



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - PEOPLE COMMITTEE**  
**THURSDAY 2 MARCH 2023 @ 1300 HRS**  
**BY CONFERENCE FACILITIES**

**AGENDA**

- 1 CHAIR'S WELCOME**
- 2 APOLOGIES FOR ABSENCE**
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 4 DECLARATION OF INTERESTS**  
*Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.*
- 5 MINUTES OF PREVIOUS MEETING: 8 DECEMBER 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 3 2022/23**  
7.1 People and Organisational Development (*verbal*) *L Gaya*  
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 UPDATE (attached)** *B Farquharson/  
J Holden*  
*The Committee is asked to scrutinise this report*

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

**OFFICIAL**

**9 PARTNERSHIP ADVISORY GROUP TERMS OF REFERENCE (attached) L Gaja**

*The Committee is asked to recommend this report*

**10 NEW PERFORMANCE MANAGEMENT FRAMEWORK (verbal) R Whetton**

*The Committee is asked to note the verbal update.*

**11 PEOPLE COMMITTEE RISK REGISTER**

11.1 Committee Aligned Directorate Risks (attached) L Gaja

11.2 Risk Spotlight: POD004 (Staff recruitment – Support Staff Recruitment/Retention) (attached) L Gaja

*The Committee is asked to scrutinise these reports*

**12 PARTNERSHIP WORKING**

12.1 Employee Partnership Forum (verbal) S Barron

12.2 Partnership Advisory Group (verbal) L Gaja

*The Committee is asked to note verbal updates.*

**13 REPORTS FOR INFORMATION ONLY:**

*The Committee is asked to note the following reports:*

13.1 **Corporate Onboarding (attached)** D Milligan

**14 FORWARD PLANNING**

14.1 POD Policy Review Schedule Update (attached) M Corry

14.2 Health and Safety Policy Management Arrangements Forward Planning Schedule (attached) J Holden

14.3 Committee Forward Plan Review (attached) M Wylie

14.4 Items for Consideration at Future IGF, Board and Strategy Day meetings M Wylie

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

**16 DATE OF NEXT MEETING**

Thursday 8 June 2023

**PRIVATE SESSION**

**17 MINUTES OF PREVIOUS PRIVATE MEETING: 8 DECEMBER 2022 (attached) M Wylie**

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

**18 PRIVATE ACTION LOG (attached) Board Support**

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

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**19 REMUNERATION, APPOINTMENTS AND NOMINATIONS  
SUB COMMITTEE UPDATE**

19.1 Draft Minutes of last meeting – 8 December 2022 (*attached*)

*F Thorburn*

19.2 Update of last meeting – 2 March 2023 (*verbal*)

*F Thorburn*

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

**20 KEY CASE UPDATES 2022/23 – Q3 (*attached*)**

*L Gaja*

*This report is for information only.*

**21 INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG)  
UPDATE (*verbal*)**

*L Gaja*

*The Committee is asked to note verbal update.*

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**SCOTTISH**  
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**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.

- 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.

- 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 wholetime 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.



- 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.**

## PEOPLE COMMITTEE – ROLLING ACTION LOG



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### Background and Purpose

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

The status of actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 4 actions. A total of 2 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 2 actions noted as completed (Blue status). There is no action categorised as Green status and 2 actions categorised as Yellow status on the action log.

Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
<b>Meeting Date: 2 December 2021</b>						
Item 7.2.19	<b>Performance and Risk Report Quarter 2 2021/22 (TSA):</b> 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)			<p><b>Update (03/03/2022):</b> Meeting with Paul Stollard has occurred. Awaiting outcome of SPPC led workstream considering all aspects of performance reporting to the Board</p> <p>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.</p> <p><b>Update (21/06/2022):</b> 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.</p> <p><b>Update (15/09/2022):</b> TSA progressing work to present options to Chair of PC. Timescale for options being presented is end of Q2.</p> <p><b>Update (08/12/2022):</b> TSA progressing work to present options to Chair of PC. Timescale extended due to staff movements in TSA.</p> <p><b>Update (02/03/2023):</b> Discussion on Training KPIs will take place at the PC/SDC Workshop 9 March 2023. A separate PC only workshop will also be held on 9 March 2023 to discuss POD specific KPIs.</p>

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Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
<b>Meeting Date: 3 October 2022</b>						
7.2.6	<b>Performance and Risk Report Q1 Training Safety and Assurance:</b> In regards to low speed manoeuvres, JH to provide further details on actions arising from the Sub Group in future reports.	JH	December 2022			<p><b>Update (08/12/2022):</b> Presentation to be delivered to the Driver Safety Group on 15 December 2022, an update will be provided to the next PC</p> <p><b>Update (02/03/2023):</b> Proposals submitted to the Driver Safety Group (DSG) on 19 January 2023. Revision of paper requested for scrutiny at next DSG, after which this will be taken to the National Safety and Assurance Board for approval.</p>

Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
<b>Meeting Date: 8 December 2022</b>						
6 6.2	<b>Action Log:</b> The joint People/Service Delivery Committee workshop to be extended to allow PC sufficient time to further consider the Performance and Risk report action.	BST	March 2023		January 2023	<b>Completed (02/03/2023):</b> Additional time has been scheduled (People Cmt only) on 9 March 2023 to allow for discussion relating to the Performance and Risk report.
10 10.1.3	<b>Committee Aligned Directorate Risk:</b> Chair to liaise with SB and Executive officers to discuss detail of a future risk spotlight relating to ongoing pressures around recruitment of support staff.	MW/SB/LG	March 2023		March 2023	<b>Complete (02/03/2023):</b> Report to be presented at the March PC meeting by Lyndsey Gaja.

Report to:	PEOPLE COMMITTEE						
Meeting Date:	2 MARCH 2023						
Report Title:	TRAINING, SAFETY AND ASSURANCE DIRECTORATE PERFORMANCE AND RISK REPORT Q3 2022-23						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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 Q3 2022-23, for scrutiny.						
<b>2</b>	<b>Background</b>						
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 “ <b>Scottish Fire and Rescue Service (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.</b> ” In turn these priorities have been identified in the SFRS Strategic Plan 2022-25.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	For ease of reference, this report has two distinct sections; one for Training and the other for Safety & Assurance, each section reports on key metrics, risk, performance and analysis.						
3.2	Key Highlights for the Training Function content of the report: - <ul style="list-style-type: none"> <li>The Training Section of the Performance and Risk Report is now also reported through the Training Continuous Improvement Board, which has representation from Heads of Service Delivery Areas along with other key stakeholders. This will further strengthen the governance, with the primary aim to drive improvement in Performance. Note, the Safety &amp; Assurance Section already goes to the National Safety &amp; Assurance Board.</li> <li>In order to keep developing the Performance and Risk Report, a reminder that 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. Despite this move there does appear to have been a slight decrease for Q3 in recording overall, this however may have also been impacted by the period/time of year this reporting period covers.</li> </ul>						

	<ul style="list-style-type: none"> <li>• Newly added Bar charts to complement certain line graphs that relate to the Training for Operational Competence (TfOC) aspects of the report are working well and we can now begin to compare from the previous quarter having just introduced this Bar chart in Q2. The benefit of this additional chart 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 3.1 and 3.2 within the report Appendix A). Compliance for the majority of duty systems against the TfOC, remains a steady trend which we want to see improve. A decrease in Volunteer Duty System personnel recording against the TfOC is also clear from the report.</li> <li>• A notable decrease in Volunteer Duty System personnel within Incident Command competence is now being reported against Q2, however it is still above all previous quarters being reported. (See 3.3 Figure 6. within the report Appendix A)</li> <li>• A notable decrease in percentage of personnel competent as a Heavy Rescue Operator is being reported. As detailed in previous reports to the PC, 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 has in Q3 started and should continue to increase as the training is rolled out over the coming quarters.</li> <li>• A notable increase in the completion of FDO (TfOC) training is now being reported. (See 3.2 Figure 5 within the report Appendix A)</li> </ul> <p>3.3 Key Highlight for Safety and Assurance content of the report: -</p> <ul style="list-style-type: none"> <li>• Significant progress is noted in four of the ten plans in place, with Strategic Planning, Performance Communications (SPPC), Finance and Contractual Services (FCS), People and Organisational Development (POD), and Service Development (SD) completing 100% of their overall actions for 2022-23;</li> <li>• All accidents/injuries (including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), have decreased by 4% (28 to 27) when comparing to the same quarter previous reporting year;</li> <li>• There was one RIDDOR reportable accident/injury reported to the HSE in Q3 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 a slip-on icy ground resulting in a musculoskeletal (MSK) lower back injury.</li> <li>• There were 24 Near Misses recorded this quarter;</li> <li>• Acts of violence have increased by 14% (22 to 25) when compared to the same quarter of the previous reporting year. The most significant increase is noted in the East SDA an increase of 125% (4 to 9);</li> <li>• The total number of vehicle accidents across the SFRS has decreased by 10% (74 to 68) when compared to the same quarter in the previous reporting year. A 19% increase is noted in low-speed manoeuvres, with a numerical increase of 9, and a 2% decrease in hitting something fixed or stationary, with a numerical decrease of 4, when compared to the same quarter previous reporting year. The Drivers Safety Group has initiated an SDA Sub-Group to develop an SFRS strategy to address the ongoing increase in low-speed manoeuvres.</li> </ul>
<b>4</b>	<b>Recommendation</b>
4.1	The Committee are asked to scrutinise the report and provide feedback as necessary.
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A –TSA Directorate Performance and Risk Report Q3 2022-23.

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<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Ally Cameron, Area Commander, Training Function and Teresa Kelly, Deputy Head of Safety and Assurance.	
<b>Sponsored by:</b>	Assistant Chief Officer Andy Watt, Training Safety and Assurance	
<b>Presented by:</b>	Deputy Assistant Chief Officer Bruce Farquharson, Head of Training and Jim Holden Head of Safety and Assurance.	
<b>Links to Strategy and Corporate Values</b>		
<p>Strategic Plan 2022-25                      Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.                      Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.  <b>Safety Value:</b>                      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.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>National Safety &amp; Assurance Board (Safety &amp; Assurance Performance Section only)</i>	<i>9 February 2023</i>	<i>For Scrutiny</i>
<i>Training Continuous Improvement Board (Training Performance Section only)</i>	<i>16 February 2023</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>2 March 2023</i>	<i>For Scrutiny</i>





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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**TRAINING, SAFETY AND ASSURANCE DIRECTORATE**  
**PERFORMANCE AND RISK REPORT**  
**QUARTER 3 2022-23**

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## 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 activity and successes for the Training Function within this quarter to support performance improvements and reduce risk include:

- WTFFFP Courses T1/23 and T2/23 commenced on Monday 9th Jan'23 and Wednesday 11th Jan'23 – due to last minute deferrals, 94 new entrants have commenced the programme; the first major assessments (TTM) scheduled for 10th and 14th Feb'23. A 12-week Monday to Friday format course is also running at Newbridge simultaneously for 12 further new entrants.
- Successful IA workshops Dec/Jan'23 -Training working closely with SMARTEU next CPX scheduled for early Feb'23, positive feedback being received, including from HMFSI.
- Early discussions of use of Newbridge for ICL1 / CSU training delivery. Three ICL2 Development Courses completed following Station Commander Process – unsuccessful candidates will be re-assessed. 31 candidates at present have been successful. ICL2/3 refresher schedule to continue, blended delivery approach.
- A fifth SFRS led JOSIC to be held at NTC – candidate numbers returning to pre-pandemic levels, Stadium Day returning facilitated via SAS remotely on Teams. Planning for 6 JOSIC and 3 Stadium days
- The first of 2 Breathing Apparatus Instructor Courses ended on the 27th Jan'23 with 18 new instructors passing. This is the upskilling of personnel within training sites, LSO areas and Operational watches. A second course of a further 18 students commenced on Monday 30th Jan'23. Training are also putting forward measures to re-validate BAI's that currently exist throughout the Service, in order to begin to strengthen our instructor cadre as part of our wider strategy and vision. This re-validation approach will then be considered for further core instructional skills.
- National and Local Instructor restructure within the NSDA now complete and ESDA commenced Jan'23. This greatly supports training deliver plans both at a local and national level, enhances Instructor Health & Wellbeing due to fair distribution of workload and will potentially lead to an increase in operational competence due to increased course delivery. National Training Instructor's as part of the NIP and LSO instructor restructure have provided instructional staff to support training delivery to WIOS throughout Jan and Feb, including BA, SWAH and RTC; this has contributed to the maintenance and development of competence for some of SFRS remote fire crews. Options are also being considered,

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engaging with Rep Bodies and LSO's to ensure opportunities are created for permanent roles in these remote/rural locations, through a provision of on-call training instructors.

- ERD reassessment model near completion with LED support to provide pre-course learning and assessment. Trials are underway having started in Jan'23.
- Emergency Services Network Project - Service wide demonstrations of R5 Kit and additional tablets have commenced to demo the new kit that will be fitted within all red fleet which includes each SDA working group team.
- Since the publication of the initial Operational Clinical Governance Framework Report in September 2021, significant progress has been made in the continuous improvement in the work activities and relationship with SAS. This has resulted in the delivery of improved casualty care outcomes to our communities and improved competency of operational personnel, with the SFRS TfOC Casualty Care Learning now live for all operational personnel. The Training Function will begin shortly to complete a review of the SFRS Instructor qualifications and look at an options appraisal for the potential delivery of casualty care training by SAS or a 3rd party provider.
- TNA 2023/24 - Communication and engagement with all LSO's informing them of a more fluid quarterly approach to TNA for 2023/24 based on TOM. There is an absolute need from LSO management teams to QA and ensure right people are on the right courses at the right time.
- TfOC - Firefighter – Watch Commander - Development work concluded with the creation of learning content for Q4 2022/23. This includes Core Skills, High Rise with Lifts & Escalators and Cyber Security. Flexi Duty Officer (FDO) modules for 'Operational Assurance' have been designed and now deployed.
- Wildfire training team in Highland continue to develop the Level 2/3 course content for the delivery of a Pilot course to a Highland On-Call Focus Group which started Jan' 23.
- Central staffing collaborative restructure progressing well, formal consultation process now complete - proposal will now be developed in conjunction with Rep Bodies on the most suitable structure following the consultation. Implementation is likely to be early 2023.



