



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 8 DECEMBER 2022 @ 1300 HOURS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / CONFERENCE FACILITIES**

PRESENT:

Mhairi Wylie (Chair) (MW)
Fiona Thorburn (FT)
Paul Stollard (PSt)

Steve Barron (Deputy Chair) (SB)
Malcolm Payton (MP)
Kirsty Darwent (KD)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People and Organisational Development
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JHo)	Head of Safety and Assurance
Ross Robison (RR)	Area Commander, Staffing Solutions Team (Item 12.4 only)
Fiona McOmish (FMcO)	HROD Manager (Item 12.1 only)
Lucie Cope (LC)	HR Advisor (Item 12.2 and 12.3 only)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 13.1 only)
Kevin Murphy (KM)	Group Commander, Board Support
Heather Greig (HG)	Board Support Executive Officer
Kimberly Gogarty (KG)	Corporate Admin/Minutes

OBSERVERS

Gus Sproul, Fire Brigades Union

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 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 Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
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 Update 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* would also be taken in private due to the confidential nature of business taken to this meeting. The *Industrial Action Tactical Action Group Update* would also be taken in private as this is subject to labour relation matters; in line with Standing Orders (Item 9F).
- 3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

- 4.1 No conflict of interests was declared.

5 MINUTES OF PREVIOUS MEETING: MONDAY 3 OCTOBER 2022

- 5.1 The minutes of the meeting held on 3 October 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 regards to Item 7.2.19, work was progressing to develop the report to better align with the Performance Management Framework (due to be published early 2023) with the new reporting format anticipated to be implemented in the new financial year. Further discussions would take place at the workshop scheduled for 9 March 2023 to finalise the Committee's ask of the Executive in terms of Performance and Risk Reporting. The workshop would be extended to ensure sufficient time for these discussions.

ACTION: BST

7 PERFORMANCE AND RISK REPORT QUARTER 2 2022/23

7.1 People and Organisational Development (POD)

- 7.1.1 LG presented the POD Progress and Performance Report Quarter 2 2022/23 to the Committee. The following key areas were highlighted from the Executive Summary:
- Impact to change in Pension - higher rate of retirements over next 12/18 months. Looking at different mechanisms to manage any shortfall.
 - Decreased levels of staff turnover from 16.5% to 15.9%. Steps being taken to ensure effective oversight of recruitment activity and budgets.
 - OC has seen an increase in staff turnover however with new trainees joining and a further recruitment campaign planned, numbers were already trending back to normal. Absence rates, although higher than other departments, have reduced from 16% to 12%, this includes a reduction in long term psychological absences.

- 7.1.2 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 Q2 Report 2022/23 and highlighted the following key issues for the Training Function within this quarter:
- Reported Data period is the same, but the deadline has been amended by 5 weeks to allow more accurate reporting.
 - Newly added bar charts to complement certain line graphs which provides a more reflective representation of performance across the Training for Operational Competence (TfOC).
 - 96 new entrants to the foundation programme with Graduation ceremonies next week.

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- Work of the Tri-Service Driver Training Collaboration Group has had excellent delivery opportunities with Police and Ambulance services.
- Merger of LSO Training Teams and National Instructor pool within North SDA was launched as a pilot in November and satisfaction realised to date is high with good progress being made. The same pilot will be launched within the East SDA in early 2023 and within the West SDA in Spring 2023.
- Consultation period concluded in relation to the restructure of the Training Admin team within the Central Staffing Function.
- Decrease in Heavy Rescue training due to a policy change in relation to Urban Search and Rescue, which resulted in an increased level of staff requiring to be trained and this is being progressed to bring it back to where it needs to be.

7.2.2 JHo presented the Training, Safety and Assurance Progress and Performance Q2 Report 2022/23 and highlighted the following key areas:

- There was one RIDDOR reportable accident/injury reported to the HSE in Q2. This event was an over 7-day absence that occurred during an operational incident related to situational awareness whilst moving through uneven ground.
- There have been 36 near misses in this quarter. Focus is being given to under reporting in this area moving forward.
- Acts of Violence increased from 12 to 20 (67%) compared to previous year, with the most significant increase within the West SDA.
- Reduction in vehicle accidents from last year with low-speed manoeuvres continuing to be the main cause. A sub group has been established to look at developing a national framework to address this.

