent risk reporting framework for Projects.
3.6	Separate discussions within the Board and SLT identified the need to review the current strategic risks and the related output reports. This will ensure that reports clearly identify the most significant risks facing the organisation and the alignment of risk information between Strategic and Directorate risks. This work will be undertaken in conjunction with Data Services with a revised report to be provided for future reporting.

4	**Recommendation**	
4.1	The People Committee is asked to: • Scrutinise the People Committee Risk Report. • Identify future risk spotlights to be provided to the Board.	

5	**Core Brief**
5.1	Not applicable

6	**Appendices/Further Reading**
6.1	Appendix 1 – People Committee Risk Report

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**
Prepared by:	Tracy Shankland, Risk and Insurance Officer	
Sponsored by:	David Johnston, Risk and Audit Manager	
Presented by:	Lyndsey Gaja, Head of People and Organisational Development	

Links to Strategy and Corporate Values

The Internal Audit Plan forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objective 4.2.
• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
• Objectives 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Governance Route for Report	Meeting Date	Report Classification/ Comments
People Committee	*8 December 2022*	*For Scrutiny*

Risk Report
People Committee – October 2022

Contents:

- Strategic Risk Summary   – Appendix 1a   (9 risks)
- Aligned Directorate Risk Summary   – Appendix 1b   (10 risks)
- Directorate Risk Control Summary   – Appendix 1c   (15 controls)
- Directorate Closed Control Summary   – Appendix 1d   (11 controls)
- Directorate Closed Risk Summary   – Appendix 1e   (5 risks)
- Directorate Risk Rating Change Summary   – Appendix 1f   (1 risk)
- New Directorate Risks   – Appendix 1g   (1 risk)
- New Directorate Control Summary   – Appendix 1h   (13 controls)

Strategic Risk Summary

Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	15 (3 x 5)
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	15 (5 x 3)
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	12 (3 x 4)
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	12 (3 x 4)
5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally	Director of People & Organisational Development, Director of Training, Safety and Assurance	20 (5 x 4)
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	Director of Finance and Contractual Services	20 (4 x 5)
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	20 (5 x 4)
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	16 (4 x 4)
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands	Deputy Chief Officer	12 (3 x 4)

Aligned Directorate Risk Summary

Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
5	Skilled, trained and motivated staff	POD004	Staff Recruitment	The risk of being unable to support recruitment of staff across the SFRS, in a timely manner and aligned with workforce planning requirements due to prolonged recruitment processes or delayed/unplanned recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services.	Head of People and Organisational Development	16 (4 x 4)	PC	PB
5	Skilled, trained and motivated staff	SD006	Statutory Duties	There is a risk that Service Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff. This could result in Service Delivery not meeting its statutory duties under - The Fire (Scotland) Act 2005, - The Fire and Rescue Framework for Scotland 2022, - The Fire (Additional Function) (Scotland) Order 2005, - Regulation 11 of the Building (Procedure) (Scotland) Act 2004	Director of Service Delivery	16 (4 x 4)	PC	PB
5	Skilled, trained and motivated staff	POD011	Pay Awards	Risk of delay to pay and competence awards due to ineffective FF Development Programme Policy/Uniformed Managers Development to Competent Policy and processes implementation leading to employee discontent and resulting in employee grievances.	Head of People and Organisational Development	15 (3 x 5)	PC	PB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
4	Legal and regulatory compliance	TSA009	Health and Safety Legislation	There is a risk of SFRS not being able to demonstrate legislative compliance due to ongoing delay with the development of the SFRS bespoke health and safety management system (HSMS), Think , Act ,Stay safe (TASS). This could result in criminal /civil litigation and associated financial and reputational costs adverse scrutiny whether internal or external, impact on the well-being of staff.	Head of Health and Safety and Assurance	15 (5 x 3)	PC	NSAB
5	Skilled, trained and motivated staff	FCS001	Sufficient Capacity	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.	Director of Finance and Contractual Services	12 (3 x 4)	PC	PB
5	Skilled, trained and motivated staff	POD006	Staff Wellbeing	The risk that the physical and mental wellbeing of POD staff is affected as a result of the challenges presented by the new work and home environments created by the pandemic, Brexit and other factors. Increasing the potential for increased stress levels and staff absence.	Head of People and Organisational Development	12 (3 x 4)	PC	PB
5	Skilled, trained and motivated staff	TSA010	Staff Resources	There is a risk of there being insufficient staff capacity and resources available to meet Service demand with regard to improvement plans and HSMS due to the impact of pension changes within uniformed staff, retirement and the current job market and loss of continued funding for H&S staff. This could result in criminal/civil litigation and associated financial and reputational cost, adverse scrutiny and an impact upon the well being of staff	Head of Safety and Assurance	12 (4 x 3)	PC	NSAB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
4	Legal and regulatory compliance	TSA005	Health and Safety Legislation	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.	Head of Health and Safety and Assurance	9 (3 x 3)	PC	NSAB
5	Skilled, trained and motivated staff	POD005	Employee Wellbeing	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.	Head of People and Organisational Development	6 (2 x 3)	PC	PB
8	Improve performance	TSA003	Lessons Learnt	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	Head of Health and Safety and Assurance	6 (3 x 2)	PC	NSAB

Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
5	POD004	Staff Recruitment	Review of RVDS Firefighter Recruitment Process	AC Sharp, Area Commander, Human Resources Org Development	Oct-22	Red - 60%	The On-Call Improvement Programme has established a working group that focuses on improving the attraction and recruitment of RVDS staff. This sub group through the National Retained and Leadership Forum reports into the RVDS Improvement Board.	16 (4 x 4)	8 (2 x 4)	PB
5	SD006	Statutory Duties	Operational Availability Group to monitor availability throughout the year and implement further controls as required.	Head of Function Nicholson, Head of Service Delivery East	Mar-23	Green - 20%	With the introduction of the Staffing TAG and Staffing Solutions Team the role of the Operational Availability Group is to monitor and manage short terms Operational Availability. The Staffing Solutions Team have been tasked with managing and progressing mid to long term actions that will assist in mitigating and managing current staffing challenges within the service. Both the Operational Availability Group and Staffing Solutions Team report into the Staffing TAG on a weekly basis.	16 (4 x 4)	12 (3 x 4)	PB
5	SD006	Statutory Duties	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements.	AC Pryde, Head of Community Safety Engagement	Oct-22	Green - 95%	The final report has been submitted following a review of all comments.	16 (4 x 4)	12 (3 x 4)	PB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
5	POD011	Pay Awards	Prioritise tasks associated with completing policy reviews, process reviews and implementation.	Ceri Dodd, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Green - 20%	Uniformed Mgr. Dev to Comp Policy development considerations progressing following first consultation, further engagement required with stakeholders to progress. FF Trainee, Dev to Comp Policy working group established; policy review and development progressing aligned with the Training continuous improvement activities during Q3 with peer review and onward consultation planned during Q4. Working group lead will rotate to Training Function to progress the process review and onward implementation requirements.	15 (3 x 5)	8 (2 x 4)	PB
4	TSA009	Health and Safety Legislation	Health and Safety Department enhancing Directorate SharePoint sites and TASS Library	Head of Health and Safety and Assurance	Apr-23	Amber - 90%	Enhancement of TASS library ongoing	15 (5 x 3)	6 (3 x 2)	NSAB
4	TSA009	Health and Safety Legislation	Consideration of securing budget for 2022-23 to procure an "off the shelf" system	Head of Health and Safety and Assurance	Apr-23	Amber - 80%	Options paper being prepared for TSA DMT detailing potential way forward.	15 (5 x 3)	6 (3 x 2)	NSAB
5	FCS001	Sufficient Capacity	Recruitment of additional temporary resources as agreed within business cases to complete recovery activity	Head of Finance and Procurement	Sep-22	Green - 75%	Recruitment of additional posts nearing completion within F&P with only Procurement remaining to recruit.	12 (3 x 4)	8 (2 x 4)	PB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
5	FCS001	Sufficient Capacity	Realign processes and establish a dedicated team across Directorates to manage the ongoing impact of Covid.	Acting Director - Asset Management	Sep-22	Green - 99%	Monthly reporting to SLT to monitor performance. Agreement to continue to review BAU to manage workloads.	12 (3 x 4)	8 (2 x 4)	PB
5	POD006	Staff Wellbeing	Review of Directorate communication channels, forums and meetings to develop employee connection with the Directorate and wider SFRS.	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Oct-22	Green - 80%	Data analysis undertaken to inform structure review	12 (3 x 4)	6 (2 x 3)	PB
5	POD006	Staff Wellbeing	Undertake the required recruitment to appoint resources to support critical priorities.	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Oct-22	Green - 75%	A number of offers have been made and start dates agreed.	12 (3 x 4)	6 (2 x 3)	PB
5	POD005	Employee Wellbeing	Strengthen Health and fitness arrangements	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Oct-22	Amber - 50%	Business case agreed to provide additional resource and training to support increased recruitment activity. Range of solutions created to help support improved localised recruitment of on-call staff, comms issued to Service Delivery to enable solutions to be considered at a local level.	6 (2 x 3)	4 (2 x 2)	PB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
5	POD005	Employee Wellbeing	Reduce risk from Contaminants	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Dec-22	Amber - 50%	In Q1 The paper concerning Asbestos medicals and Health surveillance was presented to both Contaminants group and People Committee for information and was well received by both. A risk based implementation approach to asbestos medicals will begin in Q2.	6 (2 x 3)	4 (2 x 2)	PB
5	POD005	Employee Wellbeing	Implement agreed action plan milestones for 2021/22 aligned to Mental Health Strategy	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Green - 60%	Review of mental health and wellbeing action plan has taken place to align with the blue light together commitment. SFRS has signed up to blue light commitment. Lifelines training continues and first cohort of MH & Wellbeing Champions to be implemented in Q2.	6 (2 x 3)	4 (2 x 2)	PB
5	POD005	Employee Wellbeing	Review of HW model and structure	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Dec-22	Green - 50%	No further progress on funding availability and unlikely to be provided this year. Current business cases providing resource until Dec 22 / March 23. Alternative options to be considered on impact.	6 (2 x 3)	4 (2 x 2)	PB
8	TSA003	Lessons Learnt	The 2 year funding of auditors within the HS Dept. will facilitate the determination of the effectiveness of the application of lessons learnt within the workforce	Head of Safety and Assurance	Dec-23	Green - 70%	Auditors are now in place. Support review (audit) programme is in place.	6 (3 x 2)	4 (2 x 2)	NSAB