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;





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- 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

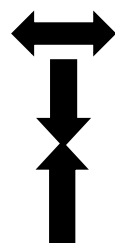
Directorate objective	Update on significant successes/challenges	Action taken to mitigate/reduce risk	Link to Risk Register (risk movement)	Progress from last quarter
<p>Ensure there is sufficient staff capacity and resources available to meet Service training demand.</p>	<p>Continued focus on risk critical training and additional training requirements highlighted due to the current pension remedy situation.</p> <p>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.</p> <p>Revised Training Plans now in place for 2022/23 to deliver the requirements of the TNA and additional requirements from above.</p>	<p>Localised Training delivery for both Acquisition and Refresher courses being used for all courses that local facilities allow.</p> <p>GC's currently reviewing courses aligned to their references, this is with a view to see where further efficiencies could be made with any pre-learning and a digital first approach to further increase capacity.</p> <p>Discussion ongoing with partners around shared course delivery.</p> <p>TNA meeting took place to discuss revised process. Courses to be scheduled based on the TOM for all Specialist skills. TNA to be reviewed Quarterly to allow for reprioritising of course delivery as required.</p> <p>Reengagement of staff with current Instructional Qualifications being fully explored with a view to increase Instructor numbers and course delivery.</p> <p>National CC / WC in process. Priority to be given to filling as many vacant instructor posts as possible.</p> <p>TSA / LSO Instructor restructure now established within the NSDA.</p> <p>Workforce Planning / POD to finalise the new position references for all LSO Instructors moving over to TSA. Final confirmation of structure and SC positions still required. Instructor merger / restructure process to take place in the ESDA in Q4.</p>	<p>SR5</p> 	




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<p>Develop and facilitate implementation of an in-house Health and Safety Management Information System (HSMIS).</p>	<p>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.</p>	<p>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</p>	<p>TSA5/SR4  </p>	
<p>Develop and facilitate SFRS, SDA/Directorate Health &amp; Safety (HS) Improvement Plans.</p>	<p>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.</p>	<p>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</p>	<p>TSA5/SR4  </p>	




**Table 1: Risk Movement**

**Link to Risk Register**



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

**Progress from last Quarter**

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

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

**Table 2: Outcome 3**

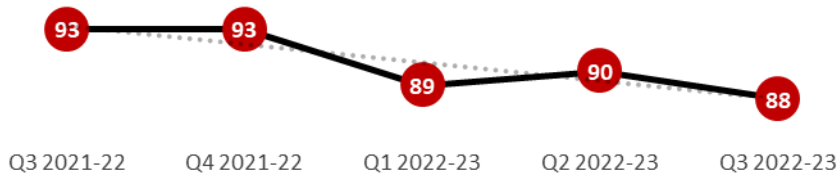


### 3.1 Operational Core Skills – TfOC (% of Staff deemed competent against requirement)

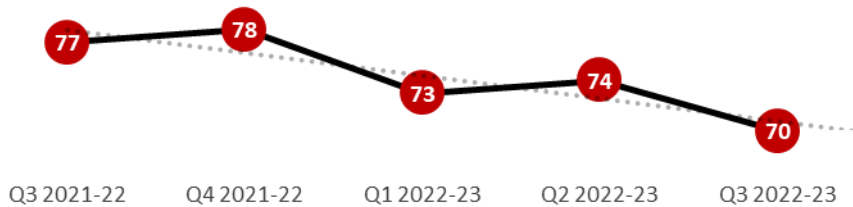
The Operational Core Skills Modules within the TfOC are pre-populated and continue to operate on a 12-month rolling programme. The Q3 2022-23 figures for the 5 Core skills of BA, Fire Behaviour, Tactical Ventilation, RTC/Extrication, Casualty Care, Hazardous materials and Water awareness remain broadly consistent when compared with the previous quarters. There was however a slight drop across all three duty groups, this could be attributed to a more sizeable learning piece required with regard to the Advanced modules for Q3 which included acquisition of Animal Rescue training, there may have also been some time lost due to the time of year this period covered.

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)



Retained Duty System (RDS)



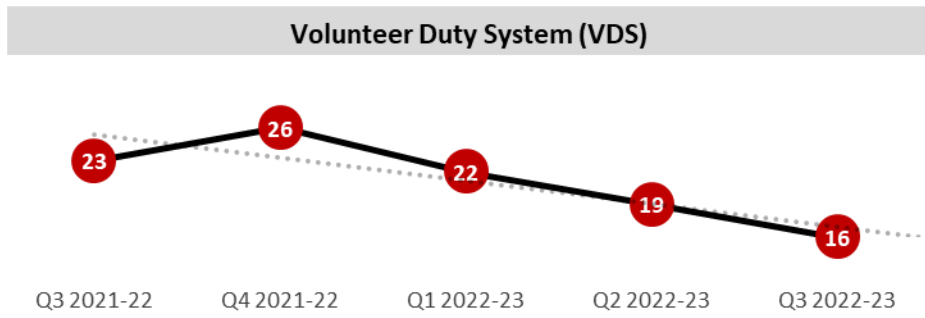


Figure 1: Operational Core Skills

This bar chart (Figure 2.) complements Figure 1 and uses a RAG status for the period headlined (Q2&Q3 2022-23). The benefit of this additional graph is that it 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&Q3 2022-23**



Figure 2: Core Competence – Bar Graph

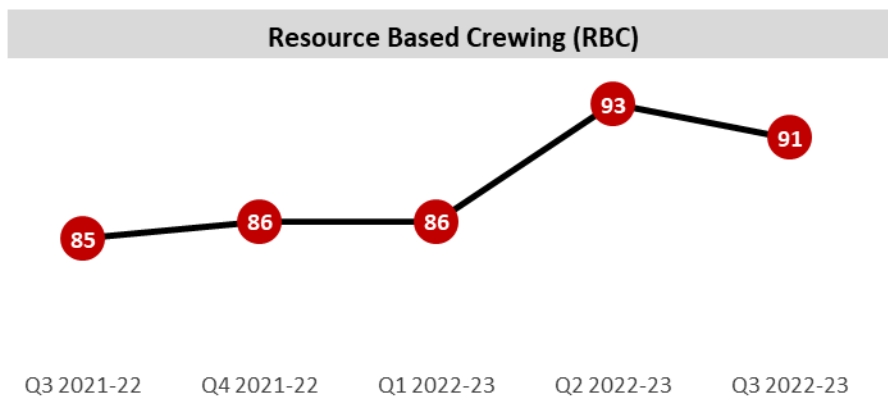
### 3.2 Advanced, Support and Emerging Risks Modules - TfOC (% of Staff deemed competent against requirement)

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. Q3 Modules included Animal Rescue, Railways and Adult & Child Safeguarding.

The Q3 figures for Resource Based Crewing (RBC), Retained Duty system (RDS) and Volunteer Duty System (VDS) show a slight drop against the previous quarter.

The reason for this drop may be attributed to the size of the Animal Rescue learning module. This module covers a significant amount of content and as such, takes longer for learners to complete.

The ongoing support provided from the Learning and E-Development Team; assisting learners with remote options to access content, has proved to be well received. Ongoing liaison with SDA partners continues to support personnel.



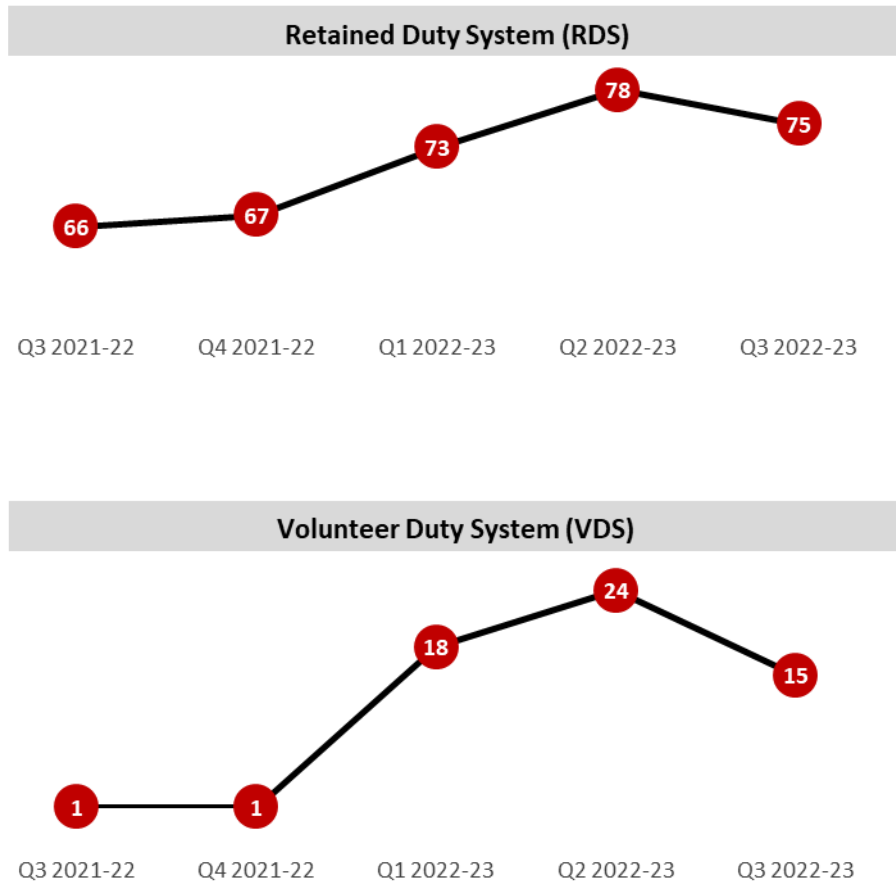


Figure 3: Advanced, support and emerging risks module

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 bar chart (Figure 4) to complement Figure 3 again uses a RAG status for the period headlined (Q2&Q3 2022-23). 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. It should be noted that VDS modules are based on station risk profile and that Service Delivery are required to notify Training for individual PDRpro accounts for VDS Station personnel to be reflected and modules removed. Training have had minimal requests to date which might be contributing to the performance reported. Training are making attempts to increase Service Delivery awareness of this need:

**Advanced, support and emerging risks modules Q2&Q3 2022-23**



Figure 4: Advanced, support and emerging risks modules – Bar Graph

The Q3 2022/23 Flexi Duty Officer (FDO) TFOC shows an encouraging 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.

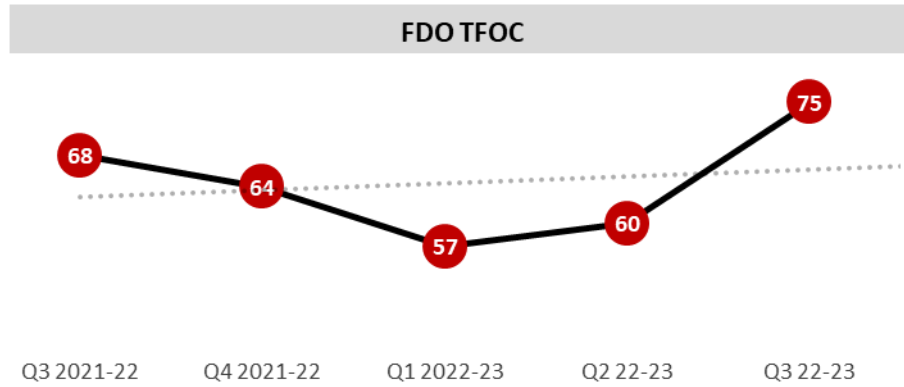


Figure 5: FDO TFOC

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

Incident Command Competence across all staffing groups continues to show a high level of performance with the National Incident Command Team continuing to support, with personnel and quality assurance, the delivery of ICA and ICL1 courses at National and Local training venues. The development of the ICL1 modular delivery for remote/rural areas will enhance the service’s capacity particularly for On-call and Volunteer Duty System. This saw a notable drop in Q3 but is still above previous quarters and can move like this due to the smaller numbers being reported and any recent changes in personnel.

ICL2/3/4 competency targets are now back to pre-covid levels with the programming of the refresher courses tracking the currency requirements. Any shortfalls are due to unavoidable short notice or pre planned cancellations which are rescheduled as soon as practicably possible.

The current figures are consistent with previous quarters however, the Pension Remedy, potential IA and any possible pay increase is impacting on Incident Command Competence with Incident Commanders of all levels leaving the Service (or waiting for remedy outcomes). This is an area of note to monitor that, with increasing numbers of promotions and the requirement for attainment of new ICL qualifications, may impact capacity for refreshers. However, refresher training has been programmed in early to ensure minimal impact.