7.2.3 The Committee acknowledged it was a good report for operational service, however, noted there were slight discrepancies in the statistics. JHo clarified that there was a slight cross over on reporting. MW acknowledged that work was required around Acts of Violence, including more investigation and engagement with partners and stakeholders.

7.2.4 **The Committee scrutinised the report.**

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.

- Action 6.2: Request made to extend the due date to February 2023. This is required to allow publication of Policy and Operational Guidance to enable the completion of the outstanding National Training Standard for Large Animal Rescue.
- Action 12.2: A revised due date of Summer 2023 has been requested due to a new person in the post.

8.1.2 **The Committee scrutinised the report.**

9 HEALTH AND SAFETY ANNUAL REPORT 2021-22

9.1 JHo presented the Health and Safety Annual Report 2021-22 to the Committee providing analysis of the key areas of performance during the reporting year and detailed the intended risk reduction approaches on key themes. The following key points were highlighted:

- Report contextualised performance in relation to activity, incidents attended etc.
- Highlighted areas of good performance which progressed safety across the Service.
- Progression of information provided on Acts of Violence within SDA's which supports engagement with communities and partnership working.

9.2 **The Committee scrutinised the Health and Safety Annual Report 2021-22.**

10 PEOPLE COMMITTEE RISK REGISTER

10.1 Committee Aligned Directorate Risk

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

- 5 Risks Closed, 11 Controls Closed, 1 Risk added (TSA011 relating 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) and 13 new associated Controls added. 1 Risk Change – Probability reduced.

10.1.2 The Committee noted the Risk Register was an active tool.

10.1.3 With regards to a risk spotlight for the next meeting, it was proposed that pressures around recruitment and retention within the context of strategic risks in connection with support staff be explored. MW/SB/LG would discuss off table to clarify the Committee's ask and make sure the risks are reflected explicitly.

ACTION: MW/SB/LG

10.1.4 **The Committee scrutinised the report.**

11 PARTNERSHIP WORKING

11.1 Employee Partnership Forum

11.1.1 SB advised that the Employee Partnership Forum (EPF) scheduled for 10 November 2022 was cancelled due to there being no new business put forward. The next meeting was scheduled for February 2023.

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

11.2 Partnership Advisory Group

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

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

12 REPORTS FOR INFORMATION ONLY

12.1 Learning Needs Analysis Progress Report

12.1.1 FMcO presented an update on the Service-wide Learning Needs Analysis (LNA) 2022-23 and progress of the revised 2023-24 LNA for information.

- Initial submissions received for 2022/23 far exceeded what the existing budget and resources could deliver. Work with new learning partners has however enabled a more holistic view of spend based on organisational priorities and spend to 31 March 2023 has been committed.
- A new simpler system for 2023/24 was developed which aligns with the appraisal and finance cycles with the aim of building a more sustainable rolling programme of learning.

12.1.2 In terms of feedback analysis it was noted that each different type of learning had an evaluation process linked to it and an update against these evaluations would be provided at future meetings.

12.1.3 **The Committee noted the report.**

12.2 Undergraduate and Graduate Programme 2022+ Proposal

12.2.1 LC presented a report informing the Committee of the proposal for the roll out of the Graduate programme, from year one evaluation in 2022, and beyond. The key areas highlighted were:

- The programme is small scale at present, with under 10 graduates, however it is anticipated that this number will increase.

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- Fast track services supported by the National Fire Chiefs Council (NFCC) are being closely monitored for opportunities that may present themselves for consideration.
- How to maximise our talent pool with restricted budgets.

12.2.2 The Committee encouraged more ambition and increased numbers within the programme, and asked that further details and context around the scheme be circulated outwith the meeting.

12.2.3 The Committee noted that future updates in relation to graduate development include timescales and more detail around the further education institutions involved.

12.2.4 The Committee noted the report.

(FT left the meeting at 1415 hrs.)

12.3 Skills Bank/Profiling Update

12.3.1 LC presented a report to the Committee providing an update on the skills bank, clear proposal for the process moving forward and skills profiling and future proposals for information.