Directorate Closed Control Summary   Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
Realigning TASS development programme to reflect progress	TSA009	Health and Safety Legislation	There is a risk of SFRS not being able to demonstrate legislative compliance due to ongoing delay with the development of the SFRS bespoke health and safety management system (HSMS), Think , Act ,Stay safe (TASS). This could result in criminal /civil litigation and associated financial and reputational costs adverse scrutiny whether internal or external, impact on the well-being of staff.	Programme has been realigned to reflect current delay status. Monthly reviews are undertaken to review progress.	Head of Health and Safety and Assurance	NSAB
Project team to be recruited in full.	POD008	Medical Restrictions	Risk the Health and Wellbeing Team are restricted in the way they can undertake recruitment medicals and fitness assessments meaning the existing backlog of routine medicals and fitness assessments is not addressed and results in reduced availability and increased health risks to operational staff.	Compliance levels now at 96% for medicals and 97% for fitness. Compliance now 98% for both medical and fitness assessments. This will continue to be monitored through BAU.	Head of People and Organisational Development	PB
Complete review of Bullying, Harassment and Discrimination Framework and launch revised policy and toolkit	POD009	Employment Tribunals	Reputational and financial risk aligned to volume of employment tribunal claims and potential penalties aligned to equality and diversity implications cited in claims, resulting in SFRS having a poor employer brand.	Review complete and embedding the actions from the review are now incorporated in business as usual activity.	Roz Munro, HROD Manager, POD - Workforce Planning and Resourcing	PB
Function Plan - Implementation of audit programme to ensure robust implementation by risk owner.	TSA005	Health and Safety Legislation	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.	Auditors are now in place. Support review (audit) programme is in place. Self-Audit arrangements have also been implemented.	Head of Health and Safety and Assurance	NSAB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
Implementing 21/22 agreed resource plan, accounting for additional activity resulting from Business Cases and business as usual recruitment	POD004	Staff Recruitment	The risk of being unable to support recruitment of staff across the SFRS, in a timely manner and aligned with workforce planning requirements due to prolonged recruitment processes or delayed/unplanned recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services.	Control action updated and moved to a new control for 2022/23 and a reference of a resourcing plan for this year that accounts for challenges emerging from other activity such as the pensions remedy.	Head of POD	PB
Decentralisation of business partnering model (Year 1 of 3yr strategy)	TSA001	Training Resources	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.	This control action has now been closed due to the complete removal of all COVID restriction which impacted on training delivery. Actions that still require to be acted upon are now link to control actions relating to risk TSA010.	Head of Training	PB
Increase instructor numbers to aid with Training Recovery Plan and training delivery.	TSA001	Training Resources	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.	This control action has now been closed due to the complete removal of all COVID restriction which impacted on training delivery. Actions that still require to be acted upon are now link to control actions relating to risk TSA010.	Head of Training	PB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
Work-packages and associated milestones to be agreed for the Projects within the Training Continuous Improvement Programme.	TSA001	Training Resources	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.	This action has been closed. The Training Function have formally closed the Continuous Improvement Programme (CIP), by either competing the actions or moving them into BAU or other projects. All BAU actions will be monitored through The Functional management Team (FMT) with updates on the progress being made, milestones reached or closure of the action.	Head of Training	PB
Decentralisation of business partnering model utilising local delivery (Year 1 of 3yr strategy)	TSA002	Staff Training	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.	This control action has now been closed due to the complete removal of all COVID restriction which impacted on training delivery. Actions that still require to be acted upon are now link to control actions relating to risk TSA010.	Head of Training	PB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
Analysis of a revision to the TNA to produce a gap analysis and thereafter to develop a training delivery proposal	TSA008	Training Resources	There is a risk of there being insufficient facilities available to deliver training to staff due to the impact of the enactment of Section 19 Road Safety Act. This could result in the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	This Action has now been closed as complete and has been transferred to Control Actions relating to the risk on the Training Function Risk Register.	Head of Training	PB
Liaising with HR as part of the POD led Job Evaluation exercise. Collating evidence to support progression of Market allowance	TSA010	Staff Resources	There is a risk of there being insufficient staff capacity and resources available to meet Service demand with regard to improvement plans and HSMS due to the impact of pension changes within uniformed staff, retirement and the current job market and loss of continued funding for H&S staff. This could result in criminal/civil litigation and associated financial and reputational cost, adverse scrutiny and an impact upon the well being of staff	Await outcome of job evaluation exercise to determine any impact of market allowance. Monitor through business as usual until work completed.	Head of Safety and Assurance	NSAB

Directorate Closed Risk Summary   Appendix 1e

Risk ID	Risk Name	Risk Description	Parent Risk ID	Parent Risk Name	Closure Reason	Risk Owner	Executive Board
POD008	Medical Restrictions	Risk the Health and Wellbeing Team are restricted in the way they can undertake recruitment medicals and fitness assessments meaning the existing backlog of routine medicals and fitness assessments is not addressed and results in reduced availability and increased health risks to operational staff.	5	Skilled, trained and motivated staff	Whilst the risk has been removed from the register the project to reduce the backlog has progressed well whereby we now have 95%+ compliance.	Head of People and Organisational Development	PB
POD009	Employment Tribunals	Reputational and financial risk aligned to volume of employment tribunal claims and potential penalties aligned to equality and diversity implications cited in claims, resulting in SFRS having a poor employer brand.	5	Skilled, trained and motivated staff	The number of current ET cases has significantly reduced and with it the level of associated reputational and financial damage associated.	Head of People and Organisational Development	PB
TSA001	Training Resources	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.	5	Skilled, trained and motivated staff	This risk has now been closed due to the easing of all SFRS COVID restrictions. It has been replaced by new risks of TSA010 and TSA011	Head of Training	PB

Risk ID	Risk Name	Risk Description	Parent Risk ID	Parent Risk Name	Closure Reason	Risk Owner	Executive Board
TSA002	Staff Training	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.	9	Protect Staff Covid-19	This risk has now been closed due to the easing of all SFRS COVID restrictions. It has been replaced by new risks of TSA010 and TSA011	Head of Training	PB
TSA008	Training Resources	There is a risk of there being insufficient facilities available to deliver training to staff due to the impact of the enactment of Section 19 Road Safety Act. This could result in the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	8	Improve performance	Due to the current timescale for the enactment of Section 19 of the Road safety Act being delayed until later in 2023, this risk has been de-escalated and will now be monitored within the Training Function Risk Register.	Head of Training	PB

Directorate Risk Rating Change Summary   Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Executive Board
SD006	Skilled, trained and motivated staff	Statutory Duties	There is a risk that Service Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff. This could result in Service Delivery not meeting its statutory duties under - The Fire (Scotland) Act 2005, - The Fire and Rescue Framework for Scotland 2016, - The Fire (Additional Function) (Scotland) Order 2005, - Regulation 11 of the Building (Procedure) (Scotland) Act 2004	Director of Service Delivery	Probability Decreased; Whilst we acknowledge that we are below TOM this has not precluded us from carrying out our statutory responsibilities nor will it	16 (4 x 4)	20 (5 x 4)	PB

New Directorate Risks   Appendix 1g

Risk ID	Risk Name	Risk Description	SR ID	Strategic Risk (SR) Name	Risk Owner	Executive Board	Target Date	Current Risk Rating (PxI)	Target Risk Rating (PxI)
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	5	Skilled, trained and motivated staff	Head of Training	PB	Aug-22	16 (4x4)	8 (4x2)

New Directorate Controls Summary

Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
POD004	Staff Recruitment	The risk of being unable to support recruitment of staff across the SFRS, in a timely manner and aligned with workforce planning requirements due to prolonged recruitment processes or delayed/unplanned recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services.	Implementing 22/23 agreed resource plan, accounting for additional activity resulting from pensions remedy and other business as usual recruitment	Head Of POD	Mar-23	Green - 30%	Review of POD structure, priorities and our processes for recruiting. This will support how we respond to an increase in demand caused by a rise unexpected leavers and challenges in the recruitment market.	PB
TSA003	Lessons Learnt	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	Complete review of the new Organisational Learning Group to ensure lesson learned and associated action plans are understood and subject to scrutiny and Groups Terms of Reference accurately reflect the work to be completed.	Head of Safety and Assurance	Oct-22	Green - 80%	Complete review of group following initial meetings, updating terms of reference to reflect discussions.	NSAB
TSA005	Health and Safety Legislation	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.	Development of training sessions for all Safety & Assurance co-ordinators and Liaison Officers to ensure they have the right skills to undertake the role.	Head of Safety and Assurance	Mar-23	Green - 10%	Sessions to be developed for relevant staff with sessions to be completed by end of quarter 4.	NSAB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA010	Staff Resources	There is a risk of there being insufficient staff capacity and resources available to meet Service demand with regard to improvement plans and HSMS due to the impact of pension changes within uniformed staff, retirement and the current job market and loss of continued funding for H&S staff. This could result in criminal/civil litigation and associated financial and reputational cost, adverse scrutiny and an impact upon the well being of staff	Development day(s) to be held to re-establish priorities, in discussion with partner directorates, reallocating work aligned to business requirements.	Head of Safety and Assurance	Oct-22	Green - 20%	Pre- Planning work being completed with further discussion at DMT to be held.	NSAB
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Targeted Training CC / WC promotion process.	GC Stuart Watson	Apr-23	Green - 30%	Engagement with workforce Planning over targeted CC process to possibly be held in Q2.	PB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Engagement in each SDA with LSO's and staffing SPOC's to identify any risk critical gaps in operational skills identified within their Area created by the current pension remedy situation and revise the TNA based on this information to produce a gap analysis and thereafter develop a revised training delivery proposal.	SDA Liaison GC's	Apr-23	Green - 40%	Training Plans now scheduled for 2022/23 to deliver the requirements of the TNA and support all business-as-usual (BAU) training at both Local and National level. Liaison with Service Delivery SPOC's around impact of pension implications and potential reprioritising of identified candidates for risk critical training courses to maintain Organisational resilience. Planned review of TNA and Training plan or receipt of this information.	PB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Implementation of secondment opportunities within Training.	GC Stuart Watson	Apr-23	Green - 30%	Implementation of secondments / temporary promotions into vacancies within the function being explored with Workforce Planning.	PB
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Re-engagement of staff with appropriate skills to aid training delivery.	GC Stuart Watson	Jan-23	Green - 50%	Reengagement of staff being fully explored, meeting held with Training staff that are due to retire to discuss this. Meeting held with Workforce planning / Pod / Finance regarding Abatement issues	PB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Decentralisation of business partnering model. (Year 1 of 3yr strategy)	All Training GC's	Apr-25	Green - 50%	Training Plans now scheduled for 2022/23 to deliver the requirements of the TNA and support all business-as-usual (BAU) training at both Local and National level. Increased course delivery utilising both NIP / LSO instructor where applicable and possible. Decentralised business model being used for all courses that local facilities allow.	PB
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Review of Delivery models to ensure effectiveness and see where efficiencies can be made.	GC Stuart Watson	Jan-23	Green - 65%	Instructor T&C now fully implemented. Weekend course delivery now scheduled in each SDA / LSO Area. All training courses reviewed to see where efficiencies can be made. Move towards online training / increased precourse learning were applicable.	PB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Central Staffing (CS) restructure with the addition of a new Training resourcing Team.	GC Stuart Watson	Apr-23	Green - 30%	Introduction of a new Training Resourcing Team within CS leading to centralised Scheduling and programming of training allowing instructors additional capacity for training delivery and Admin team additional capacity for other tasks. Business case agreed in principle at DMT, further clarification is required as to how this restructure will be progressed by Service Delivery / Operations.	PB
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	Amendment to the Emergency Response Drive (ERD) reassessment delivery model.	GC Andrew Galloway	Jan-23	Green - 50%	Adoption of a 4:1 reassessment model initially across Wholetime duty system seeing a fourfold increase in ERD reassessments making this more efficient and increasing capacity to delivery other Driver Training Courses. This has been agreed at DMT with a trial is scheduled to start in September.	PB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
TSA011	Training Resources	There is a risk of there being insufficient staff capacity and resources available to meet the demand for training delivery due to an increased demand for various risk critical courses and staff shortages created by the current pension remedy situation. This is directly linked to the challenges faced around the filling of vacant instructor posts. This could result in a potential negative impact upon the ability to deliver training, the failure to utilise a local delivery model at point of need, increased pressure on centralised delivery, reputational and financial risk to the Function, Directorate and Service.	TSA / LSO NSDA Instructor merger	AC Derek Wilson / GC A Wright	Apr-23	Green - 20%	TSA / LSO Instructor merger pilot to be ran in NSDA. Initial scoping meeting held with AC D Wilson and NSDA Training GC's. DACO / AC engagement with all NSDA Training staff scheduled for August.	PB