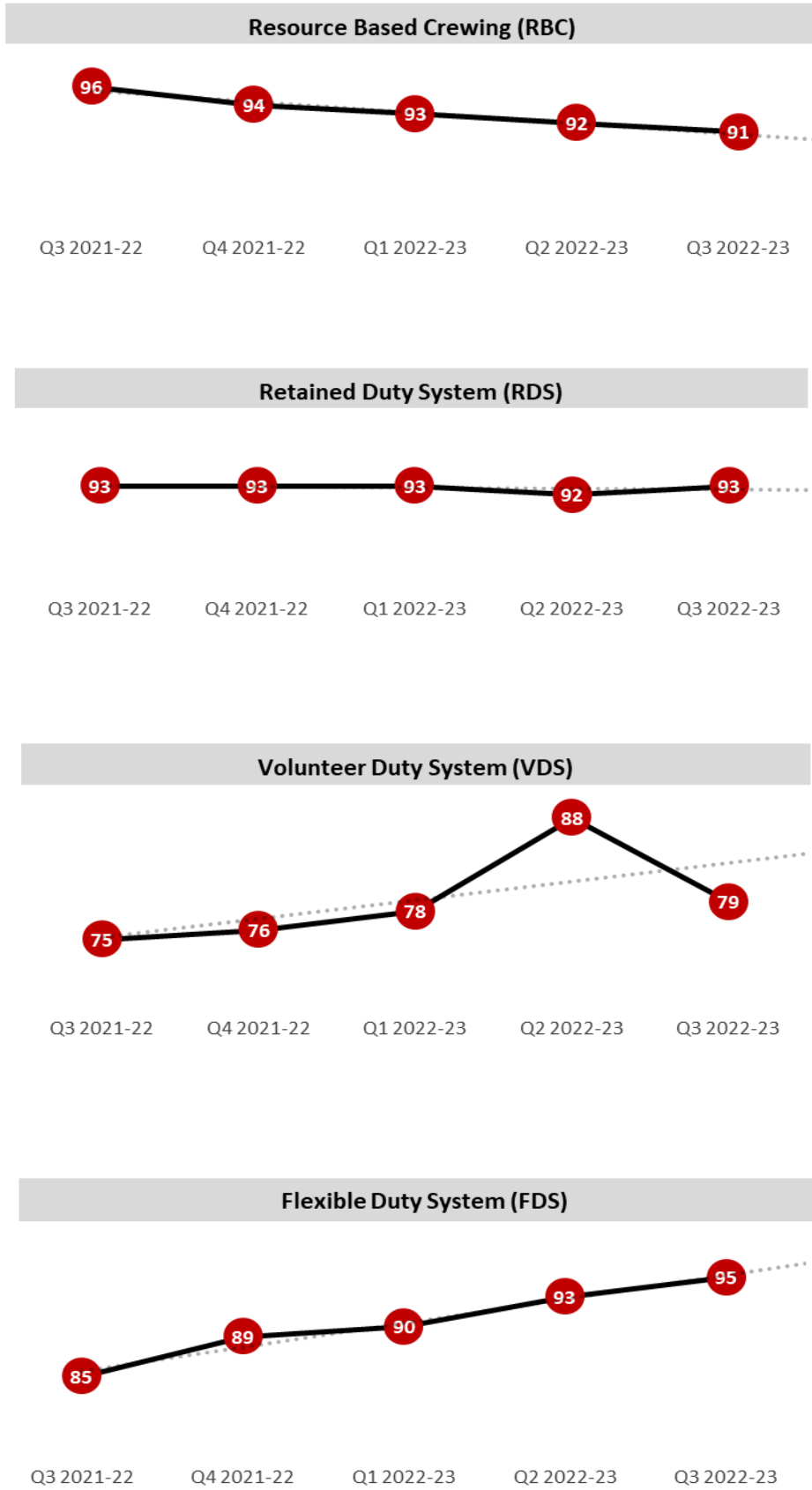


Figure 6: Incident Command Competence

### **3.4 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.

Heavy Rescue (HR) competence experienced a slight decrease in Quarter 2 due to the challenges of procuring vehicles for training course delivery and also due to the fact that the Heavy Rescue Instructors involved were also required for the delivery of the Wholetime Firefighter Foundation Programme. These challenges have continued in Q3 and are still anticipated in Q4. Although this has led to 2 courses needing to be cancelled, due to now being able to deliver HR training in the NSDA along with the NTC and being able to delivered courses back at maximum candidate capacity, there has still been an improvement in HR competencies. A further 2 courses are scheduled for Q4 which will further enhance competency levels in the pursuit of achieving the revised operating model. In the next Training year 2023/24, HR CPD courses will be run locally were possible to ensure the maintenance of staff competencies. This HR CPD programme will ensure that level of HR competency does not experience a significant decrease as was seen previously as staff will remain current in their HR capability.

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. Instructor courses are being planned to allow currencies to be kept up at station level and quality assured by National Instructors.

Urban Search and Rescue (USAR) competence has seen gradual improvement through the delivery of a series of USAR Technician acquisition and trench 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. USAR team are scheduled to attend Outreach Rescue (Wales) for confined space instructor courses and Moreton on Marsh Fire Service College for tunnelling and shoring courses during March and April 2023.

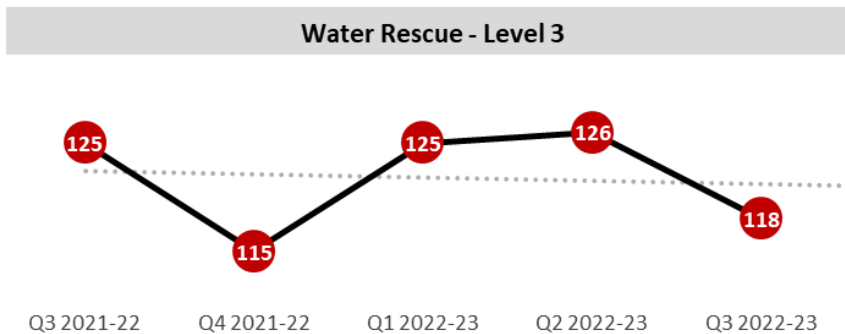
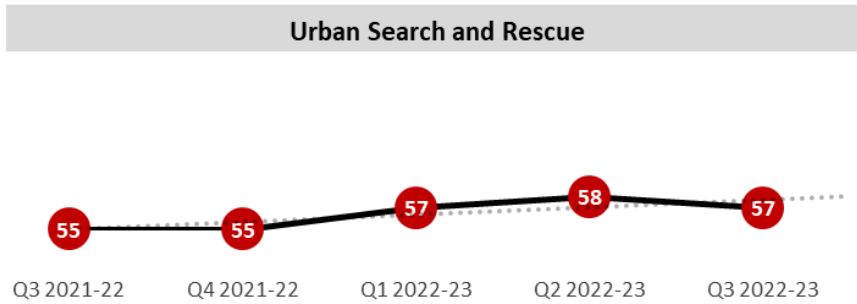
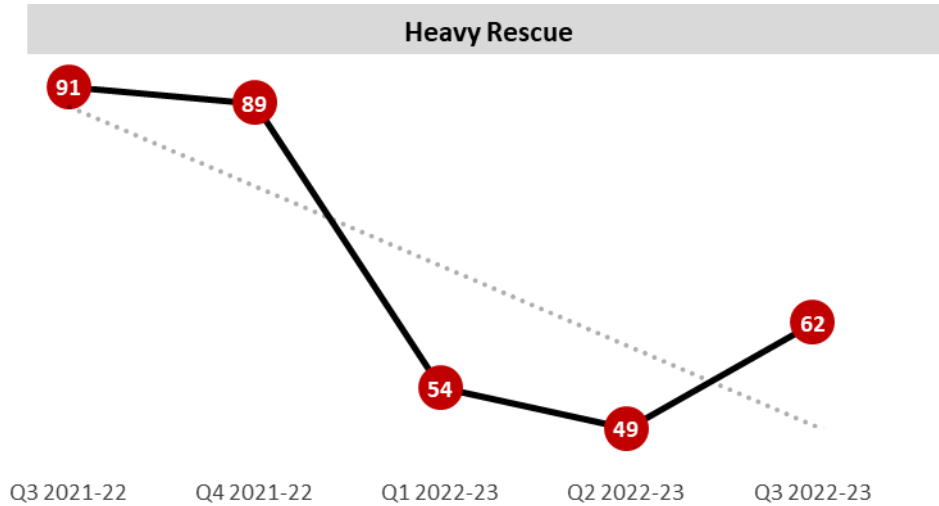
Mass Decontamination competency has seen an slight decrease in performance compared to Q2 which is due to the increase in trench and operators courses however this is expected to improve going forward following upskilling of personnel. Organised collaborative training with Scottish Ambulance Service (SAS) has been postponed due to ongoing SAS funding issues.

Rope Rescue competency has remained constant over Q2 and Q3 with further Rope Rescue Operator acquisition courses schedule over the next quarter.



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It is important to highlight at this time, that future planned courses and competencies relating to TfOC may be adversely impacted if Industrial Action was to take place. This will be monitored closely and remedial 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.



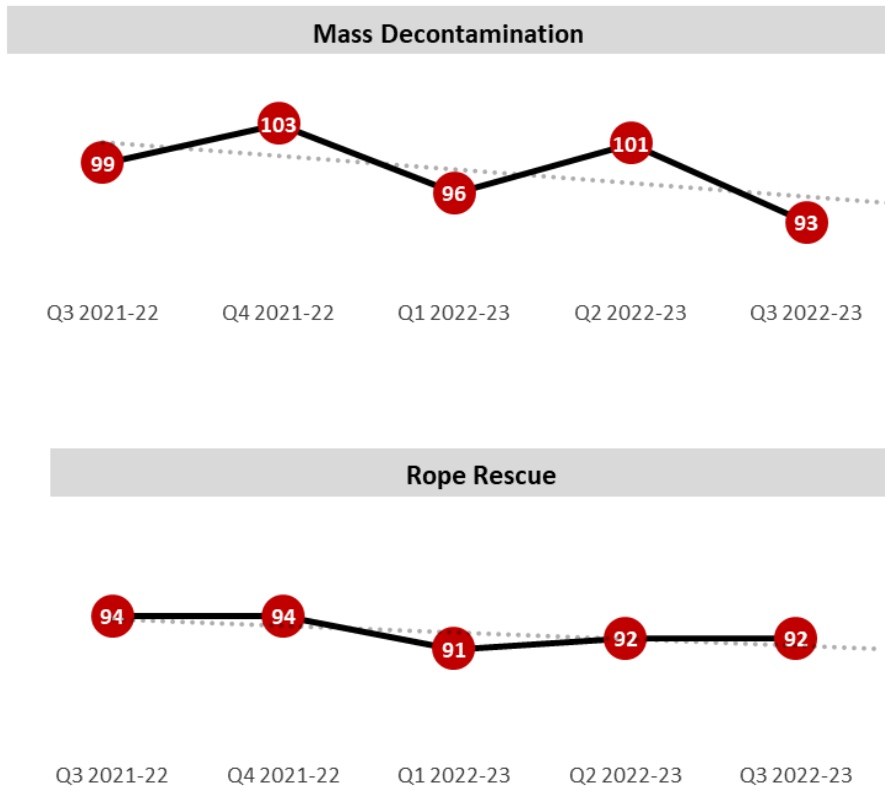


Figure 7: Specialist Rescue Competence

## 4 HEALTH AND SAFETY ANALYSIS

There is one overarching SFRS HS Improvement Plan. It is supported by ten bespoke plans, one for each Directorate. The Q3 2022/2023 completion status is denoted in the table below (Table 1).















HEALTH AND SAFETY IMPROVEMENT PLAN PROGRESS REPORT								
QUARTER 3 2022-23								
	Total No of Actions Year to Date (YTD)	% Progress Towards Completion YTD	Progress Against Overall Plan	Outstanding Actions Q3 2022-23				
				Complete	0-20% Complete	21-40% Complete	41-70% Complete	71-99% Complete
Scottish Fire and Rescue Service	91	73%		66	13	0	1	11
Service Delivery Areas (SDA)/Directorates								
North SDA (NSDA)	19	79%		15	3	0	0	1
East SDA (ESDA)	19	95%		18	0	0	1	0
West SDA (WSDA)	19	95%		18	1	0	0	0
Finance and Contractual Services (FCS)	20	100%		20	0	0	0	0
People and Organisational Development (POD)	30	100%		30	0	0	0	0
Prevention and Protection (P&P)	29	83%		24	2	0	1	2
Operations (OP)	27	78%		21	6	0	0	0
Strategic Planning, Performance and Communications (SPPC)	18	100%		18	0	0	0	0
Training, Safety and Assurance (TSA)	81	84%		68	10	2	1	0
Service Development (SD)	19	100%		19	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 Q3 actions is presenting as 73% (66 of 91) complete. When comparing the percentage completion within the same period in the previous reporting year (61%), a 12% increase is noted. Significant progress is noted in four of the ten plans in place, with FCS, SPPC, POD, and SD completing 100% of their overall actions for 2022-23.

Of the 25 outstanding actions, analysis shows 44% (11 of 25) are over 70% complete. The Health and Safety Department will continue to engage with business partners to assist in progressing all outstanding actions.

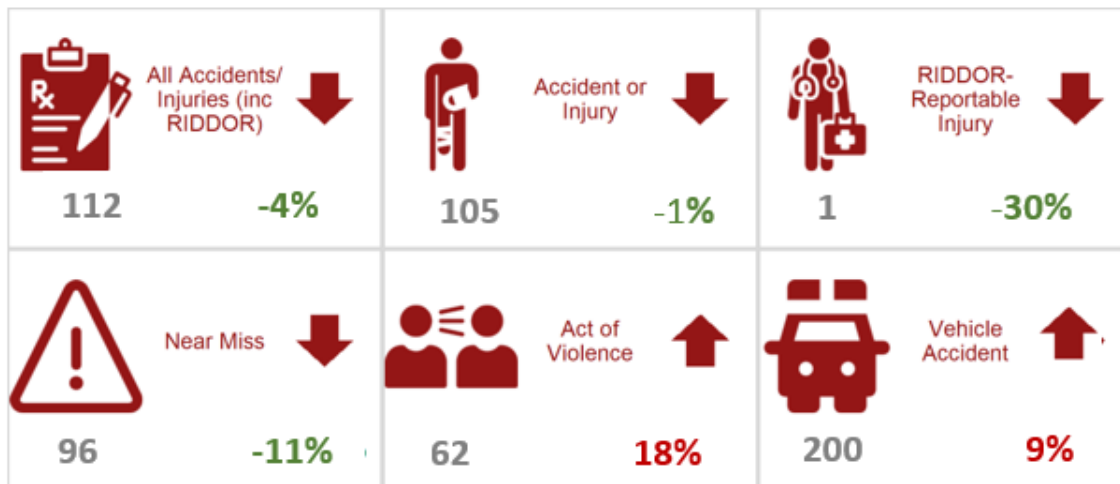
**Action Points:**

- To conduct various health and safety assessments including Personal Protective Equipment, Working at Height, and Confined Space;
- Develop and implementation of a clear process to review risk control documents within defined timescales;
- Implementation of a programme of management self-audits; and
- Develop a new framework for Health and Safety Management Arrangements.