12.3.2 The Committee noted the report.

12.4 Staffing Tactical Action Group Update

12.4.1 RR presented a report informing the Committee of the progress of the six work packages forming the work of the Staffing Solutions Team (SST), following the closing of the Staffing Tactical Action Group (STAG), providing an overview of the destination of incomplete actions:

- Wind down of the STAG had commenced and would close at the end of 2022.
- Work Package 3 – fully developed, with up to 100 staff available to be requested to return to operational duties to cover short term crewing shortages, if required.
- Work Package 4 – 35 personnel have migrated from on-call to wholtime firefighters.

12.4.2 The Committee noted the report.

13 FORWARD PLANNING

13.1 POD Policy Review Schedule Update

13.1.1 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:

- Quarter 1 ends 30 September.
- Re-employment Policy and Special Leave Policy were updated in Quarter 2, the latter was updated to include time off for dependents, ante-natal appointments and to include LGBTQ+ employees.
- The Working Together Framework had now been published.
- Statutory health and medical surveillance pilot was now underway and would be concluded at the end of Quarter 3. Awaiting publication of the findings from research undertaken by Dr Anna Stec.
- Family Leave Policy resubmitted to the People Board in September due to more financial modelling being required. Further cost benefit analysis required to be undertaken. The People Board agreed to the progression of some elements of the policy, excluding changes to paternity and shared parental pay, the work for which will be signposted at a future date.
- Employee Recognition Scheme restarted with nominations requested by 21 November 2022, however no confirmation of numbers was available at present. A new category, Environmental Champion, had been added.
- Policy on a page is continuing to be developed and will be a 1-page document with key questions and basic information and a link to the full policy if more clarification is needed. This fact sheet would be on the iHub and Sharepoint sites.

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- The Flexi Time Policy for Support Staff and Wholetime Day duty staff, and the Leave Policy and procedure had been issued for final consultation.
- Appraisal Policy – Reviewed several changes, realigned a few timelines to fit in with LNA process and budget settings. Reworded the policy for language updates, refreshed supporting documentation for managers and employees, introduced Health and Wellbeing (H&W) for employees and Lifelines training links.
- Work carried out with ICT on MS forms which will make it easier when roll out of the People, Training, Finance and Assets System (PTFAS) is ready.
- Flexi Policy for Support Staff – after consultation and based on feedback, a 6-month pilot for the proposed additional flexibilities will be undertaken and feedback gathered on the impact and benefits.
- In Quarter 3 the following policies will be issued for consultation – Death In Service, Managing Employee Performance Policy, and Reservists.

13.1.2 The Committee noted the report.

13.2 Health and Safety Policy and Management Arrangements Forward Planning Schedule

13.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information and highlighted the process in place to maintain currency of health and safety documentation. It was noted that there were no new Management Arrangements (MAs) scheduled for development.

13.2.2 The current status noted 3 Amber, with PPE having been completed since publication of the report. The PUWER MA & LCMS is slightly behind schedule as it is undergoing significant review to improve processes.

13.2.3 The Committee noted the report.

13.3 Committee Forward Plan Review

13.3.1 The following item was noted:

- Risk Spotlight - pressures around recruitment and retention within the context of strategic risks in connection with support staff. (March 2023)

13.3.2 The Committee noted the Forward Plan.

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

13.4.1 There were no new or emerging items noted.

14 REVIEW OF ACTIONS

14.1 KM confirmed that 2 formal actions were recorded during the meeting.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Thursday 2 March 2023.

15.2 There being no further matters to discuss, the public meeting closed at 1447 hrs.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: MONDAY 3 OCTOBER 2022

16.1 The minutes of the private meeting held on 3 October 2022 were approved as a true record of the meeting.

17 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSC) UPDATE

17.1 Draft Minutes of meeting – 15 September 2022

17.1.1 The draft minutes of the RANSC meeting held on 15 September 2022 had been circulated to the Committee.

17.2 Update of last meeting – 8 December 2022

17.2.1 SB provided an update on discussions held at the RANSC meeting on 8 December 2022.

17.3 The Committee noted the draft minutes and verbal update.

18 KEY CASE UPDATES 2022/23 – QUARTER 2

18.1 LG presented the report to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.

18.2 The Committee noted the report.

19 INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG) UPDATE

19.1 LG informed the Committee that the Industrial Action Tactical Action Group (IATAG) had been stood up replacing the Staffing Tactical Action Group. A number of workstreams sat below the IATAG to take forward the Service's planning arrangements and the key areas were highlighted.

19.2 The Committee noted the verbal update.