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/48-22

Agenda Item: 12.1

Report to:	**PEOPLE COMMITTEE**
Meeting Date:	**8 DECEMBER 2022**
Report Title:	**LEARNING NEEDS ANALYSIS PROGRESS REPORT**

Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	This purpose of this paper is to provide the People Committee with an analysis of the progress of the Service-wide Learning Needs Analysis (LNA) 2022 – 2023, and the progress of the revised 2023 – 2024 LNA, including the realignment of the Learning and Development (L&D) budget to establish a separate budget to service operational training needs for 2022-23.

2	**Background**
2.1	The revised 2022 – 2023 LNA was deployed w/c 27 September 2021 and functions engaged positively with the Leadership and Skills Development (L&SD) team by nominating a Learning Partner for their function and in completing the LNA.
2.2	There were some delays in functions completing and submitting the LNA due COVID-19, COP26 resourcing needs and concurrent Service priorities and this impacted on the analysis of the LNA returns. As a result, the development and agreement of delivery plans has been delayed.
2.3	The delivery of LNA learning and development requests has been ongoing since the analysis was completed, with flexibility to meet the changing priorities across the Service.
2.4	The Learning Partner Group (LPG) was established and has now met three times since its initial meeting in November 2021. Strong working relationships have been established between the Learning Partners (LPs) and their allocated Corporate Skills Development Adviser (CSDA) and is supporting the ongoing discussions and prioritisation of Service development needs. Further LPG meetings will be organised to continue this work with the new Learning and Skills Development Manager.

3	**Main Report/Detail**
3.1 3.1.1	**LNA 2022-23** The LNA submissions for 2022 – 2023 demonstrated that the annual L&D requirement continues to far exceed the existing resources and service delivery arrangements. The investment to meet LNA requirements is detailed in Appendix A.
3.1.2	In support of the increased 2022-23 LNA submission and Service priorities (e.g. the Service's continued commitment to developing staff; building strong leadership capability and capacity; Recover, Reset and Renew; Future Vision and Building the Future Together Programme) the L&SD team have further developed the blended and digitally enabled approach to delivering learning and development.

3.1.3	In support of the LNA, the Leadership Development Services (Procurement) Framework was developed and issued with awards made to successful providers in May 2022. Meetings with providers have been ongoing since this point with their resources being used to support the development of the Leadership Development Programmes at Supervisory and Middle Managers levels.
3.1.4	Learning and Development (L&D) delivery has been ongoing since the completion of the LNA. Budget spend to date: 42.69% for the Leadership Development Services (Procurement) Framework to secure resources and services to support Service wide leadership development, 12.37% on L&D identified through the LNA process (including Service wide training such as EFQM). The L&D not identified on the LNA, has been discussed with the relevant CSDA, and presented to the Learning Partner Group for discussions and approval, currently this sits at 0.6% of the budget spend. The L&SD budget currently has £173,000 available to 31 March 2023.
3.1.5	The L&D provision and budget have been negatively impacted by changes to service priorities and 'unexpected' L&D requests driven by several issues including: • Changes in department/organisational priorities • People movement • Learning needs being identified during the Appraisal process and not captured in the LNA. • LNA returns not being submitted or being inaccurate. • New conference opportunities
3.1.6	These issues are being discussed with the LPG group to minimise the ongoing impacts and prepare an annual delivery plan to enable more effective planning and use of available resources.
3.1.7	The existing approach to leadership development within the Service has been developed and refined so that online/digital-first, interactive and engaging leadership programmes can be delivered to managers across the Service. The introduction of leadership development programmes for supervisory and middle management roles will give a blend of taught input, self-learning, peer learning, reflection and practical application through project work. The Leadership for Change Programme (LfCP) now forms part of the Middle Manager Leadership Programme and remains a taught element. The resulting Leadership Development Model was presented to Staffing Tactical Action Group (STAG) on 8 July. Appendix B provides a summary of the Leadership Development Model.
3.8	The LPG continues to work with the L&SD team to prioritise the learning and development needs for the performance year. The L&SD team are currently developing prioritised development delivery plans for the remainder to 31 March 2022 with their LPs and once complete these will be presented to the LPG for agreement.
3.1.9	With establishment of the Training, Safety and Assurance Directorate, revised POD directorate structures and changes across the separate Training and Learning Needs processes including different service delivery priorities, the existing centralised L&D budget has been realigned to enable the establishment of a separate budget to service the Training Needs Analysis/Operational Training. Following the analysis of L&D spend over a 5-year period, £160,000 was transferred to the Training Function in March 2022 to service all operational training requirements from 2022-23. This has allowed POD and the LSD Team to focus on leadership and non-operational learning and development requirements. Any additional budgetary requirements for either the centralised L&D or established Operational Training budget will be the responsibility of budget holder and facilitated through zero based budgeting or the existing Business Case process.

3.2	**LNA 2023-24**
3.2.1	Building on both the experience of the 2022 – 2023 LNA process and feedback received from Learning Partners, the 2023 – 2024 LNA process has been developed to ensure higher efficiency and closer alignment with the Appraisal and Finance cycles. The 2023-2024 LNA supports a digital approach using MS Forms which simplifies and reduces the time to complete the exercise from a user perspective and also the manual administration required to collate, record and analyse organisational development needs. It provides clarity on the current Leadership and Skills Development offering and aims to collect proactive information that will impact on the budget ask for learning priorities that require external expert training providers, potential conferences and qualifications. The revised LNA was tested by Learning Partners during October, and refined following a pilot. The new Learning Needs Analysis process was launched week commencing 21 November 2022 for completion by 20 December 2022.
3.2.2	The 2023-2024 LNA makes increased use of existing IT software simplifying the recording of development needs during the appraisal discussions. The back-end data will roll up information from an individual level to a summary of Functional priorities which LPs will use to discuss and inform the budget holder of the recommendation for budget spend and approval. These improvements set us up for iterative improvement when new technology becomes available.
3.2.3	The revised LNA approach and learnings have been shared with Training colleagues and the Training Needs Analysis (TNA) remains a separate exercise due to the challenges in managing such large volumes of data on the one programme.
4	**Recommendation**

4.1	The People Committee are asked to:
	 1. Note the delivery of the 2022 – 2023 LNA to date.
	 2. Note the planning currently taking place with the Learning Partners to deliver against agreed functional L&D priority needs to 31 March 2023.
	 3. Note the realignment of the centralised L&D budget to:
	    a. create a separate Operational Training budget to managed by the Training Function to support all external operational training requirements from 2022-23 onward, and
	    b. enable the centralised L&D budget from 2022-23 to focus on leadership and non-operational learning and development requirements.
	 4. Note on-going improvements to the Scottish Fire and Rescue Service (SFRS) LNA process and wider L&D arrangements.

5	**Core Brief**
5.1	Not applicable.
6	**Appendices/Further Reading**
6.1	Appendix A: 2022-2023 LNA Investment
6.2	Appendix B: Summary of the Leadership Development Model
7	**Key Strategic Implications**

7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**
Prepared by:	Fiona McOmish, Leadership and Skills Development Manager	
Sponsored by:	Ceri Dodd, Deputy Head of People and Organisational Development	
Presented by:	Fiona McOmish, Leadership and Skills Development Manager	

Links to Strategy and Corporate Values		
This paper links to Strategic outcome 6 as set out in the Strategic Plan 2022- 2025: The experience of those who work for SFRS improves as we are the best employer we can be. It also supports our Corporate values of Safety, Teamwork, Innovation and Respect.		

Governance Route for Report	Meeting Date	Report Classification/ Comments
POD Department Management Team	*04 October 2022*	*For information*
People Board	*20 October 2022*	*For information*
People Committee	*08 December 2022*	*For information*

APPENDIX A

2022-2023 LNA Investment

Service Wide costs	Statutory	Role specific	Priority 1	Priority2	Priority3	Total request
79,000	51,750	336,164	331,434	164,800	10,825	953,973

LNA Priority Definitions

- Service Wide: Development that is being offered to the whole Service by the Function
- Statutory: SFRS has a legal responsibility to ensure people receive this training.
- Role Specific Requirements: Any development that is specifically required in order for a person to carry out their role. For example, driver qualifications, professional certification (drivers, lawyers), ICT specific Microsoft training (often required for quality assurance of any security updates that Microsoft introduces).
- Priority 1: Development that is essential in the next 12 months to support the person fulfil their current role, e.g. COD Team – psychometrics/what requirements are in the current Job Description. Those already carrying out but not completed p1 training. Those who have started a qualification but is continuing as course over more than one year, e.g. degrees.
- Priority 2: Development that would allow the person to perform their role more effectively in the next 12 months or would support them in their career development aspirations.

Note: Some functions requested Priority 3 training, despite that not being an option on the LNA

Summary Leadership Development Model

Leadership Development programmes have been reviewed and further developed and will make use of the recently agreed Leadership Development Services (Procurement) Framework which has given the Service access to quality online learning materials that will support both taught and self-learning activities across all levels of leaders within the Service.

The increasing numbers of managers, arising from the impact of both the pandemic and pension remedy, requiring development exceeds the resource availability within the L&SD team utilising existing leadership development approaches. To support this increasing demand and in alignment with the SFRS long-term vision principles a multi-faceted leadership development strategy has been developed.

The strategy encompasses two concurrent leadership development programmes (LDP):

1. Structured L&D practitioner led LDP
2. Independent self-learning by following structured leadership pathways, supported by facilitated SFRS Connections to enable peer networks and consolidate learning

The strategy consolidates the Service's move from traditional classroom-based delivery to a more agile online learning model for learning and development activities. While COVID-19 restrictions have been lifted, the staffing pressures created by the Pension Remedy alongside the Service's commitment to a Digital First approach continues to drive the desire for learning and development to remain virtual, accessible, reduce abstraction from Service Delivery and the need to travel for development. Online delivery will reduce time away from operational duties, reduced travel requirements and the impact on peoples' work life balance and care responsibilities.