**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 Q3 each year from 2019-20 onwards.

Event Type	2019-20	2020-21	2021-22	2022-23
Injury (excluding (RIDDOR)	137	107	107	105
<b>RIDDOR-Reportable Injury</b>	<b>24</b>	<b>14</b>	<b>9</b>	<b>7</b>
Near Miss	152	118	113	95
Act of Violence	47	48	51	62
Vehicle Accident	198	166	214	200
<b>Total</b>	<b>558</b>	<b>453</b>	<b>494</b>	<b>470</b>

**Table 4: Trend Comparisons Year-To-Date**

The table below shows year-to-date activity totals to the end of Q3 each year from 2019-20 onwards.

Activity	2019-20	2020-21	2021-22	2022-23
Operational	66	55	48	42
Non-Operational	44	27	38	38
Training	51	39	30	32
<b>Total</b>	<b>161</b>	<b>121</b>	<b>116</b>	<b>112</b>

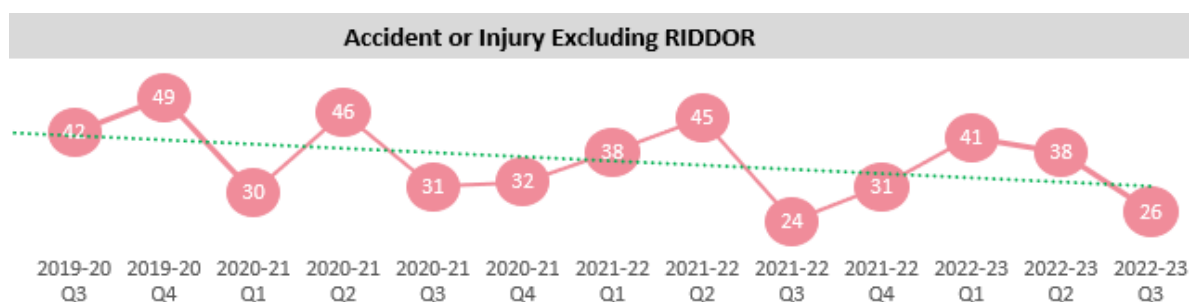
**Table 5: Activity Year-To-Date**

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 – Q3 2019-20 to Q3 2022-23

The panel charts below show the overall quarterly totals from Q3 2019-20 to Q3 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.



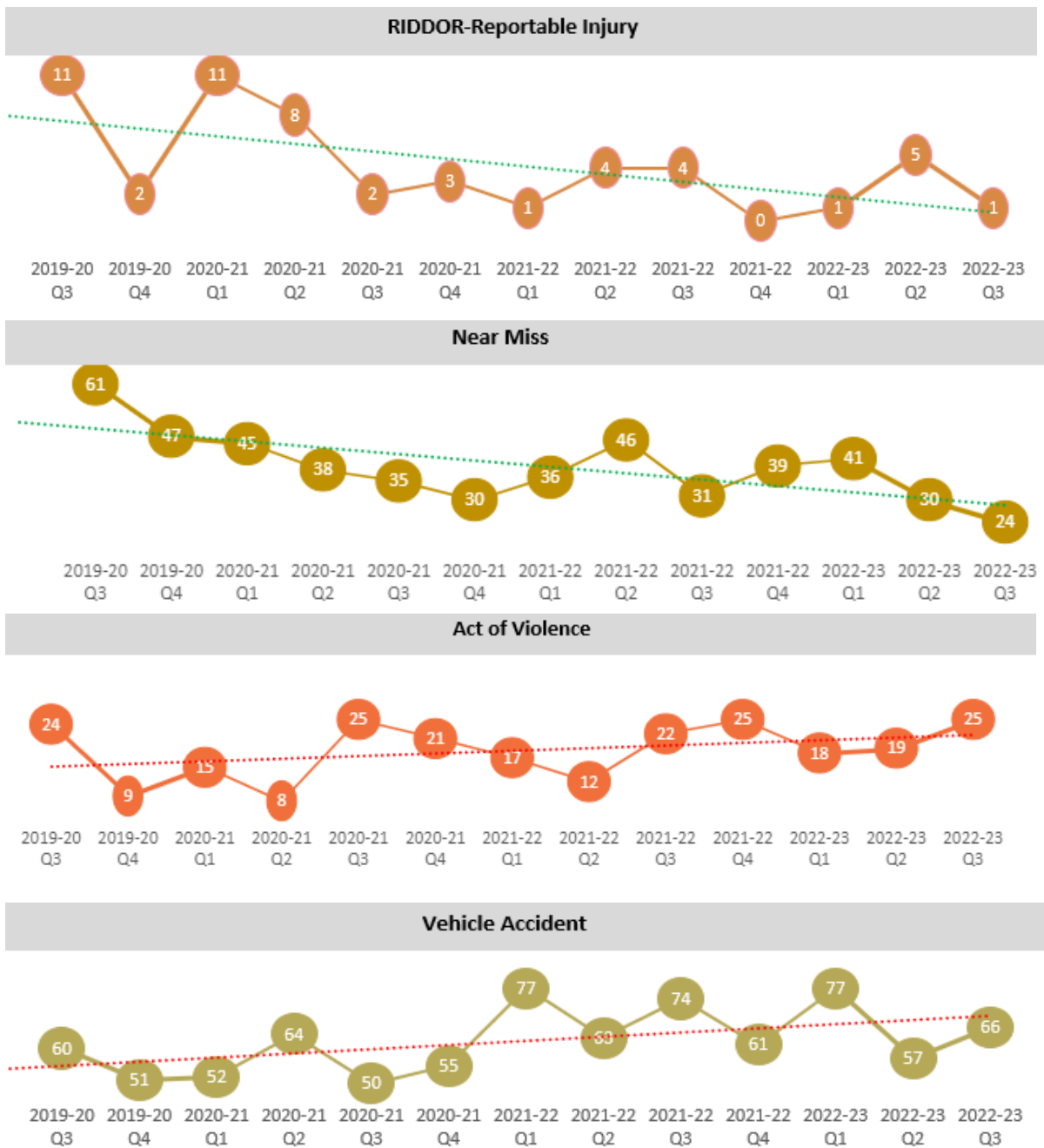


Figure 9: Quarterly KPI Totals Q3 2019-20 to Q3 2022-23

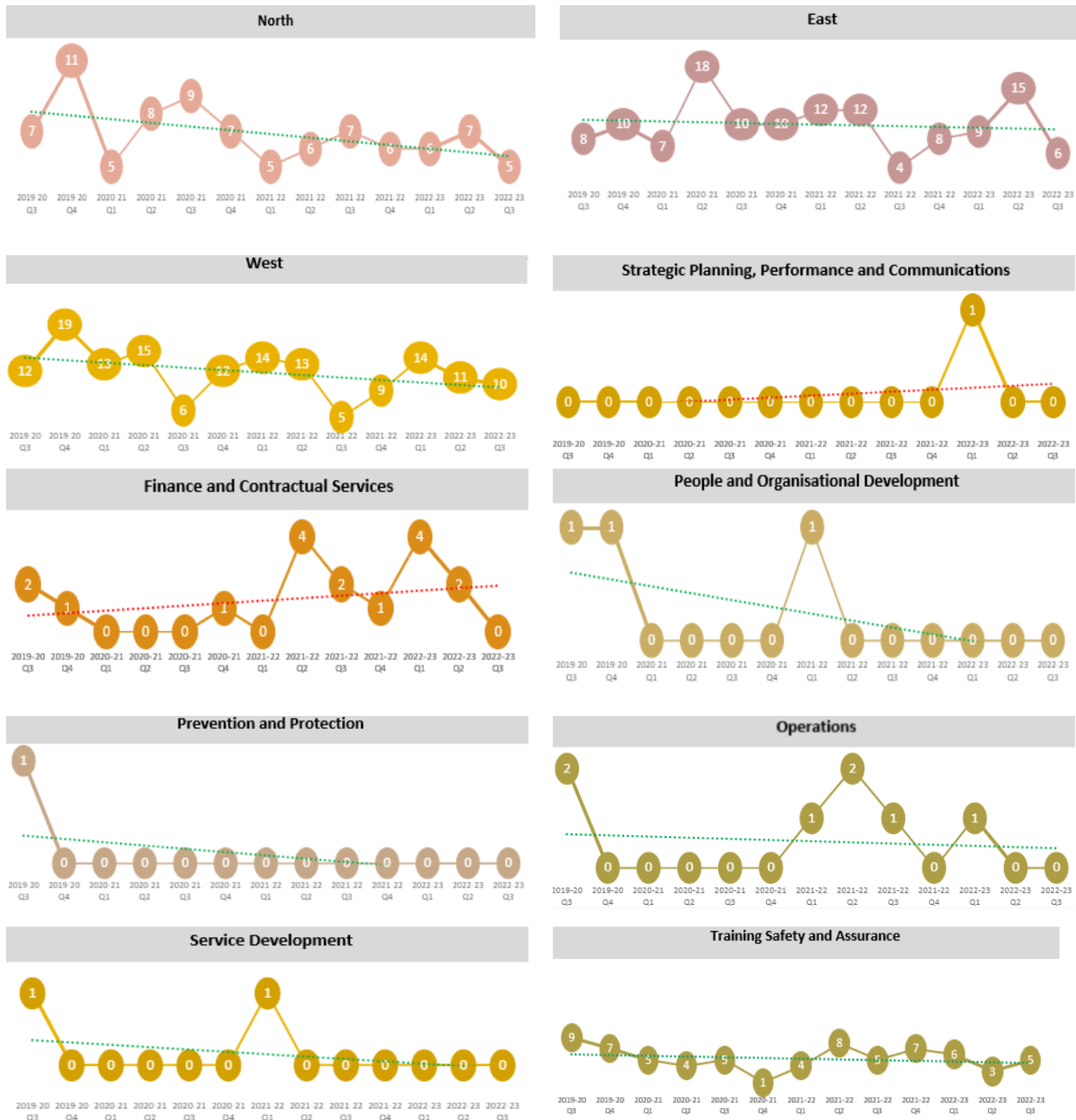
The 4-year period denotes the following:

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

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



**SDA/Directorate Accidents/Injuries (excluding RIDDOR) – Q3 2019-20 to Q3 2022-23**



**Figure 10: SDA/Directorate AI Q3 2019-20 to Q3 2022-23**

An improvement over the 4-year period is seen in the North, East and West SDAs and the Ops, POD, P&P, SD, and TSA Directorates/Functions where there has been a reduction of all accidents/injuries (excluding RIDDOR) recorded.

When considering Q3 data with the same quarter previous reporting year, the North SDA saw a 29% (7 to 5) decrease, the East SDA saw a 50% (4 to 6) increase, the West SDA saw a 100% (5 to 10) increase, Operations saw a 100% (1 to 0) decrease, FCS saw a 100% decrease (2 to 0), and TSA remained static (5) in accidents/injuries (excluding RIDDOR).