Structured L&D Practitioner-Led Leadership Programme Model
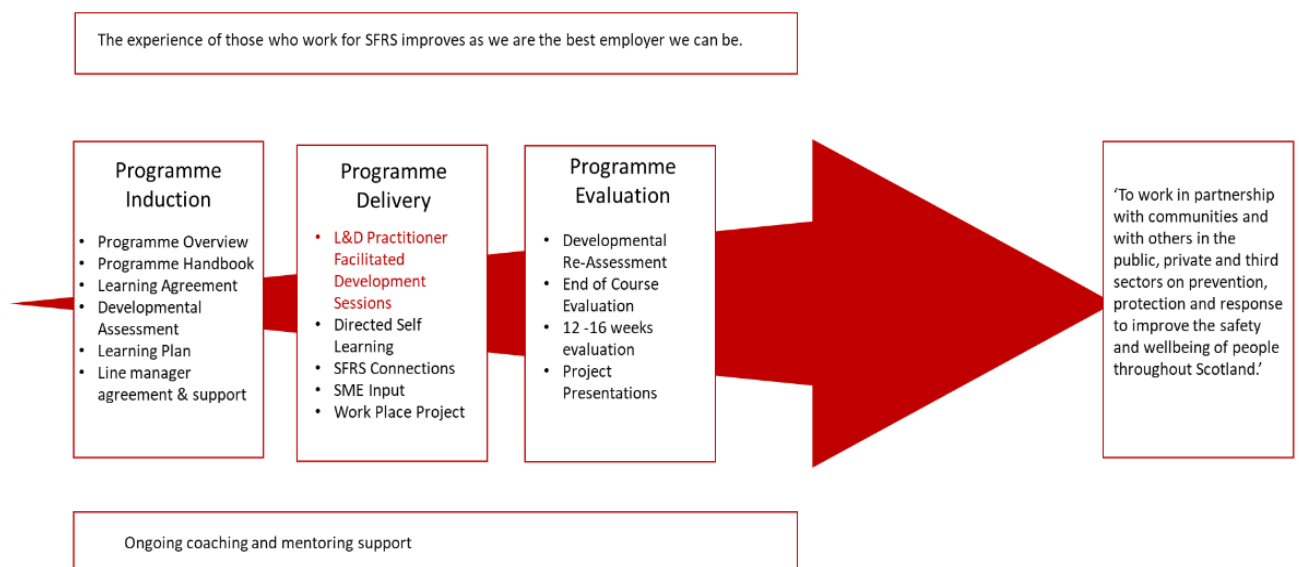
Independent Self-Learning Structured Leadership Pathway Model

> The experience of those who work for SFRS improves as we are the best employer we can be.

Programme Induction
- Programme Overview
- Programme Handbook
- Learning Agreement
- Developmental Assessment
- Learning Plan
- Line manager agreement & support

Programme Delivery
- Learning pathways for directed self learning
- SFRS Connections
- SME Input
- Work Place Project

Programme Evaluation
- Developmental Re-Assessment
- End of Course Evaluation
- 12 -16 weeks evaluation
- Project Presentations

'To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.'

> Ongoing coaching and mentoring support

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/49-22

Agenda Item: 12.2

Report to:	**PEOPLE COMMITTEE**		
Meeting Date:	**8 DECEMBER 2022**		
Report Title:	**UNDERGRADUATE AND GRADUATE PROGRAMME 2022+ PROPOSAL**		
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**	
		A B C D E F G	

1	**Purpose**
1.1	The purpose of this report is to present the proposal for the roll out of the Graduate programme beyond year one evaluation and 2022.

2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) has a successful history of 'growing talent' in operational roles, seeing employees develop from their entry level role through the career ladder. There is an opportunity to build on existing good practice in support functions to build and diversify our talent pipelines to include undergraduate and graduate opportunities.
2.2	The aspiration of the SFRS Undergraduate and Graduate Programme is to strengthen alignment between existing youth, early career and apprenticeship programmes taking a strategic and long-term approach to workforce development and planning, including graduate and foundation apprenticeships (where appropriate).
2.3	An emerging graduate programme allows us to repurpose hard to fill roles to align with graduate recruitment and development to effectively 'grow our own' talent within the organisation. Other recognised benefits of having a structured Graduate programme include cost effective recruitment, it enables fresh ideas being brought into the organisation, and explores new ways of recruiting in alignment with positive action and engagement approaches.

3	**Main Report/Detail**
3.1 3.1.1	**Graduate Intakes** Discussions have taken place with members of the Senior Management Board (SMB) with the view of establishing potential areas of the organisation where vacancies could be repurposed to support Graduates. As a consequence of the resource spending review the opportunity to convert existing entry level roles has significantly reduced. Instead there has been a focus on obtaining savings through some of the roles that could be repurposed. Despite the significant reduction in entry level roles there is still appetite to explore the repurpose of current vacancies within the ICT and Corporate Communications teams. Close collaboration is ongoing between these teams, the Culture and Organisational Development (C&OD) team and Resourcing team to put into place appropriate processes once vacancies have been confirmed. Updates will continue to be provided on the progress of this work.

3.2	**Programme Rollout**
3.2.1	It is anticipated that the programme will roll out as a cohort each year, with the ability to flex the process to accommodate adhoc requests where vacancies arise. Appendix A sets out the proposed elements and timelines for a cohort approach. This timeline has been set in collaboration with the Resourcing team to ensure all priorities are considered.
3.3	**Wrap Around Programme**
3.3.1	Whilst Graduates may be employed to Specialist Corporate Placements, or as a General Management Trainee Graduate, it is important that they are given a fully supportive wrap around programme to enable their continued learning and increase their overall business acumen. Appendix B sets out proposals to be considered as part of the wrap around programme. This programme will incorporate shared knowledge and support from key departments across the organisation.
3.3.2	The structure of the wrap around programme will be based on the 70/20/10 model as a general guideline to maximize the effectiveness of learning, and development programmes through other activities and inputs.

70% Job-related experiences	20% Interactions with others	10% Formal educational events
Localised Continued Professional Development (CPD) via line manager (this will be tailored by the relevant function and will include setting Personal Development Plan (PDP) Objectives and project work.)	Graduate Peer Forums (including reflective learning)	Induction session to the Graduate Programme led by C&OD team, including ice breakers, onboarding checklist, introduction to mentors/buddies and introduction to the group project.
	Periodic one to one check in with the C&OD team.	CPD events relating to specialist subject, specific training attached to the function (for example Health and Safety, Health and Wellbeing).
Sessions with each of the main departments within the organisations, including a review of the key policies, processes and contacts. Session will include a subject related task to encourage team working and knowledge sharing.	Localised mentor one to one check ins.	Access to internal learning and development material for example: ➢ LCMS ➢ LDC/LDP ➢ Online leadership and corporate skills learning/development ➢ Service Improvement Foundation Skills ➢ Report Writing ➢ Firefighter for a Day
Graduate Group based project on a relevant business topic to enable collaboration and cross functional working.		

3.4	**Supporting Documents**
3.4.1	As with every programme it is important to have robust supporting documentation in place. A full suite of draft guidance and templates has been developed to support the roll out of the Graduate Programme and includes:
	• Graduate Workbook
	• Information Booklet for the website
	• Managers Guidance
	• Cohort Recruitment Timeline
	• Template for Programme Planning

3.5 3.5.1	**Graduate Apprenticeships** Graduate Apprenticeships work in conjunction with Skills Development Scotland (SDS). The programme incorporates 80% of the apprenticeships time working with the organisation, and 20% of the graduate times developing skills and knowledge at University or College.
3.5.2	Apprenticeship Frameworks available through SDS which could be relevant to SFRS include: • Accounting • Business Management (Business Analysis, Project Management and Financial Services) • Cyber Security • Data services • IT (Management for Business and Software Development)
3.5.3	Full list of the 14 Frameworks can be found in section 6.4. SDS provide a free account management service to levy paying employers, such as the SFRS, to help navigate the skills system and work-based learning.
3.5.4	Early work has commenced to explore the possibility of Graduate Apprenticeships for existing staff. The C&OD team are looking into possibilities of piloting "Leadership and Management" Graduate Apprenticeships. This will support the strategic aims of growing our own talent, and supporting the aim of mapping the graduate programme with the National Occupational Standards (NOS).
3.5.5	The C&OD team are also exploring the possibility of using the Graduate Apprentice programme to support the identified vacancy within the Corporate Communications team.
3.5.6	This work is supported through the NFCC aims to have 4000 fire and rescue staff following an apprenticeship programme by 2022. SFRS current have 733 Firefighter Modern Apprentices in service with a further circa 4 employed in support staff roles, including ICT and POD.
3.7 3.7.1	**NFCC Direct Entry Scheme** In September 2022 NFCC confirmed Recruitment to the Direct Entry Scheme will commence January 2023, having been delayed due to capacity and expenditure challenges due to the supernumerary nature of the roles. NFCC have appointed Reed Specialist Recruitment Ltd to lead the recruitment campaign. 10 Fire Services across the UK have signed up for the pioneering pilot to self-fund a direct entrant, all 10 services put public service and inclusivity at the forefront of their thinking; the two being inextricably linked. The SFRS will continue to closely monitor the success of the NFCC Direct Entry scheme noting that it could present opportunities for consideration including to address skills gaps caused by the pension remedy and that any identified opportunities would be discussed through existing established partnership fora.
3.8 3.8.1	**Accelerator Programme** C&OD are exploring the possibility of offering high potential employees within the organisation an accelerator programme. This opportunity will allow identified employees to progress through the Leadership Framework using existing leadership development pathways in an accelerated manner. The same standards of assessment will be in place, the difference being that they will be given additional tools to support them to progress through the development pathways quicker. Updates on the progress of the development of this programme will be provided as appropriate.

3.9	**Summary**
3.9.1	Engagement has taken place with key Senior Managers within the organisation and Graduate Programme opportunities are on the agenda for future vacancy consideration. The proposal for the roll out of the Graduate Programme is set out in the report above and appendices.

4	**Recommendation**
4.1	People Committee is asked to note the content of this report, the proposed approach to onward implementation of Graduate Programme be aligned to resource spending review vacancy opportunities.

5	**Core Brief**
5.1	Not applicable

6	**Appendices/Further Reading**
6.1	Appendix A – Cohort Recruitment Timeline
6.2	Appendix B – Wrap Around Programme
6.3	Further Reading: - Graduate Apprenticeship Employer Guidance - Graduate Apprenticeship Frameworks

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Claire Horsburgh, HR Adviser
Sponsored by:	Danielle Milligan, HROD Manager / Ceri Dodd, Deputy Head of POD
Presented by:	Lucie Cope, HR Adviser

Links to Strategy and Corporate Values
Long Term Vision Principles – Progressive; Inclusive; People Centred; Connected SFRS Strategic Plan 2022-25 - OUTCOME SIX: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
POD Managers	*27 October 2022*	*For Scrutiny*
POD Department Management Team	*28 November 2022*	*For Recommendation*
People Board	*01 December 2022*	*For Decision*
People Committee	*08 December 2022*	*For Information*
Employee Partnership Forum	*16 February 2023*	*For Information*

Cohort Recruitment Timeline

The Recruitment Timeline

① Open discussions with Heads of Directorates — March
Discussions to see where the current vacancies are, agree timescales and recruitment process

② Confirm all recruitment paperwork and processes — April to May
Structure Changes (if req.), Vacancy Request, Recruitment Pack and Job Descriptions

③ Online Application opens — June
Applications will open on myjobscotland, and through universities.

④ Online Application closes — June
All application forms will need to be submitted by the closing deadline.
Please note that full application forms must be submitted as SFRS don't accept CV's.

⑤ Shortlisting and outcomes — Early July
All application forms will need to be submitted by the closing deadline.
Please note that full application forms must be submitted as SFRS don't accept CV's.

⑥ 1st Stage Interviews and outcomes (Teams) — Mid to End July
All application forms will need to be submitted by the closing deadline.
Please note that full application forms must be submitted as SFRS don't accept CV's.

⑦ 2nd Stage Interviews and outcomes (Competency/Values Based) — End July/Early August
All application forms will need to be submitted by the closing deadline.
Please note that full application forms must be submitted as SFRS don't accept CV's.

⑧ Pre-employment Checks — Mid August
All application forms will need to be submitted by the closing deadline.
Please note that full application forms must be submitted as SFRS don't accept CV's.

⑧ Employee Start Date — Mid September
Candidate commences day one of the general Graduate Programme Induction

Draft Timeline supplied from Resourcing with comments to consider

DATE	SCHEDULE OF EVENTS	COMMENTS
08 May 23	Vacancy Request Form completed	Submit to POD vacancies mailbox (3 weeks prior to advertising)
06 June 23	Advert Opens	Will need position approved (Budget & Structure check)
27 June 23	Advert Closes	Usually advertise for 3 weeks
w/c 03 July 23	Shortlisting	
w/c 10 July 23	Shortlisting outcomes & Invite to 1st Stage Interview (Teams)	
w/c 17 July 23	1st Stage Interviews held	What is expectation of candidate numbers? This will determine timeline for interviews
w/c 24 July 23	Outcomes of 1st Stage Interviews issued & invite to 2nd Stage Interview	Will this be Interview or Selection Centre
w/c 31 July 23	2nd Stage Interviews held (Competency/Values based)	What is expectation of candidate numbers? This will determine timeline for interviews
w/c 07 August 23	Outcomes of 2nd Stage Interviews issued & offers made/contracts issued	
w/c 14 Aug 23	Pre-employment checks carried out (References, medical & disclosure)	Usually give 4 weeks for these checks to be completed
w/c 11 Sept 23	Candidate starts in role	I presume we would have a date in mind for intake, so probably best working back from that.

GRADUATE TIMELINE: (indicative dates)

If Psychometrics are included this would potentially have an impact on the timeline, depending on how the psychometrics will be used, for additional sift or to aid with interview questions.

If we have particular date in mind for onboarding graduates in September, it is probably best working back from that but timelines above are just indicative.

Wrap Around Programme

Graduate Programme Wrap Around Structure

Induction
- COD Led
- Induction/Onboarding checklist
- Ice Breakers
- Introduce to mentors/key contacts in the service
- Buddy them up into 2
- Introduction to Group Project

CPD Events
- Attendance at local CPD events, webinars and online content available through relevant professional body.
- Specific training attached to functions

Internal Training
- LCMS
- LDC/LDP
- Franklin Covey
- Service Improvement Foundation Skills
- Report Writing
- Firefighter for a day course

Resources to support the Graduate Programme
- Graduate Workbook
- Reflective Learning Logs

Graduate Peer Forums
- Monthly
- Online and face to face
- Each session based on a specific topic
- Group Discussion
- Reflective Learning

Check Ins with Culture and OD
- Periodic
- Face to Face and Online
- One to One
- General Wellbeing Check in
- Q&A

Check Ins with Localised Mentor
- Regular Meetings with Functional Mentor
- At least once a month
- To be agreed between mentor and Graduate
- PDP Obkectives
- General Wellbeing Check
- Q&A

Specialism Areas
- Finance and Procurement
- Communication and Engagement
- Operations
- Operational Control
- Human Resources
- SLT
- SMB
  Governance, Strategy and Performance
- Portfolio
- Information and Communication Technology
- Service Delivery East
- Service Delivery North
- Service Delivery West
- Prevention and Protection
- Training
- Safety and Assurance
- Asset Management
- Equality, Diversity and Inclusion
- Health, Safety and Wellbeing

- Review of Key Policies, Processes and Contacts
- Subject related task
- Knowledge Sharing

Group Project – Based on a business relevant topic to enable collaboration and cross functional working

Working towards specialised qualification

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/50-22

Agenda Item: 12.3

Report to:	**PEOPLE COMMITTEE**							
Meeting Date:	**08 DECEMBER 2022**							
Report Title:	**SKILLS BANK/PROFILING UPDATE**							
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide; 1. An update on the skills bank. 2. Clear proposals for the process moving forward. 3. An update on skills profiling and proposals moving forward.

2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) workforce is the critical element in being able to develop services that are fit for the future. We therefore need to understand and acknowledge the skills and talent available across our entire workforce, and allow us to tap into latent skills against the backdrop of a competitive recruitment market. The latest spending review requires SFRS to consider how best to utilise the skills and experiences the workforce hold, both within and out with their current roles. The 'Building the Future Together' (BFT) Framework will continue to lead the development of this. The 'Skills Profiling' project is commencing and will be progressed within the 'Our Workforce' workstream of the 'Building the Future Together' (BFT) Framework. The focus of this workstream will be to ensure that we have the right people, with the right skills, in the right place at the right time.

3	**Main Report/Detail**
3.1 3.1.1	**Skills Bank** The Skills Bank was launched with the 'Skills Bank Questionnaire' on 9 November 2020. As of 3 October 2022, there have been 835 responses, circa. 11.5% of the workforce.
3.2 3.2.1	**Use of Information** The initial use of the Skills Passport Questionnaire has been to establish a 'Skills Bank'. This data can be used to identify skills across the organisation to support skills addressing skills gaps. The most recent example is the use of the Skills Bank to successfully identify required skills and expertise to support assessor and verifier roles within the Firefighter Modern Apprenticeship Programme.

3.3 3.3.1	**Access to Information**

Current Process	Proposed Future Process
Information collated through MS Forms	Information collated through MS Forms
Culture and OD team monitor compliance	Culture and OD team monitor compliance
Access restricted to Culture and OD team	Access restricted to Culture and OD team
Culture and OD team contact individual identified on the skills bank before passing details onto requesting line manager	Culture and OD will be able to pass on data to line manager without first seeking individuals consent
Data from this Skills Bank will not be able to be processed from 31 March 2023	Only data from this Skills Bank can be processed from 01 April 2023
Currently the flow of data is restricted and process of data sharing is time consuming	Data sharing will be more flexible and timelier for all parties involved.

3.3.2 Amendments to this DPIA will allow a new and improved Skills Bank Questionnaire to be developed in line with current service needs (and be built into ongoing Appraisal and Onboarding projects). The changes to the DPIA and process will allow us to amend the questionnaire to best capture of the data which is being actively required within SFRS, and to consider identified future changes within the organisation.

3.3.3 Continuous engagement will take place with Information Governance to minimise the risk of data breach, and an engagement strategy will be agreed with the internal communications team. Advice is being considered appropriately on how to relaunch the skills bank and skills profiling simultaneously from both teams.

3.4   Contractual Obligations

3.4.1 Utilisation of the skills bank will be in response to emerging organisational need. This may be an operational/job related skill or a skill over and above an individual's role map/job description. As such every situation will be assessed on a case by case basis, recognising that some opportunities will provide personal and professional development. It will not be mandatory for any staff member nominated for a project/opportunity out with the scope of their terms and conditions to agree to this, they will have the right to decide if they wish to undertake the work as a development opportunity. It is important that employees recognise that the skills bank is focussed on development and an opportunity to expand experience within the Service.

3.5   Role of the Line Manager

3.5.1 The line manager has three roles within the skills bank process:
1. Line Managers should encourage their teams to complete the Skills Passport Questionnaire so that their skills are added to the Skills Bank.
2. Employees will be expected to speak to their line managers before adding their names to the Skills Bank, during these discussions Line Managers should set clear expectations.
3. The Line Manager requesting Skills Bank data should have a conversation with identified employees and their line managers. These discussions will set out clearly the requirements including project/task and time, as well as determining the best fit of the employee's skills with the requirement.

3.6   Cross Functional Working

3.6.1 Skills Bank will be available to all line managers to access by following the process which is agreed and set out in the Managers Guide (Appendix A). Skills Passport Questionnaire will be included within Onboarding and Appraisal processes and supporting documentation as well as engagement with new staff through resourcing processes.

3.6.2 In addition, continued discussions with Resourcing will surface any future requirements where the Skills Bank can be utilised.

3.7	**Supporting Document**
3.7.1	Draft Supporting Documents for the Skills Bank can be found in Appendix A and B. These include a guide for managers and a separate guide for employees. The purpose of the guidance documents is to provide information on the Skills Bank, and also to set out the process to be followed to access the Skills Bank.
3.8	**Skills Profiling**
3.8.1	The second phase of the project is to launch the skills profiling programme from next year, 2023-24. Effective skills profiling involves identifying and analysing the skills of the workforce in order to quantify any gaps in knowledge and skills both at an individual, team and organisation level. This process will ensure we have detailed information across the SFRS to support our ability to provide our workforce with the skills they need to do their job and flexibility in aligning skills to areas of most need in meeting future demands and service requirements.
3.8.2	The proposed process for the 'Skills Profiling' is set out in Appendix C, which is a draft manager guide to skills profiling.
3.9	**Summary**
3.9.1	Progress is being made on the Skills Bank and Skills Profiling phases of the BFT framework, with the recommendations set out below. Feedback is sought on the three draft supporting documents set out in Appendices A-C.
4	**Recommendation**
4.1	People Committee are asked to note the content of the report and the progress of the Skills Bank and Profiling projects.
5	**Core Brief**
5.1	Not aplicable
6	**Appendices/Further Reading**
6.1	Appendix A – Skills Bank: Managers Guide (excerpt)
6.2	Appendix B – Skills Bank: Employees Guide (excerpt)
6.3	Appendix C – Skills Profiling: Managers Guide (excerpt)
7	**Key Strategic Implications**

7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Claire Horsburgh, HR Adviser
Sponsored by:	Danielle Milligan, HROD Manager / Ceri Dodd, Deputy Head of POD
Presented by:	Lucie Cope, HR Adviser

Links to Strategy and Corporate Values

Strategic Outcome Three: We value and demonstrate innovation across all areas of our work.
Strategic Outcome Six: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	Meeting Date	Report Classification/ Comments
POD Managers	*27 October 2022*	*For Scrutiny*
POD Department Management Team	*28 November 2022*	*For Recommendation*
People Board	*01 December 2022*	*For Decision*
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Skills Bank: Managers Guide

People and Organisational Development

SFRS Skills Bank
Managers Guide

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Table of Content

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What is the Skills Bank?