RIDDOR Reportable Accidents/Injuries – Q3 2019-2020 to Q3 2022-23

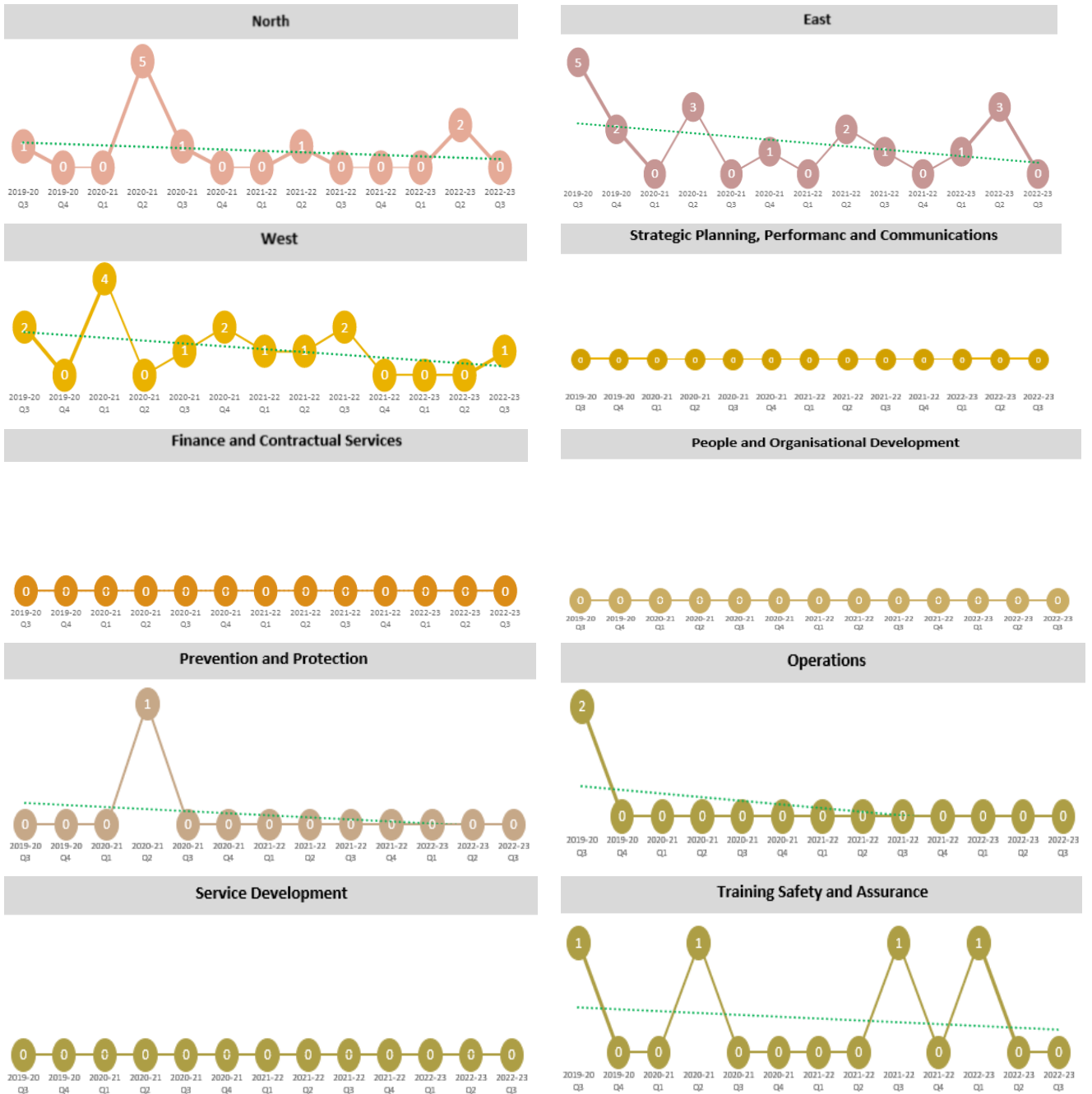


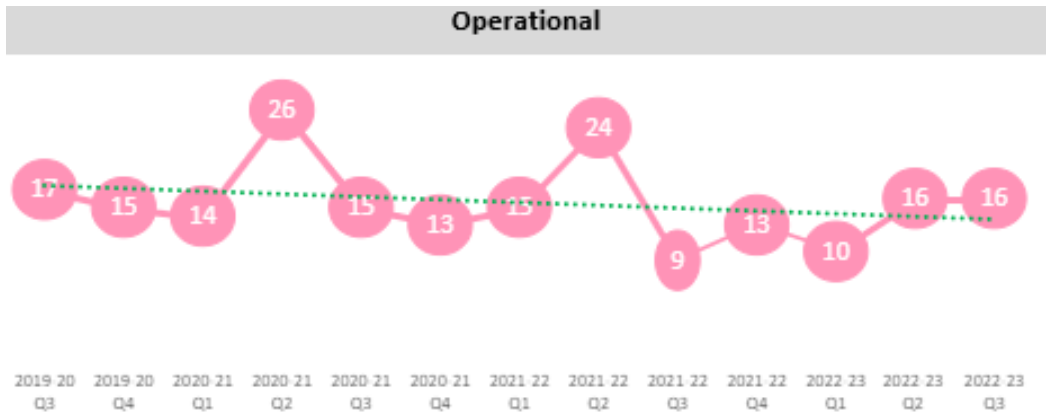
Figure 11: SDA/Directorate RIDDOR Reportable Accident/Injuries Q3 2019-20 to Q3 2022-23

An 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 Q3 there was 1 RIDDOR reportable accident/injury compared to 4 during the same quarter the previous reporting year. This event was an over 7-day absence that occurred during SDA Led training and related to being injured whilst taking part in a casualty handling exercise, resulting in a back injury.



**Operational Accident/Injuries Q3 2019-20 to Q3 2022-23 (Including RIDDOR)**



**Figure 12: Operational Accident/Injuries Q3 2019-20 to Q3 2022-23**

The Operational Accident/Injury (AI) trend is gradually decreasing over the four-year period.

During Q3 2022-23, 31% (5 of 16) of operational AIs were recorded as primary fires compared to 44% (4 of 9) in the same quarter the previous reporting year. The numerical increase can be attributed to an increase in the number of events occurring in the developing phase of the operational incident (1 to 3). 12% (2 of 16) occurred at secondary fires, a 100% increase in the same quarter previous reporting year. This increase can be attributed to an increase in the number of events occurring in the initial phase of the operational incident (0 to 2).

6% (1 of 16) occurred at a false alarm compared to 20% (2 of 9) in the same quarter previous reporting year.

44% (7 of 16) occurred during special service incidents, an increase of 7% and a numerical increase of 2 when compared to the previous reporting year. 71% (5 of 7) were associated with musculoskeletal (MSK) injuries, 1 occurred at a water rescue incident which resulted in a knee injury, 1 at a flooding incident which resulted in a lower back injury, 1 at an animal rescue incident which resulted in a lower back injury, and 2 whilst mobilising to the station in response to a pager call, both resulted in lower back injuries. Of the remaining 29% (2 of 7) events, both occurred at flooding incidents, 1 resulted in cuts to the head area and the other resulted in cuts to the hand and elbow.

The remaining 6% (1 of 16) had insufficient information recorded.

**Non-Operational Accident/Injuries – Q3 2019-20 to Q3 2022-23 (Including RIDDOR)**

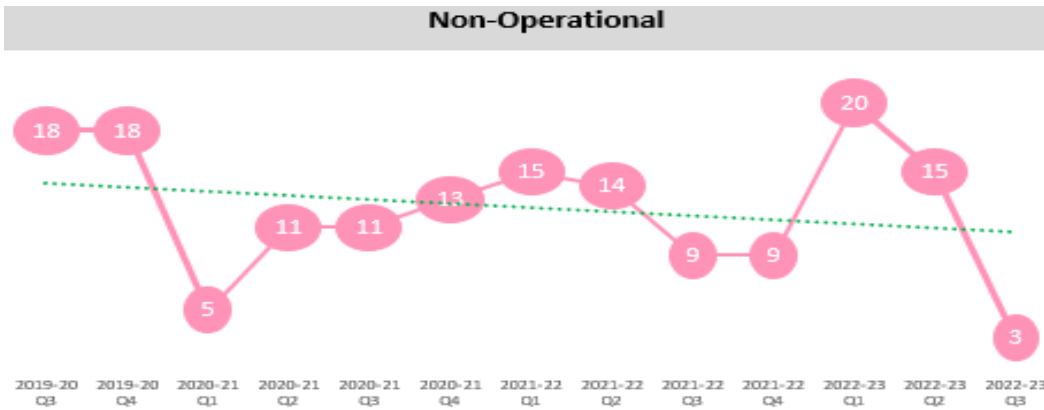


Figure 13: Non-Operational Injuries Q3 2019-20 to Q3 2022-23

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

Compared to Q3 data from the previous reporting year, there has been a 67% decrease (9 to 3). 67% (2 of 3) of accidents/injuries reported involved uniformed staff, representing a 22% decrease, and a numerical decrease of 6 in this category when compared to the same quarter previous reporting year. Both of these events resulted in MSK injuries, 1 upper limb and 1 lower back.

The remaining 33% (1 of 3) involved support staff, representing a 22% increase however numerically remains consistent when compared to the same quarter previous reporting year. This event resulted in an MSK upper limb injury.

All events occurred within the station premises e.g. moving pieces of equipment, personal hygiene and dismounting an appliance.

**Training Accident/Injuries – Q3 2019-20 to Q3 2022-23 (Including RIDDOR)**

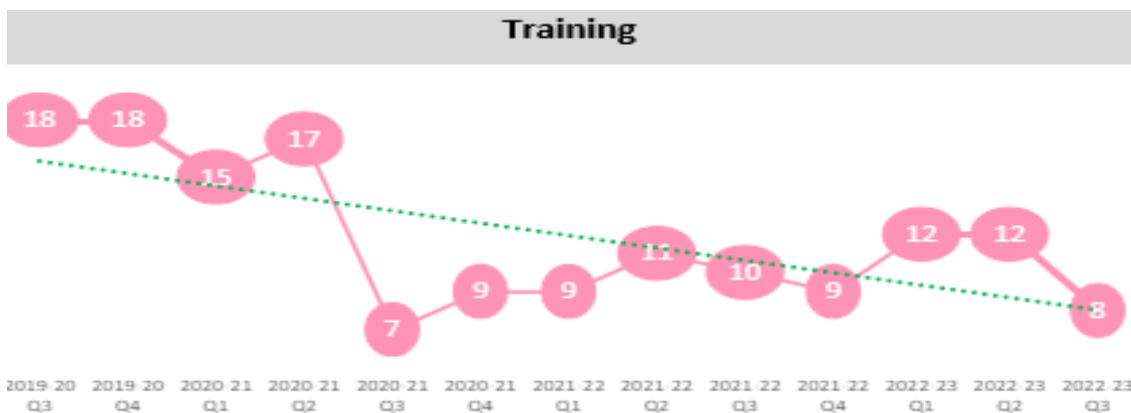


Figure 14: Training Injuries Q3 2019-20 to Q3 2022-23

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

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When considering Q3 data, 50% (4 of 8) of training related accidents/injuries occurred during refresher training, representing a 20% decrease and a numerical decrease of 2 for the same quarter previous reporting year. 50% (4 of 8) of accidents/injuries are categorised as initial training, representing a 5% increase however a numerical decrease of 1.

50% (4 of 8) occurred during SDA led training, representing an increase of 5% in this category when compared to the same quarter previous reporting year, however a numerical decrease of 1. Two events occurred during ladder drills, 1 resulted in a lower back MSK injury whilst lifting the ladder and the other resulted in a hand injury whilst clearing the head of the ladder. 1 occurred during Breathing Apparatus (BA) training and resulted in a manual handling injury whilst lifting a casualty simulator. The remaining event occurred during RTC training and resulted in debris entering the eye.

The National training data shows that numerically the training accident/injuries remain the same (4) when compared to the same quarter previous reporting year. One event occurred during BA training, resulting in a burn to the hand whilst carrying out a carbonaceous attack box exercise, 1 occurred during Trench Operator training and resulted in an MSK lower back injury whilst moving a trench panel, and 1 occurred during RTC training and resulted in a face injury whilst removing the car door. The remaining event occurred during on-station pump drill training where the IP reported feeling unwell.

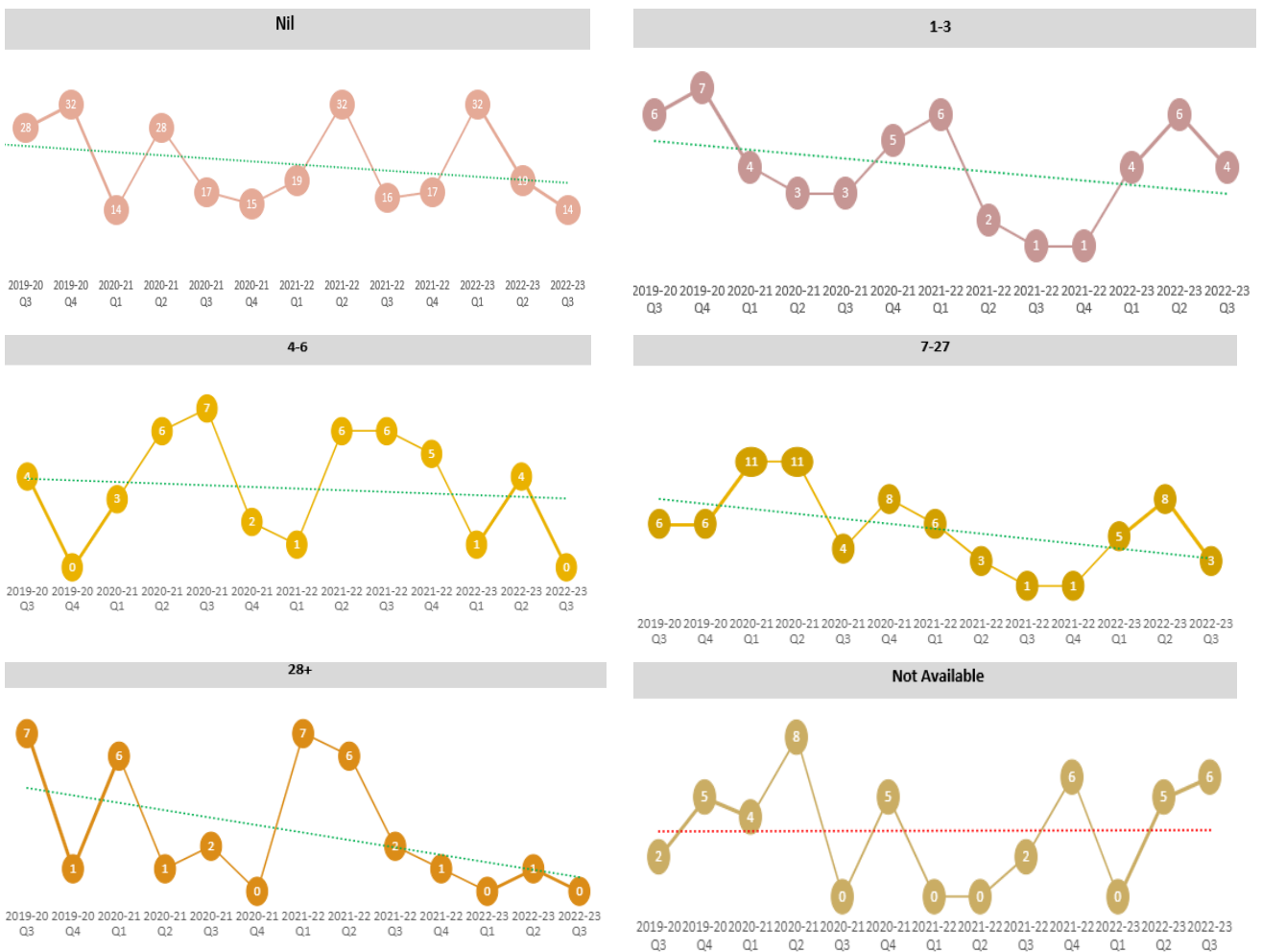
With consideration to SDA led training, the West (1) and East SDAs numerically remain the same (2) when compared to the same quarter in previous reporting year.

The North SDA shows a 50% decrease (2 to 1) in SDA led training when compared to the same quarter in previous reporting year albeit the numbers are low. All related to refresher training, 50% (2 of 4) occurred during ladder drills, 25% (1 of 4) occurred during RTC training, and the remaining event occurred during BA.

### **Action Points:**

- Firefighters to check ground conditions before dismounting appliances;
- SDA to remind staff of the importance of hydration;
- 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 – Q3 2019-20 to Q3 2022-23**



**Figure 8: Working Days Lost Q3 2020-21 to Q3 2022-23**

There were 3 accidents/injuries aligned to the 7-27-day absence pattern, representing a 200% increase (1 to 3) when compared to the same quarter in the previous reporting year. 33% (1 of 3) of these events are linked to MSK injuries e.g. lower back 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**

Q3 2021-22		Q3 2022-23	
Slips, trips and falls	10	Slips, trips and falls	9
Manual Handling/Body Movement	4	Manual Handling/Body Movement	7
Hot/Cold	4	Impact (moving object)	2

**Table 6: Three Most Common Accidents/Injuries by Causation Q3 2021-22 to Q3 2022-23**

The most common cause of accidents/injuries during Q3 was slips, trips and falls accounting for 33% (9 of 27) of the total reported. This represents a decrease of 1% in this category when compared to the same quarter previous reporting year, numerically a decrease of 1. Further analysis of slips, trips and falls injuries show that there was one RIDDOR reportable injury recorded in Q3, numerically remains the same when compared to the same quarter in the previous reporting year.

67% (6 of 9) of slips, trips and falls injuries occurred whilst attending operational incidents, 50% (3 of 6) resulted in MKS injuries. All events on the incident ground occurred due to the lack of situational awareness.

33% (3 of 9) of slips, trips and falls injuries occurred whilst undertaking non-operational activities, 1 related to dismounting an appliance, 1 whilst moving pieces of equipment, and the remaining event related to IP taking a shower. All resulting in MSK injuries; 2 upper limbs and 1 lower back.

Manual handling/body movement accounted for 26% (7 of 27) of the total accidents/injuries reported. This represents an increase of 12% in this category when compared to the same quarter previous reporting year, numerically an increase of 3. Further analysis of manual handling/body movement accidents/injuries shows that 43% (3 of 7) occurred whilst attending operational incidents, 2 resulted in MSK injuries e.g. lower back and knee injuries. The remaining operational event resulted in an injury to the lower arm.

57% (4 of 7) of manual handling/body movement injuries occurred whilst undertaking training activities, 2 related to ladder drills which resulted in 1 MSK lower back injury and 1 thump injury, 1 related to a BA exercise which resulted in a groin injury, and the remaining event related to a Trench Operator exercise resulting in an MSK lower back injury.

Impact with a moving object accounted for 7% (2 of 27) of all accidents/injuries reported during Q3, representing an increase of 4% in this category when compared to the same quarter in the previous reporting year, and a numerical increase of 1.

50% (1 of 2) of impact with moving object injuries occurred whilst attending an operational incident and resulted in cuts to the head due to a wall collapsing.

50% (1 of 2) of impact with moving object injuries occurred whilst undertaking training activities, and occurred during RTC training. This event resulted in a facial injury due to the car door moving whilst spreading from the bottom hinge.

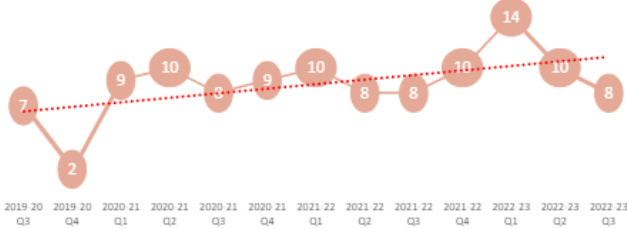
**Action Points:**

- 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.

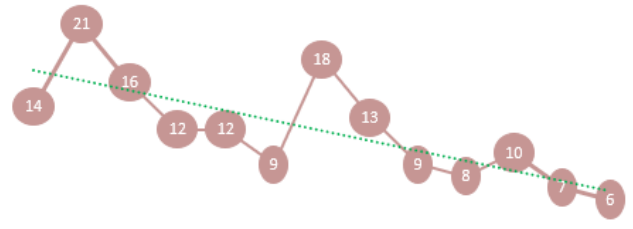


**Near Misses by SDA/Directorate – Q3 2019-20 to Q3 2022-23**

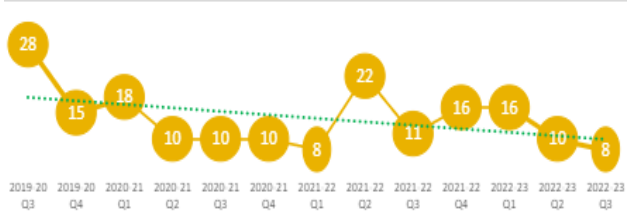
**North**



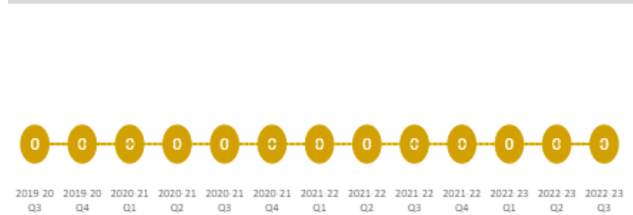
**East**



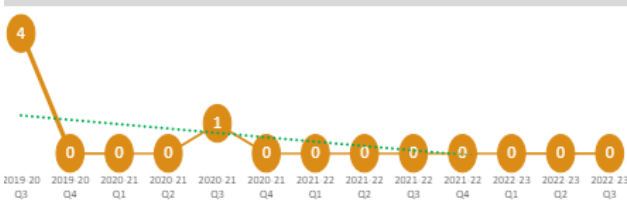
**West**



**Strategic Planning, Performance and Communications**



**Finance and Contractual Services**



**People and Organisational Development**

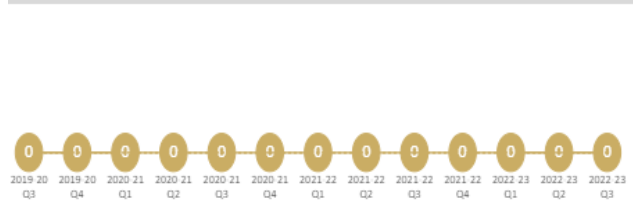




Figure 16: Near Misses by SDA/Directorate Q3 2019-20 to Q3 2022-23

There were 24 near misses recorded this quarter, with 1 RIDDOR reportable event, showing a reduction in frequency 24:1 compared to 33:1 in the same quarter previous reporting year.

When considering the number of near misses (24) in relation to the number of RIDDOR reportable events (1) we see a ratio of 0.04:1 which is a reduction in frequency compared to 0.03:1 when compared to the same quarter in the 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 TSA, there were no near miss reports raised in any of the other Directorates during Q3.

Operational near misses accounted for 4% (1 of 24) of the total reported, representing a 37% decrease and a numerical decrease of 12 when compared to the same quarter in previous reporting year. A further 62% (15 of 24) occurred during non-operation activities, representing a 44% increase in this category when compared to the same quarter in previous reporting year, and a numerical increase of 9. Finally, 33% (8 of 24) of all near misses reported during Q3 were associated with training activities, a decrease of 9% in this category and a numerical decrease of 6 when compared to the same quarter in previous reporting year.

Further analysis shows that of the one operational near miss reported, this occurred at a special service in the developing phase, a 67% decrease from the same quarter in the previous reporting year and numerically a decrease of 2.

27% (4 of 15) of non-operational near misses related to property issues e.g. appliance bay door, charging cable, overflowing sewage, and station door, representing a 10% increase from the same quarter in the previous reporting year, and a numerical increase of 3. 27% (4 of 15) related to BA

sets e.g. cylinder / bodyguard, warning whistle and BA storage, representing a 100% increase from the same quarter in previous reporting year albeit numbers a small (4). A further 20% (3 of 15) related to vehicles e.g. related to vehicles e.g. turntable ladder, equipment tray, and, chassis, representing a 30% decrease in this category, from the same quarter in the previous reporting year, however numerically remains consistent. There was no trend identified with the remaining 4 near misses e.g. step ladders, hose reel, hand tools left in PPE when sending to laundry, and traffic movement in the station yard.

75% of (6 of 8) of all training near misses reported during Q3 occurred during SDA led training, representing a 3% decrease in this category compared to the same quarter in the previous reporting year and numerically a decrease of 5. All were associated with refresher training.

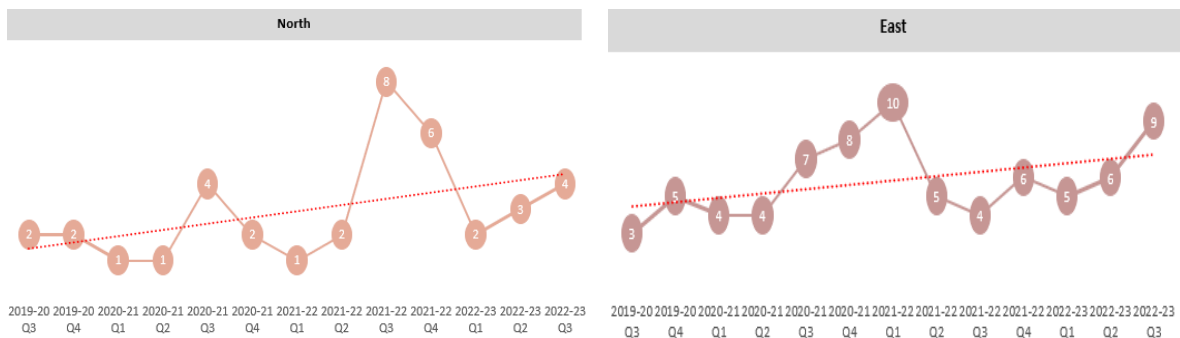
The most common types of training being carried out when a near miss event occurred was during BA associated training, accounting for 50% (4 of 8), 1 involved a faulty BA Bodyguard, 1 involved a security seal leak and 1 involved the automatic distress signal Unit malfunctioned.

**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
- SDAs to highlight the importance of drivers ensuring their vehicle and its contents are secure prior to being driven, and check surroundings before proceeding.



**AOV by SDA/Directorate – Q3 2019-20 to Q3 2022-23**





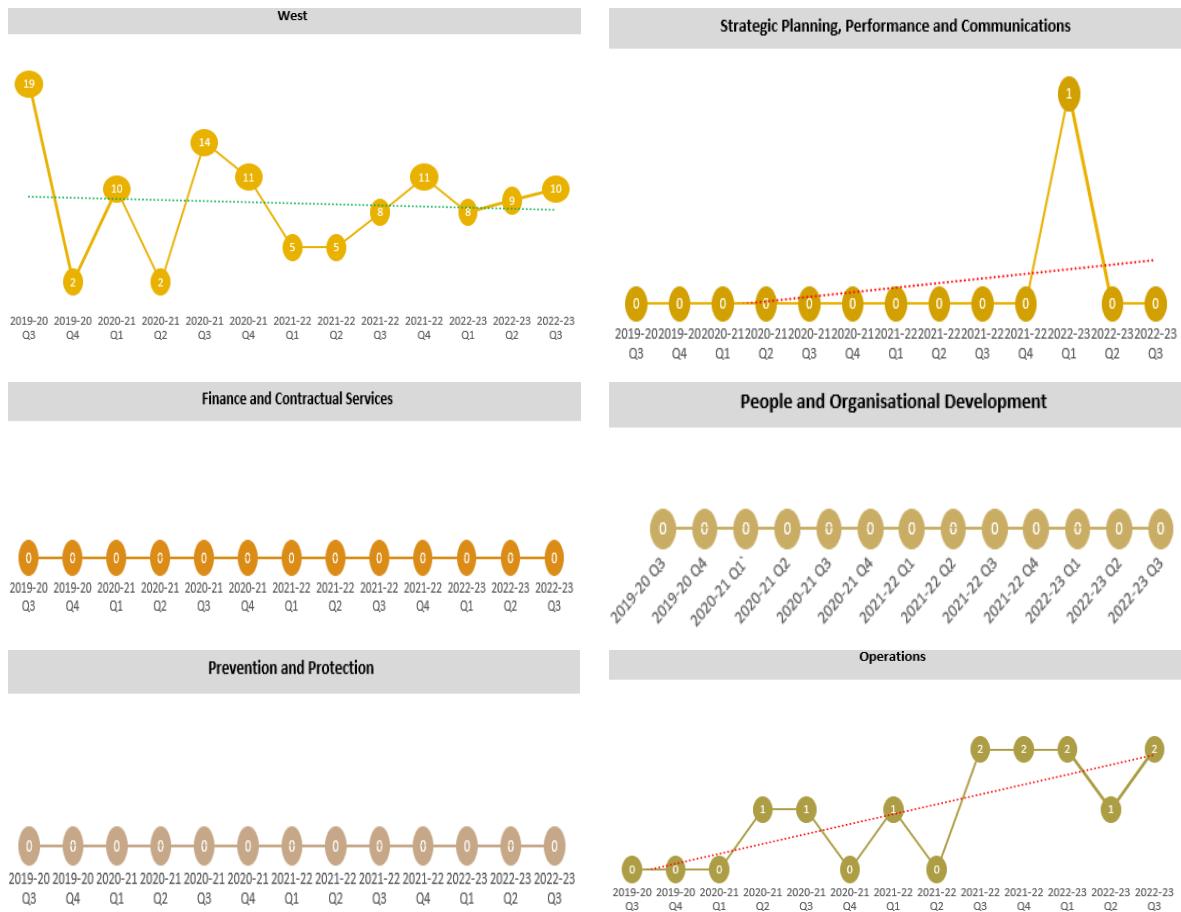


Figure 17: AOV by SDA/Directorate Q3 2019-20 to Q3 2022-23

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 SPCC also showing an increasing trend over the four-year period.