Many of us will have a variety of useful skills in addition to those we use within our regular jobs. The SFRS is committed to giving everyone the opportunity to put these skills to use on projects or other development opportunities, ensuring that we all have the best opportunity to develop both personally and professionally.

For this reason, the SFRS has launched a Skills Bank. This is a database of staff skills and aims to enhance development and work experience.

Why should you encourage your team to get involved?

It is a chance for our staff to put their other skills to use.

We are committed to giving everyone the opportunity to put their skills outside their current job role to use, if they wish. Our employees' might not even realise how valuable their other skills could be to SFRS.

It enables your team to get involved in new projects.

Staff who register their skills may get the chance to work on projects outside of their current team or directorate, and work with people they may not have had the opportunity to work with before. Their specific skills could be a strong asset to a new project outside of their current team.

It can provide you with development opportunities.

The skills bank can help you broaden your existing skills by allowing you to put them into practice through new or existing projects. It can also allow you to acquire new skills through working in areas you might not have previously.

The Skills Bank holds information on a variety of skills of staff who completed the Skills Questionnaire. You can view the Skills Questionnaire here.

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Skills Bank Process

When an employee completes the Skills Bank Questionnaire, their name and department will be added to the Skills Bank. Should an appropriate project or skill-requirement arise within your team, you will be able to contact the Culture and Organisational Development Team to collate the details of the individuals who hold the appropriate skills/qualifications.

SFRS SKILLS BANK PROCESS

Step One
Employees complete the Skills Passport questionnaire to get added to the Skills Bank

View the Skills Passport Questionnaire here.

Step Two
Project Opportunity Becomes Available

Step Three
Manager completes the Manager Pro-Forma

Complete the Manager Pro-Forma here.

Step Four
COD reviews the skills bank data and sends the relevant data to the requesting manager

If employee skills are suitable, the manager should engage with Employees Line Manager

Step Five
Manager progresses with professional discussions

Step Six
Manager completes the HS forms completion form.

Complete the Managers Completion Form here.

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Skills Bank: Employee Guide

People and Organisational Development

SFRS Skills Bank
Employee Guide

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For this reason, the SFRS has launched a Skills Bank. This is a database of staff skills and aims to enhance development and work experience.

Why get involved?

It is a chance for you to put your other skills to use.

We are committed to giving everyone the opportunity to put their skills outside their current job role to use, if they wish. You might not even realise how valuable your other skills could be to SFRS.

It enables you to get involved in new projects.

Staff who register their skills may get the chance to work on projects outside of their current team or directorate, and work with people you may not have had the opportunity to work with before. Your specific skills could be a strong asset to a new project outside of your current work.

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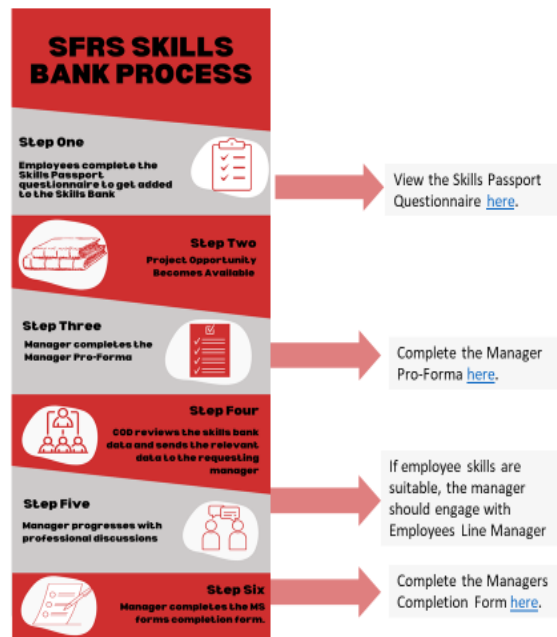
The Skills Bank holds information on a variety of skills of staff who completed the Skills Questionnaire. You can complete the Skills Questionnaire here.

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Skills Bank Process

SFRS SKILLS BANK PROCESS

Step One
Employees complete the Skills Passport questionnaire to get added to the Skills Bank

Step Two
Project Opportunity Becomes Available

Step Three
Manager completes the Manager Pro-Forma

Step Four
COD reviews the skills bank data and sends the relevant data to the requesting manager

Step Five
Manager progresses with professional discussions

Step Six
Manager completes the HS forms completion form.

Complete the Skills Passport Questionnaire here.

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Key Skills Identified so Far

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We recognise that our employees have a vast range of skills accrued from previous jobs, past-times or interests outside of their current job. Some of the key skills identified through the Skills Bank process are detailed below..

Training Facilitation	Coaching & Mentoring
First Aid	Events Planning
Computer Software Knowledge	Writing & Editing
Mechanical Skills	Proficiency in another Language
Joinery Skills	Remember – we are encouraging you to list ANY other skills you may have, no matter how relevant you may think they are to SFRS. Complete the Skills Questionnaire here.

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Skills Profiling: Managers Guide

People and Organisational Development

SFRS Skills Profiling
Managers Guide

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What is Skills Profiling?

Skill profiling is a process that connects the essential requirements of a job and the abilities, knowledge, and characteristics needed to show the employee or candidate appropriate for a role.

It'll also help an employee know if they'd be successful within the role if they can see they have the skills required for the job.

This process summarises the requirements for any open position to a candidate so, they have the necessary information.

SFRS aims to include everyone, easing processes for both the employee and the business. Skill profiling is just one of the features that is provided that allows for that.

What can Skills Profiling give you?

Right People in the Right Jobs.

Under the 'Building the Future Together' Framework the 'Our Workforce' workstream aims to ensure that we have the right people in the right jobs with the right skills. The skills profile will enable you to do this.

Targeted Training where required.

As a manager you can view an employee's or team's skills profiles and crosscheck them against what is required to identify skills gaps within teams/roles, and target them through personal learning development and training.
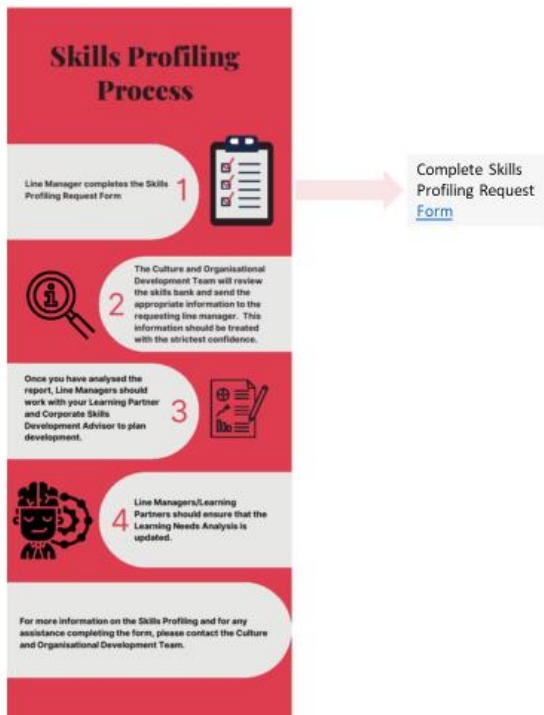
Gives employees confidence.

As an employee it can be difficult to find out what skills are needed to develop within their career. Skills profiling allows employees to identify missing skills and take the opportunity to develop them and gain the training required.

The Skills Bank holds information on a variety of skills of staff who completed the Skills Questionnaire. Ask the Culture and Organisational Development Team for more information on skills profiling.

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Skills Profiling Process

Skills Profiling Process

1. Line Manager completes the Skills Profiling Request Form → Complete Skills Profiling Request Form

2. The Culture and Organisational Development Team will review the skills bank and send the appropriate information to the requesting line manager. This information should be treated with the strictest confidence.

3. Once you have analysed the report, Line Managers should work with your Learning Partner and Corporate Skills Development Advisor to plan development.

4. Line Managers/Learning Partners should ensure that the Learning Needs Analysis is updated.

For more information on the Skills Profiling and for any assistance completing the form, please contact the Culture and Organisational Development Team.

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SCOTTISH FIRE AND RESCUE SERVICE
People Committee

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Report No: C/PC/51-22

Agenda Item: 12.4

Report to:	PEOPLE COMMITTEE							
Meeting Date:	**8 DECEMBER 2022**							
Report Title:	**STAFFING SOLUTIONS TEAM CLOSING REPORT**							
Report Classification:	**For Information Only**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	This report has been prepared to provide members with an update on the progress of the six work packages forming the work of the Staffing Solution Team (SST), and following the closing of the Staffing Tactical Action Group (S-TAG), an overview of the destination of incomplete actions.
2	**Background**
2.1	The SST was fully established on 13 May 2022 to "act and/or make recommendations to mitigate the impact of any known challenges and to maximise the opportunity for the SFRS to deliver key services to Scotland's communities" (SST Purpose and Responsibilities). Since this date, a series of six work packages have been progressed in pursuit of this goal.
3	**Main Report/Detail**
3.1	The following work packages were identified to complement Resourcing work including increased trainee intakes, re-employment and external transfers.
3.2	**Work Package 1 - Staff and Skill Rebalancing** **Lead: AC Ross Robison**
3.2.1	Use of out of pattern rostered reserve (OPRR) hours made available to Training to assist in the planning of courses, particularly short duration individual nominations (e.g. driving refreshers).
3.2.2	Skill rebalancing following various recruitment processes will be undertaken by Community Safety (CS) in liaison with Local Senior Officer (LSO) Area SPOCs.
3.3 3.3.1	**Work Package 2 - Staffing Business Continuity** **Lead: SC Mark Cleland** The main body of work has been the production of the Operational Availability Management Guidance (OAMG) document incorporating appliance and specialist appliance withdrawal strategies, staffing hierarchies and training reserve processes, produced with the support of Community Risk Index Model (CRIM) data.
3.3.2	The OAMG can be used to inform decision making in a variety of scenarios, including but not limited to pandemic, supply chain interruption, severe weather and industrial action.
3.3.3	OAMG has been approved via the Industrial Action Tactical Action Group (IA-TAG) for use in this context, and will support the IA Business Continuity Plan (BCP).