When compared to the same quarter in the previous reporting year, a 14% increase (22 to 25) is noted within SFRS. The North SDA shows a 50% decrease (8 to 4) when compared to the same quarter in previous reporting year. The East SDA shows an increase 125% (4 to 9) when compared to the same quarter in the previous reporting year. 44% (4 of 9) of AOVs occurred in the Falkirk West Lothian LSO, a numerical increase of 3 when compared to the same quarter the previous reporting year, and 33% (3 of 9) occurred in the City of Edinburgh LSO, which remained consistent when compared to the same quarter in the previous reporting year. The West SDA shows an increase of 25% (8 to 10) in AOVs when compared to the same quarter in the previous reporting year. 50% (5 of 10) occurred within the Lanarkshire LSO Area, a 150% increase in AOVs when compared to the same quarter in the previous reporting year and numerically an increase of 3. Ops remains consistent at 2 when compared to the same quarter in previous reporting year.

96% (24 of 25) occurred during operational activities, 29% (6 of 24) involved verbal abuse, and 67% (16 of 24) related to missiles/stones/objects being thrown at crews.

4% (1 of 25) occurred during non-operational activities, of which 100% (1 of 1) involved verbal abuse associated with a telephone call to Operations Control.

68% (17 of 25) of AOVs requested Police attendance and 28% (7 of 25) are considered as Reportable under the Emergency Workers (Scotland) Act 2005.

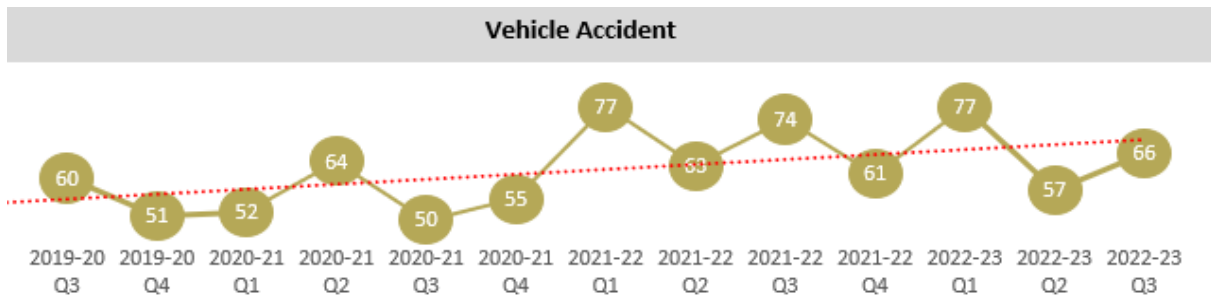
There were no injuries reported in Q3 relating to AOVs.

**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 – Q3 2019-20 to Q3 2022-23**



*Figure 18: Vehicle Accidents by SDA/Directorate Q3 2019-20 to Q3 2022/23*

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

68% (45 of 66) of all vehicle accidents reported during Q3 were attributed to operational incidents, representing a 2% increase in this category from the same quarter in previous reporting year, numerically a decrease of 4 is noted. A further 29% (19 of 66) were attributed to non-operational activities, representing a 2% decrease in this category from the same quarter in the previous reporting year, numerically a decrease of 4 is noted. Finally, 3% (2 of 66) were accidents

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attributed to training, representing a 1% decrease in this category from the same quarter in the previous reporting year, and a numerical decrease of 1.

68% (45 of 66) were as a result of low-speed manoeuvres, a 19% increase in this category from the same quarter in the previous reporting year, and a numerical increase of 9. 27% (12 of 45) of low-speed manoeuvres occurred within appliance bays/station yard, a 11% decrease from the same quarter in the previous reporting year, and a numerical decrease of 1. 20% (13 of 66) occurred under blue light conditions, a 14% decrease from the same quarter in the previous reporting year, with a numerical decrease of 12. 92% (12 of 13) occurred during the mobilising phase of the operational incident, representing an increase of 4% in this category, however numerically a decrease of 11 from the same quarter in the previous reporting year. 8% (5 of 66) occurred during normal road speeds, representing a 3% decrease in this category from the same quarter in the previous reporting year, and numerically a decrease of 3. 8% (5 of 66) involved the use of boats/trailers.

77% (51 of 66) occurred while the vehicle was moving forward, a 3% decrease from the same quarter in the previous reporting year, and a numerical decrease of 8. 18% (12 of 66) occurred while the vehicle was reversing, a 2% increase from the same quarter in the previous reporting year, and numerically remained consistent. 3% (1 of 66) had insufficient information, representing a 2% increase, however, numerically remaining consistent when compared to previous reporting year.

24% (16 of 66) of vehicle accidents involving the use of Driving Assistants, a 1% increase from the same quarter in previous reporting year, and a numerical decrease of 1. Another 53% (35 of 66) of vehicle accidents required Driving Assistants to be in position, however 54% (19 of 35) were not used. This represents a 1% decrease from the same quarter in previous reporting year, and a numerical decrease of 2.

70% (46 of 66) hit something fixed or stationary, this represents a 2% decrease in this category from the same quarter in previous reporting year, however with a numerical decrease of 4. 30% (14 of 46) involved hitting a stationary vehicle, a 4% increase in this category when compared to the same quarter in previous reporting year, with a numerical increase of 1. 59% (27 of 46) involved street furniture e.g. fences, bollards, walls, signs, bushes, trees, junctions, barriers, kerbs and verges, a 3% increase from the same quarter in previous reporting year, and a numerical increase of 1 is noted. 4% (2 of 46) involved appliance bay doors, a 4% decrease in this category when compared to the same quarter in previous reporting year, with a numerical decrease of 2. Finally, 11% (5 of 46) involved boats/boat trailer/boat propellers, a 9% increase from the same quarter in previous reporting year, with a numerical increase of 4.

The remaining 2% (1 of 66) had insufficient information recorded.

There was 1 injury reported in Q3 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;
- 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 a 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 3 2022/23 associated with health and safety standards within the SFRS:

Claim Type	No. of Claims	Total Cost	Reason(s) for Settlement
Employee liability	0	£0.00	None
Vehicle accidents	64	£152,055.95	<ul style="list-style-type: none"> <li>• 55 claims settled; and</li> <li>• 9 claims resettled.</li> </ul>

**Table 7: Settled Claims Q3 2022-23**

**EVENT REPORTING TIMESCALES****Events Reported More Than 2 Weeks After Occurring – Q3 2019-20 to Q3 2022-23**

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

**Table 8: Events Reported More Than 2 Weeks After Occurring – Q3 2019-20 to Q3 2021-22**

A significant improvement is noted when comparing Q3 2022/23 with the same quarter previous reporting year.

**Events Reported Out with the Occurring Quarter – Q3 2019-20 to Q3 2022-23**

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

**Table 9: Events Reported Out with the Occurring Quarter – Q3 2019-20 to Q3 2021-22**


An improvement is noted in events reported out with the occurring Q3 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.

## Ongoing Significant Investigations

The table below shows the number of ongoing significant investigations from Q3 and the status of the associated investigation.

Date of Event	Title	Lead Investigator	Anticipated completion date (TOR)	Status (BRAG based on TOR dates)	Actual completion date
30.12.22	East SDA (Liberton) – Wall Collapse, Liberton Brae, Edinburgh	WC Mark Hardy	31.03.23		

**Table 10: Ongoing Significant Investigations**

**5. 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
ERD	Emergency Response Driving
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
LED	Learning and E-Development
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



Report No: C/PC/02-23

Agenda Item: 8

Report to:	PEOPLE COMMITTEE							
Meeting Date:	2 MARCH 2023							
Report Title:	INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE							
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
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 reports published by His Majesty's Fire Service Inspectorate (HMFSI) relating to the Training of the Retained Duty System (RDS) Personnel; and Health and Safety: An Operational Focus.							
<b>2</b>	<b>Background</b>							
2.1	HMFSI inspects and reports on the 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.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The PC is presented with the current overview dashboard, attached as <b>Appendix A</b> for noting. This provides high level details of all action plans. A summarised update on the Action Plans pertaining to HMFSI Training of Retained Duty System (On Call) Personnel and the HMFSI Management of Health and Safety: An Operational Focus are detailed below:							
3.2	<b>Training of RDS Personnel</b>							
3.2.1	The HMFSI report on the Training of RDS Personnel was published in March 2020. The action plan contains a total of 37 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 <b>Appendix B</b> .							



3.2.3	There are seven live actions within this Action Plan and two deferred actions (6.1 & 16.1). Both of these deferred actions form part of the scoping and considerations for the Service Delivery Model Programme (SDMP).
3.2.4	The remaining five actions have made good progress, with four being completed within the period (6.2, 12.2, 15.1, 21.1).
3.2.5	PC members are asked to review and agree the following: <ul style="list-style-type: none"> <li>• <b>Action 4.2:</b> It is proposed that this action is closed off as business as usual (BAU). Training Vision work will now encompass this recommendation with a view to delivering training as close as possible to the source stations, and seek involvement from the On Call Forum on options to upskill and deliver maintenance training at On Call stations, supported by the Function and meet course requirements.</li> </ul>
3.2.6	The overall RAG rating for this action plan remains <b>green</b> 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).
3.3	<b>Health and Safety</b>
3.3.1	A new Action Plan has been developed in response to His Majesty's Fire Service Inspectorate (HMFSI) report on the Management of Health and Safety: An Operational Focus which was published in April 2022, see <b>Appendix C</b> . Capacity issues have caused slight delays to the overall reporting process however this report and the accompanying Action Plan, see <b>Appendix D</b> , were presented to and approved by the Strategic Leadership Team in September 2022.
3.3.2	The Integrated Governance Forum, at their meeting on 13 October 2022, agreed the Strategic Leadership Team's (SLT) recommendation that the Health & Safety Action Plan should be scrutinised by the PC. As such, please note the report and scrutinise the action plan and the content of the first update accordingly.
3.3.3	The aim of this new Thematic Inspection was to assess the effectiveness and efficiency of Health Safety and Welfare arrangements in place within the Scottish Fire and Rescue Service (SFRS) with a focus on health and safety in an operational context. In doing so, HMFSI considered our governance and management, policy and planning, training and recording arrangements.
3.3.4	They also considered organisational culture in relation to Health, Safety and Welfare and focused on how Health and Safety (H&S) is centred on firefighting safety. In addition, they reviewed how the Service is using national learning, data and other information to reduce risk and improve the overall safety and welfare of its staff.
3.3.5	On conclusion, HMFSI stated that the SFRS has a good understanding of its duties relating to H&S, with good structures in place for developing H&S related plans and monitoring activities and investigating events.
3.3.6	They added that H&S is positively promoted across the Service by senior leaders and through fieldwork they identified areas that staff feel is good practice.
3.3.7	As well as identifying nine areas of good practice, the report provides <ul style="list-style-type: none"> <li>• 8 Recommendations; and</li> <li>• 25 Areas for Consideration</li> </ul>
3.3.8	HMFSI believe that if the SFRS give appropriate attention to areas identified for consideration and positively address the recommendations, this will further promote a positive H&S culture reducing risk to staff and the communities we serve.

3.3.9	Restricted capacity within the Health and Safety Team has meant a slight delay in Action Plan development and getting the first update to SMB members.	
3.3.10	The action plan contains a total of 18 actions to address the 8 recommendations raised.	
3.3.11	Of the 18 actions, one action has been categorised as cancelled as the action is fully captured and considered within the work currently being undertaken for actions R1 and R3. Updates will be provided within these actions and therefore it is proposed that this action is cancelled to direct focus to these and avoid duplication.	
3.3.12	Of the remaining 17 actions, two actions have been completed within this reporting period (R2.3 & R2.4). 12 have a green RAG status and three do not have an update (R6.3, R6.4 and R8.2) due to capacity issues within Operations.	
3.3.13	The overall RAG rating for this action plan is <b>green</b> and is noted as 45% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).	
<b>4</b>	<b>Recommendation</b>	
4.1	Members of the PC are invited to:	
4	<ul style="list-style-type: none"> <li>• Note the progress of all action plans as presented in the audit and inspection dashboard, attached as <b>Appendix A</b>.</li> <li>• Scrutinise the Training of RDS Personnel Action Plan, attached as <b>Appendix B</b>, and raise any concerns with the update provided.</li> <li>• Note the content of the report Health and Safety: An Operational Focus, attached as <b>Appendix C</b>.</li> <li>• Scrutinise the Health and Safety: An Operational Focus Action Plan, attached as <b>Appendix D</b>, and raise any concerns with the update provided.</li> </ul>	
<b>5</b>	<b>Core Brief</b>	
5.1	Not applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A – Audit and Inspection Dashboard	
6.2	Appendix B – Training of RDS Personnel Action Plan Update	
6.3	Appendix C – HMFSI Report – Health & Safety: An Operational Focus	
6.4	Appendix D – Health and Safety: An Operational Focus Action Plan Update	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Kirsty Jamieson, Planning and Performance Officer	
<b>Sponsored by:</b>	Bruce Farquharson, Head of Training	
<b>Presented by:</b>	Bruce Farquharson, Head of Training Jim Holden, Head of Safety and Assurance	
<b>Links to Strategy and Corporate Values</b>		
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.		