3.3.4	The final stages of consultation for use of the OAMG in other contexts will be transferred to the Operations Function, led by SC Cleland on return to his substantive role.
3.4	**Work Package 3 - Day Duty Capability** **Lead: SC Mikey Gemmell**
3.4.1	Phase 1 completed early July allowed day duty personnel who hold a dual On-Call contract to can be requested to return to operational duties to cover short term crewing shortages supported by an advance availability planner
3.4.2	Phase 2 completed late October day duty personnel who have served on the 5WDS in the last 6 months to assist in a similar fashion, supported by the recently approved Return to Operational Duties Checklist to ensure competence, giving access to an additional 30 personnel for resilience.
3.4.3	Phase 3 will involve the production of an associated policy to support the regular planned return of day duty staff to operational duties, giving access to approximately 1400 days of support to operational crewing, with associated cost reduction in pre-arranged overtime (PAO).
3.4.4	Phase 3 will be transferred to Central Staffing for progress and completion.
3.5	**Work Package 4 - On-Call Migration & Pathway to Competence[1,2]** **Lead: GC Gavin Hammond**
3.5.1	Following a robust pilot selection process, 35 successful candidates will migrate from on call to wholetime mid-December 2022. SST members led the development and organising of selection centres, processes and transition courses in conjunction with key internal partners. Existing dual contract personnel who are on call competent along with those migrating will follow an RPL-driven pathway to competence. Engagement is ongoing throughout December.
3.5.2	Evaluation of the pilot process will be carried out in January 2023 with a view to the development of a Migration Policy, driven by the National On Call Leadership Forum, supported by POD.
3.6	**Work Package 5 - Re-employment and Maximising Availability** **Lead: Ramona Coxall**
3.6.1	Re-employment register established with currently 35 on the register, and a process has been established to discuss with leavers on exit interview.
3.6.2	Database of volunteers for detached duties outwith station lists now live.
3.6.3	Amendment to trainee Ff contract finalised to include acquisition of Cat C driving qualification during development phase and associated training standard updated.
3.6.4	Review of detached duty zones with associated travel time underway with consultation commenced on proposals for change. Benefits include the potential for reduction in pre-arranged overtime and an increase in options to improve appliance and specialist appliance availability. To be progressed by POD/Central Staffing.
3.6.5	Review of flexi-duty officer (FDO) duty system and leave policy in advanced stages including representative body engagement. To be progressed by POD.

3.7	**Work Package 6 - Pre-Arranged Overtime (PAO) Management Arrangement Lead: GC Des Donnelly**
3.7.1	PAO management arrangement pilot currently live in Lanarkshire. Evaluation to take place throughout December prior to further rollout. This will provide a streamlined process for the identification of individuals available for PAO, with an associated reduction in administration time required of supervisory managers.
4	**Recommendation**
4.1	Members are asked to consider the content of the report relating to the progress of SST work packages.
5	**Core Brief**
5.1	Not applicable
6	**Appendices/Further Reading**
6.1	Further Reading: - National Fire Chiefs Council (2022) 'Guidance: On-call to wholetime migration framework' [online]. Available from <www.ukfrs.com/call-wholetime-migration> (Accessed 18th November 2022). - National Fire Chiefs Council (2022) 'NFCC On-Call to Wholetime – Strengths and Weaknesses' [online]. Available from <www.ukfrs.com/call-wholetime-migration> (Accessed 18th November 2022).
7	**Key Strategic Implications**
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above) **Yes**

Prepared by:	Ross Robison, Area Commander
Sponsored by:	Lyndsey Gaja, Head of People and Organisational Development
Presented by:	Ross Robison, Area Commander

Links to Strategy and Corporate Values

Links to Strategic Plan Outcome 3 'we value and demonstrate innovation across all areas of our work' and value of Innovation through the development of alternative career pathways and methods of resourcing.

By realising efficiencies, there is a link to Strategic Plan Outcome 5 'we are a thriving organisation, use our resources responsibly and provide value for money to the public'

By providing expanded career pathways, there is a link to Strategic Plan Outcome 6 'the experience of those who work for SFRS improves as we are the best employer we can be'.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*8 December 2022*	*For Information*

Report No: C/PC/52-22

Agenda Item: 13.1

Report to:	PEOPLE COMMITTEE						
Meeting Date:	8 DECEMBER 2022						
Report Title:	POD POLICY REVIEW SCHEDULE UPDATE						
Report Classification:	For Information only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the People Committee (PC) with an update regarding ongoing work in relation to People and Organisational Development (POD) 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, the work around the pensions remedy, abatement, People, Training, Finance and Asset System (PTFAS) and for any revised priority work arising from transformation or legislative changes. The POD Policy Review Schedule, as of 30 September 2022 is attached as Appendix 1. The schedule has been reviewed taking into account the Directorate Plan and priorities for 2022, with a focus on essential policies and the stakeholder engagement required moving forward.
3.2	During quarter 2, the following policies were published: • Re-employment
3.3	The Special Leave Policy and Procedure was updated to reflect time off for dependants, as well as an update on Ante Natal appointments (Fathers and Partners section) to include reference to LGBTQ+ employees
3.4	The Working Together Framework was presented to Strategic Leadership Team (SLT) on 5 October and will be published in quarter 3 along with the Consultation and Negotiation Procedures.
3.5	Statutory Health and Medical Surveillance - the pilot is underway and will be completed in quarter 3. There has been further development on the reclassification of firefighters as carcinogenic workers and we await HSE confirmation. We are currently assessing the implications for SFRS from a health surveillance point of view. Dr Anna Stec has presented her findings to SFRS and we await the publication of her research.

3.6	Family Leave Policy returned to the People Board in September following further financial modelling. Discussions ensued around the impact, finance and equality and diversity aspects. There is a requirement to prepare a cost/benefit analysis to inform a business case. When indicative potential costs and the impact is known, a decision will be taken on whether further work on a detailed business case will be required.
3.7	The Board agreed to push ahead with the main policy updates, excluding the potential changes to Paternity and Shared Parental Pay, and signpost work that will be carried out on reviewing the entitlements that support the policy.
3.8	The Recognition of Prior Learning Policy was also approved during this period and will be published in quarter 3 following completion of a guidance note in partnership with the Training team. The guidance is around the processes and procedures both for employees requesting RPL and those managing the process.
3.9	The Employee Recognition Scheme - was launched again on 24 October and closes on 21 November. A further category has been added "environmental champion" which can be an individual or team who is socially responsible and promotes sustainability within communities and/or workplace culture.
3.10	Secondary Employment Policy (includes in-scope driving) - TED's E-learning Team will develop technological support for the associated managers guidance for the checking of Tachographs, this will commence in quarter 4. The Task and Finish Group previously established in 2021, will review the proposed materials and provide feedback. Following this, the policy will progress through the consultation process.
3.11	The POD Directorate have commenced work around developing a "Policy on a Page". The policy will continue to be developed in full in line with existing procedures. The one page document will at a glance, give managers and employees the key facts around the policy at an early stage, without initially having to refer to the full policy. A link at the foot of the page, will direct employees to the full policy on the IHuB. The document will be similar in features to the "Key Facts" sheet contained within many car and home insurance documents. This will become standard practice within POD when devising or reviewing POD Policies in future.
3.12	During this period, the following polices were issued for final consultation • Flexi -Time Scheme (Support Staff) • Wholetime Day Duty Hours and Leave policy and Procedure
3.13	The Appraisal Policy has also been reviewed during this quarter and is progressing through governance. The main proposed changes to the policy include: • realigning the timeline for mid-point reviews to align with the finance team and budget input • rewording the policy to include refreshed language, updated detail regarding incremental payments and links to the CPD policy • refreshing the suite of supporting documents to reflect the policy content, namely the Pro-Forma, Manager and Employee Guides. Introduce Health & Well-Being signposts and sections on why people underperform and link to Well-Being Champions and Lifelines Training • producing a Process Map clearly identifying the process route to apply best practice specifically to include CPD non-payment and when these apply • introducing a phased approach to digital performance appraisal using a combination of MS Forms and Word documents leading into I-Trent, as a stepping stone until the PTFAS programme roll-out is ready
3.14	Consultation has concluded on the proposed amendments to the Flexi-Time Scheme (Support Staff) however, based on concerns raised by the Support Staff Trade Unions around these, it has been agreed to undertake a 6 months pilot of the proposed additional

flexibilities. During this time, feedback will be gathered on the impact and benefits of these to inform whether or not these will be incorporated into the scheme itself.

3.15	Looking ahead to quarter 3 the following polices will be issued for first consultation • Managing Employee Performance Policy (formerly Capability Policy) • Reservists • Death in Service
3.16	The following policies will be published: • Working Together Framework and Consultation and Negotiation Procedures • Family Leave • Recognition of Prior Learning • Wholetime Day Duty Working Hours and Leave Policy and Procedure

4	**Recommendation**
4.1	People Committee are asked to note the information included in this paper in order for it to progress through the next stages of governance.

5	**Core Brief**
5.1	Not applicable

6	**Appendices/Further Reading**
6.1	Appendix A – POD Policy Review Schedule

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**No**

Prepared by:	Mary Corry, People and Organisational Development Business Manager
Sponsored by:	Rachael Scott, Deputy Head of People and Organisational Development
Presented by:	Mary Corry, People and Organisational Development Business Manager

Links to Strategy and Corporate Values
Strategic Plan 2022-2025 Outcome 6: People *The experience of those who work for SFRS improves as we are the best employer we can be.*

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
POD DMT	*4 October 2022*	*For Decision*
People Board	*20 October 2022*	*For Information Only*
Employee Partnership Forum	*10 November 2022*	*For Information Only*
People Committee	*8 December 2022*	*For Information Only*

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
Statutory Health and Medical Surveillance Policy	New	Feb-21	TBC	2028
Working Together Framework	Revised	July 21	Nov-22	2027
Consultation and Negotiation	Revised	July 21	Nov-22	2027
Family (Maternity, Paternity, Adoption, Parental, Shared Parental & Carers) Leave	Revised	Oct-21	Dec-22	2027
Recognition of Prior Learning	New	Mar 22	Dec-22	2027
Flexi-Time Scheme (Support Staff)	Revised	June 22	TBC	2027
Reservists	Revised	Sep-22	Jan-23	2027
Managing Employee Performance(Capability)	Revised	Dec-22	Mar-23	2027
Death in Service	Revised	Dec-22	Mar-23	2027
Appraisal Policy and Procedures	Revised	Dec 22	Mar 23	2027
Physiotherapy Policy	New	TBC	TBC	TBC
Uniformed Managers In-Development to Competent	Revised	TBC	TBC	2027
Recruitment and Selection	Revised	TBC	TBC	2027
Redeployment	Revised	TBC	TBC	2027
Pay Protection (Support Staff)	Revised	TBC	TBC	2027
Temporary Promotions Procedure	Revised	TBC	TBC	2027
Exit Interviews Policy and Procedure	Revised	TBC	TBC	2027
RDS Dual Contracts	New	2022 TBC - To be scoped once agreement reached on standardisation offer	_	TBC
RDS Annual Leave and Public Holiday Policy	New	2022 TBC - To be scoped once agreement reached on standardisation offer	_	TBC
RDS Payment for Work Activities	New	2022 TBC - To be scoped once agreement reached on standardisation offer	_	TBC
Secondary Employment (includes inscope driving)	New	2023	TBC	2028
Further/Higher Education (Qualification) Policy	Revised	-	-	TBC
Job Evaluation	Revised	-	-	TBC
Health and Wellbeing Policy	New	_	_	TBC
Trainee Firefighter Development to Competent	Revised	_	_	TBC
Working Hours (Day Duty) Policy	New	_	_	TBC
Clinical Supervision Policy	New	_	_	TBC
Relocation	Revised	_	_	TBC
Market Allowance Policy	Revised	_	_	TBC
No Smoking	Revised	_	_	TBC
Career Break	Revised	_	_	TBC
Attendance During Adverse Weather and Disruptive Conditions	Revised	_	_	TBC
ID Cards Policy and Procedure	Revised	_	_	TBC
Substance Misuse Policy	New	_	_	TBC
Detached Duty Policy	Revised	_	_	TBC
ARA Policy	Revised	_	_	TBC
Code of Conduct	Revised	_	_	TBC

Policy	Status			Year
Transfer Request Policy	Revised	_	_	TBC
Firefighter Fitness Standards and Assessments Policy/Procedure	Revised	_	_	TBC
Induction Process	Revised	_	_	TBC
TOIL (Uniformed) Policy	Revised	_	_	TBC
Transfer of Uniformed Employees Policy	Revised	_	_	TBC
Post Incident/Trauma Support Services	Revised	_	_	2024
Time off for Trade Union Duties	Revised	_	_	2025
Employment and Criminal Convictions	Revised	_	_	2025
Volunteer Policy	Revised	_	_	2025
Discretionary Policy - LGPS	Revised	_	_	2025
Reimbursement of Dental/Optical Costs	Revised	_	_	2025
Secondment	Revised	_	_	2025
Disciplinary Policy & Procedure	Revised	_	_	2025
Recall to Duty	Revised	_	_	2025
Leadership Development Centres	Revised	_	_	2025
Special Leave	New	_	_	2025
Political Restrictions Policy	New	_	-	2025
Business Travel/Reimbursement of Expenses Policy	Revised	-	-	2026
Management of Health conditions Policy	New	-	-	2026
Wholetime Uniformed Instructor Employees - Working Hours and Leave Policy	New	-	-	2026
Flexible Working	Revised	_	_	2026
Homeworking Policy	New	_	-	2026
Drivers Health Assessment Policy	New	-	-	2026
Attendance Management Policy, Procedure and Manager Handbook	Revised	-	-	2026
Purchase of Additional Annual Leave	Revised	-	-	2026
Re-Employment Policy	Revised	-	-	2026
Dignity and Integrity at Work Policy and Handbook (Bullying and Harassment)	Revised	-	-	2027
Pre Placement Policy	Revised	-	-	2027
Support Staff Handbook	Revised	As required	-	-
Grievance	Revised	-	-	2027
Whistleblowing	Revised	-	-	2027
Employee Recognition Scheme	Revised	As required	-	-
Wholetime Day Duty Working Hours and Leave Policy and Procedure	Revised	As required	-	-

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/53-22

Agenda Item: 13.2

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**8 DECEMBER 2022**						
Report Title:	**HEALTH AND SAFETY POLICY AND MANAGEMENT ARRANGEMENTS FORWARD PLANNING SCHEDULE**						
Report Classification:	**For Information Only**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the People Committee with an update regarding ongoing work in relation to the development and review of the Scottish Fire and Rescue Service's (SFRS) Health and Safety (HS) Policy and associated Management Arrangements (MA's).

2	Background
2.1	The Safety and Assurance Function are responsible for developing and reviewing the HS Management Arrangements to support the implementation of the commitment and responsibilities outlined within the HS Policy.

3	Main Report/Detail
3.1	This report shows progress made against the 2019-2024 HS Policy and Management Arrangements (MA's) Forward Planning Schedule up to and including 2022-2023. Appendix A provides an overview of the current position.
3.2	At present, there are no new MAs scheduled for development by the HS Department. The agreed suite of MAs identified for development and publication within the 2019-2024 forward plan schedule was completed within the 2021-22 financial year. To ensure ongoing legal compliance the HS Department continue update the suite of MAs or develop any new MAs on a risk-based approach. The planned MA reviews for 2022-23 are detailed in Appendix A.
3.3	The review processes implemented to maintain the currency of HS MAs is managed as follows: • All existing HS MAs have a next review date applied to the document, ranging from Annual review or five yearly reviews dependant on MA topic and risk profile; • Changes to legislation, guidance and prosecution outcomes are monitored by the HS Department to ensure all arrangements are kept current and legally compliant; • The HS Department are developing Legal Register to help maintain the currency of our Management Arrangement documents to support the above process; • Any ad-hoc changes to procedure or processes identified through directorate or strategic consultations and communications are managed and prioritised based on risk to the organisation.

4	Recommendation
4.1	The People Committee is asked to note the progress of the 2019-24 Health and Safety Policy and Management Arrangements Forward Planning Schedule.

5	Core Brief
5.1	Not applicable

6	Appendices/Further Reading
6.1	Appendix A - Health and Safety Policy and Management Arrangements Forward Planning Schedule.

7	Key Strategic Implications	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Derrick Watson, Senior Health and Safety Advisor
Sponsored by:	Jim Holden, Head of Safety and Assurance
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance

Links to Strategy and Corporate Values

Strategic Plan 2022-2025:
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.
Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.
Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.
Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.
Safety Value:
Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.

Governance Route for Report	Meeting Date	Report Classification/ Comments
National Safety and Assurance Board	*08 December 2022*	*For information only*
Training, Safety and Assurance DMT	*21 December 2022*	*For Information only*
People Committee	*08 December 2022*	*For information only*

Health, Safety and Wellbeing Policy and Management Arrangements Forward Planning Schedule 2022-2023

Title	Work Required	Financial Year	Development	Consultation	Governance	Familiarisation	Go Live	Comment
			BRAG Status	BRAG Status	BRAG Status	BRAG Status		
Health and Safety Policy	Review	2022-23		Issued 06/06/22	Due at Board Jan 2023	N/A		Awaiting Board Approval
Health and Safety Policy Statement	Review	2022-23		Issued 06/06/22	Due at Board Jan 2023	N/A		Awaiting Board Approval
PUWER MA and LCMS module (carry-over from 21/22)	Review	2022/23		Conducted during review				1st draft completed Internal consultation Oct
HS Representatives Management Arrangement	Review	2022-23		Issued to TU reps 27/07/2022	N/A	N/A	29/08/2022	MA Republished
HS Audits (Support Review) Management Arrangement	Review	2022-23						Rescheduled for Q3 to align with other team plan actions
Safety and Assurance Engagement and Governance Management Arrangement	Review	2022-23				N/A		Rescheduled for Q3 to align with other team plan actions

Workplace Transport Management Arrangement	Review	2022-23			N/A	N/A	N/A	25/07/2022	MA Republished
Control of Substances Hazardous to Health (COSHH) Management Arrangement (Carry over from 2021-22)	Review	Carried over from 2021/22							Review in progress, pending internal consultation.
DSE Homeworking MA	Review	Carried over from 2021/22			N/A	N/A	N/A	N/A	To be withdrawn and content merged into DSE MA
Display Screen Equipment MA	Review	Brought forward from 2023-24		Conducted during review	N/A				Brought forward to launch TASS DSE module, capture Agile working and enable DSE Homeworking to be withdrawn. Awaiting internal approval
Personal Protective Equipment (Including Respiratory Protective Equipment) Management Arrangement and LCMS Module	Review	2022-23							Review in progress, FFT expanded to enable SSOW 027 to be withdrawn
Asbestos Management Arrangement and LCMS module	Review	2022-23		Conducted during review					Review complete waiting on external consultation feedback
Management Self Audit Management Arrangement	Review	2022-23		Conducted during review	Passed FMT 7/11/22	N/A		18/11/22	MA Republished with new compliance calendar

DSEAR Management Arrangement and LCMS module	Review	2022-23		Conducted during review	N/A	N/A	26/08/22	MA Republished
COVID-19 Workplace Risk Assessment Management Arrangement	Review	2022-23		Conducted during review	N/A	N/A	08/06/2022	MA Republished
First Aid Management Arrangement and LCMS module	Review	2022-23						Review scheduled Q4
Premises Inspection Management Arrangement	Review	2022-23						Review scheduled Q4
Joint Investigation Protocol between the SFRS and Representative Bodies	Review	2022-23		Conducted during review	N/A	N/A	20/04/2022	MA Republished

White	Not Started
Blue	Complete
Green	On Target
Amber	Overdue by one month
Red	Overdue by more than one month

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
2 March 2023	• 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 • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** • Partnership Working Update (EPF & PAG) • POD Policy Forward planning Schedule Update • H&S Policy Review Management Arrangements Forward planning Schedule • RANSc update (Private) • Key Case Update (Private)	**Standing/Regular Reports** • Performance & Risk Report (POD & TSA) • Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) • Committee Aligned Directorate Risks • Risk Spotlight: (POD004 – Staff Recruitment: Support Staff recruitment/retention)	**Standing/Regular Reports** •	**Standing/Regular Reports** • •
		New Business • Learning Needs Analysis 2022-23 • IA Tactical Action Group Update (DF/LG) • Corporate Onboarding (D Milligan) • Positive Action Strategy (E Gerrard)	**New Business** •	**New Business** • PAG Terms of Reference	**New Business** •
8 June 2023 -	• 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	**Standing/Regular Reports** • Partnership Working Update (EPF & PAG) • POD Policy Forward planning Schedule Update • H&S Policy Review Management Arrangements Forward planning Schedule • RANSc update (Private) • Key Care Update (Private)	**Standing/Regular Reports** • Performance & Risk Report (POD & TSA) • Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) • Committee Aligned Directorate Risks • Risk Spotlight - (Training)	**Standing/Regular Reports** •	**Standing/Regular Reports** • •

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**New Business** •	**New Business** •	**New Business** •	**New Business** •
14 September 2023	• 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 • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** • Partnership Working Update (EPF & PAG) • POD Policy Forward planning Schedule Update • H&S Policy Review Management Arrangements Forward planning Schedule • RANSc update (Private) • Key Care Update (Private)	**Standing/Regular Reports** • Performance & Risk Report (POD & TSA) • Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) • Committee Aligned Directorate Risks • Risk Spotlight - (TBC)	**Standing/Regular Reports** •	**Standing/Regular Reports** • •
		New Business • Learning Needs Analysis 2023-24 •	**New Business** • Health & Safety Annual Report 2022/23	**New Business** •	**New Business** •

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
7 December 2023	• 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 • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** • Partnership Working Update (EPF & PAG) • POD Policy Forward planning Schedule Update • H&S Policy Review Management Arrangements Forward planning Schedule • RANSc update (Private) • Key Care Update (Private) **New Business** •	**Standing/Regular Reports** • Performance & Risk Report (POD & TSA) • Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • • **New Business** •
7 March 2024	• 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	**Standing/Regular Reports** • Partnership Working Update (EPF & PAG) • POD Policy Forward planning Schedule Update • H&S Policy Review Management Arrangements Forward planning Schedule • RANSc update (Private) • Key Care Update (Private)	**Standing/Regular Reports** • Performance & Risk Report (POD & TSA) • Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) • Committee Aligned Directorate Risks • Risk Spotlight - (TBC)	**Standing/Regular Reports** •	**Standing/Regular Reports** • •

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**New Business** • Learning Needs Analysis 2023-24 •	**New Business** •	**New Business** •	**New Business** •