OFFICIAL

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For Recommendation</i>
<i>People Committee</i>	<i>02 March 2023</i>	<i>For Scrutiny (Training of RDS Personnel and H&amp;S)</i>

## Audit and Inspection Overview Dashboard

### Audit Scotland Reports Progress Dashboard

APPENDIX A

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%	Closing report available

### 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	Dec-22	Mar-23	0	0	0	7	0	0	0	0	0	100%	Closing report in progress

### 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	Dec-22	Mar-23	0	0	0	19	0	0	0	0	1	100%	Closing report in progress
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%	Closing report available
May-19	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	N/A	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	0	2	27	0	0	0	2	0	95%	
Aug-20	Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	N/A	0	0	0	25	0	0	0	0	0	100%	Closed
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: An Operational Focus	PC	Sep-23	-	18	Feb-23	May-23	0	15	0	2	0	0	0	0	0	45%	
Sep-22	Firefighting in Highrise Buildings( Action Plan to be presented to SLT in Feb 2023 )	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	Dec-22	N/A	0	0	0	11	0	0	0	0	0	100%	Closed
Feb-20	Dumfries and Galloway	N/A	Jun-21	N/A	12	Dec-22	N/A	0	4	0	7	0	1	0	0	0	100%	Closed
Jun-20	Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A	0	5	0	0	0	6	0	0	0	100%	Closed
May-21	Midlothian	N/A	Mar-22	Mar-23	7	Dec-22	N/A	0	0	0	7	0	0	0	0	0	100%	Closed
Dec-21	Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Dec-22	N/A	0	5	0	1	0	0	0	0	0	100%	Closed

### HMFSI Inspection Forecast

Expected	Title	Type
Mar-23	East Service Delivery Area (ESDA)	SDA
TBC	Review of contingency planning arrangements in relation to potential industrial action	Focussed
TBC	Command and Control Mobilising System (CCMS)	Focussed
on Hold	Climate Change – Impact on Operational Activity	Thematic
on Hold	Mental Health and Wellbeing	Thematic

HMFSI TRAINING OF RDS PERSONNEL - ACTION PLAN PROGRESS

Updated Next Update

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		Moved to BAU	<p>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.</p> <p>This action remains green and on track for completion to original timescales.</p> <p><b>15 February 2023: This recommendation has been fully considered by the Training Management Team and discussed with Local Senior Officers (LSOs) and Service Delivery Area (SDA) Training Leads. The Training restructure has now concluded in the North and is being progressed in the East SDA though in its initial stages. The Training Vision work will now encompass this recommendation with a view to delivering training as close as possible to the source stations, and seek involvement from the On Call Forum on options to upskill and deliver maintenance training at On Call stations, supported by the Function and meet course requirements. There is a movement from annual planning to quarterly planning to allow for LSO areas to identify local needs and incorporate these into a revised delivery program by the Function.</b></p> <p><b>This work will now fall within business as usual and therefore this action should be considered for closure.</b></p>	100%	Jan-23	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	Complete	<p>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.</p> <p>This action is red as a result of the slip in original timescales.</p> <p><b>15 February 2023: National Training Standards review structure implemented and all documents available on SFRS iHub. All reviewed documents are progressed through Training Safety and Assurance Functional Management Team (TSA FMT) for governance. Regular course review carried out by training leads. Breathing Apparatus (BA) Training discussed bi-monthly at the BA Practitioners meeting to ensure compliance with National Training Standards (NTS) and good practice is shared. Course content and delivery is also discussed at the quarterly Training Safety and Assurance (TSA) Management Review Group Meetings.</b></p> <p><b>This action can be considered complete.</b></p>	100%	Jan-23	Green	National Training Standards (NTS) review structure implemented and all documents are available on the SFRS iHUB. All reviewed documents are progressed through TSA FMT for governance. Regular course reviews are carried out by training leads. BA Training discussed Bi-monthly at the BA Practitioners meetings to ensure compliance with NTS and good practice is shared. Course content and delivery methods are also discussed at the quarterly TSA Management Review Group meetings.
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	Complete	<p>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.</p> <p>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.</p> <p><b>15 February 2023: The Rural Full Time Post Crew Commander Driving Instructor position has now been filled and the additional driving instructor in North Service Delivery Areas (NSDA) has been secured. Additionally, a further Driver &amp; Vehicle Standards Agency (DVSA) Delegate Examiner position has been secured and will allow for additional capacity to be achieved in the assessment of new drivers. The restructure of the NSDA Driver Training management team is nearing completion and will see an additional WC supplement the existing WC to reduce timescales of NSDA driving pathway candidates in completing courses.</b></p> <p><b>This action is now complete.</b></p>	100%	Jan-23	Green	The De-centralisation of business partnering model for the NSDA is now complete. An additional 2 x Driving instructors have been appointed along with a DVSA delegate examiner. This allows for the NSDA to be completely self sufficient in LGV driver training delivery.

<p>15. High Reach Appliance Training - The SFRS should ensure RDS firefighters are able to maintain both their core skills and high reach operational competence.</p>	15.1	<p>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.</p>	GC Andrew Galloway	Dec-22	Complete	<p>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.  <b>15 February 2023: A full review of the current modular High Reach training programme has been carried out. The outcome from this review has identified that no further efficiencies can be built into the training than have already been applied. The rationale behind this decision, through consultation with all High reach operators across all duty systems, determined that increasing the timeframe between lesson and learning would see a significant skill decay and requirement for further training. The course itself was developed specifically to address the On-Call cadre of High reach operators to provide maximum flexibility essential to aid the efficient and cost-effective delivery of all Aerial Operator courses. This action is now complete.</b></p>	100%		Green	<p>This action is now complete. A full assessment of options available to reduce the impact of High Reach training to On-Call staff has been carried out. The results of the assessment has determined that the current modular training programme contains all the required training elements and expanding on the timescales involved would lead to significant skill decay and the need for further training.</p>
<p>21. Other Observations - The SFRS should consider introducing optional RDS manager seminars to enhance the opportunities for networking, practical training and learning.</p>	21.1	<p>SDMP (RVDS Project) members to consider cost benefit analysis of a wider introduction of seminars across the Service.</p>	Gavin Hammond	Mar-23	Complete	<p>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.  <b>15 February 2023: Building on good practice employed and lessons learnt during COVID in terms of On Call engagement, management seminars, networking and training, the Service "digital first" approaches, the introduction of On Call development pathways, the roll out of interactive smart screens across the On Call estate and with the Training vision work which will continue to explore the delivery of training as close as possible to the source stations to upskill and deliver maintenance training at On Call stations, this will continue to embed and improve Local Senior Officer (LSO) areas ability to identify local needs and delivery supported by the Training Safety and Assurance (TSA) re-structure. This work will continue to be explored under TSA business as usual, supported by the National On Call Leadership Forum. As such this action is considered to be complete.</b></p>	100%	Jan-23	Green	
<p>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).</p>	6.1	<p>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.</p>	GC Stuart Watson	Mar-21	Deferred	<p>This element forms part of the scoping of the Service Delivery Model Programme (SDMP).  <b>15 February 2023: This action remains deferred until the identification of station profiling is complete.</b></p>				
<p>16. High Reach Appliance Training - consider crewing the high reach appliance with members of staff using different crewing model.</p>	16.1	<p>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.</p>	AC Andrew Girrity	Mar-23	Sep-23	<p>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.  <b>15 February 2023: This item remains deferred as it is dependent on workstreams contained within the Service Delivery Model Programme (SDMP). This action should remain deferred as it may be informed by outputs from the SDMP, including community risk relating to height response modelling simulations. Decisions regarding any changes to the High Reach Appliance disposition, and crewing arrangements, will reside with the Operations Function, not SDMP.</b></p>	50%		Amber	

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 (TIOC) 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 TIOC 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: <ul style="list-style-type: none"> <li>The successful completion of the initial Task and Task Management training course</li> <li>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</li> </ul>
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 TIOC 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 TIOC 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 TIOC 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	✓	
8. Maintenance of Skills - the SFRS should consider engagement with RDS staff when developing TIOC 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.



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	✓	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. <b>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,</b>
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	✓	
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 pdfPRO 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	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	100%	Jul-21	✓	<a href="https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jijm4n17963">https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jijm4n17963</a>
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	100%	Nov-22	✓	

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 Chiefs 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	✓	
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.								
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.



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# HM Fire Service Inspectorate

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## Management of Health and Safety: An Operational Focus



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**Integrity, Objectivity, and Fairness.**

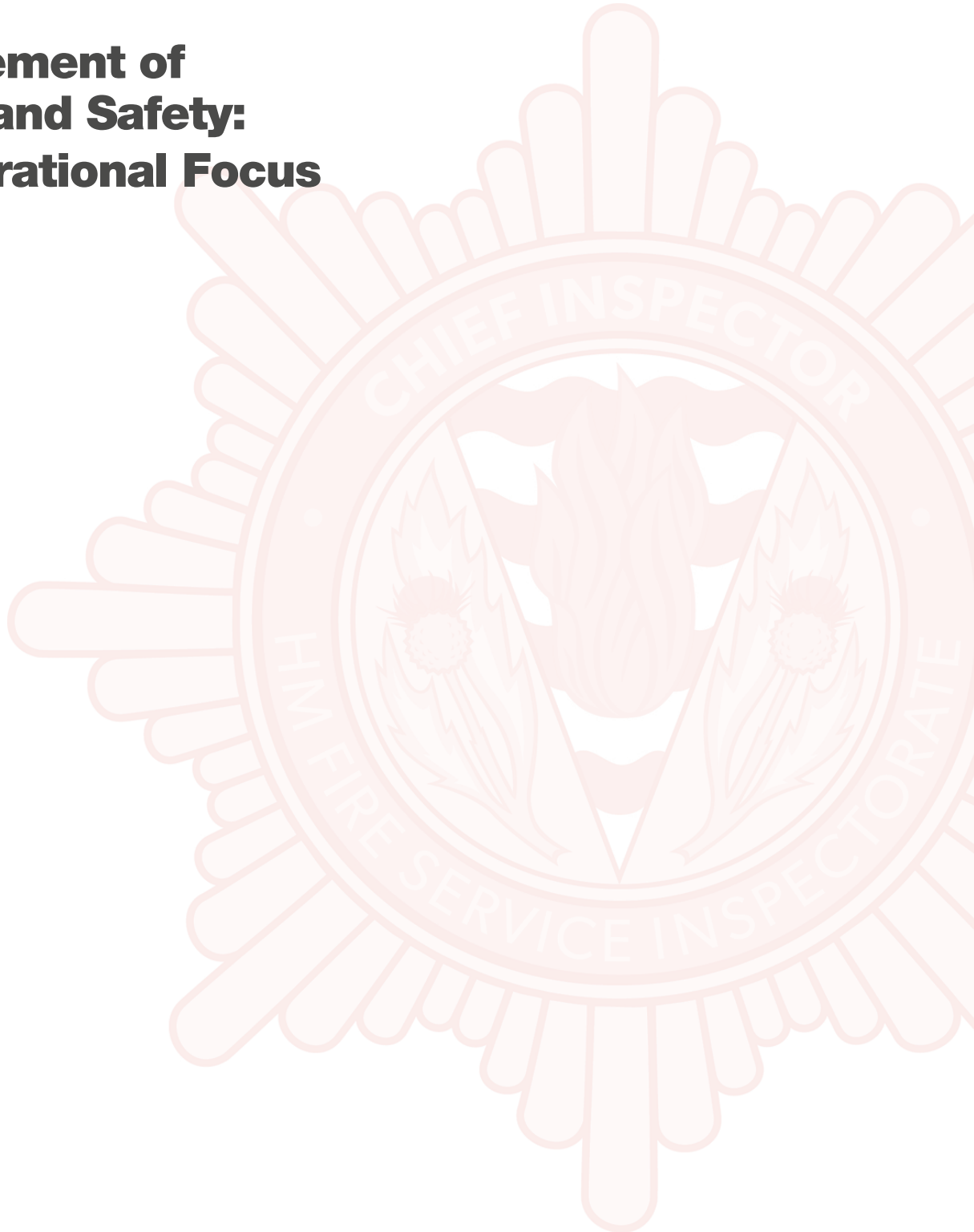


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# **HM Fire Service Inspectorate**

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## **Management of Health and Safety: An Operational Focus**



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**Integrity, Objectivity, and Fairness.**

## Acknowledgements

We are grateful to the Scottish Fire and Rescue Service (SFRS) Strategic Leadership Team (SLT) and the SFRS Board for their positive contributions and assistance in meeting our requests. We are also grateful to those members of staff and stakeholders who provided us with information and contributed constructively to our interviews and fieldwork.

The Inspection team members were:

Robert Scott QFSM, Chief Inspector

Rick Taylor (Lead Inspector), Assistant Inspector

Steve Harkins, Inspection Officer (seconded from SFRS)

A quality assurance process assisted us by challenging a draft of this report. Quality assurance was carried out by John Buckley QFSM, Chief Fire Officer, Nottinghamshire Fire and Rescue Service, who had no participation in the inspection.

All the members of the inspection team contributed to the development of this report and the quality assurance provided a professional challenge to the contents, assumptions and conclusions made. However, the Chief Inspector takes sole responsibility for the report, its contents and conclusions.

- Our report reflects the circumstances at the time of our visits and interviews which were undertaken between April 2021 and January 2022. The SFRS is continuing to change and evolve, consequently, material changes may have occurred since the writing and publication of this report.

Laid before the Scottish Parliament by HM Chief Inspector of the Scottish Fire and Rescue Service under section 43C(5) of the Fire (Scotland) Act 2005 April 2022 SG/2022/71

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# Executive Summary

The aim of this Thematic Inspection was to assess the effectiveness and efficiency of Health, Safety and Welfare arrangements in place within the Scottish Fire and Rescue Service (SFRS) with a particular focus on health and a safety in an operational context. In doing so we have given consideration to the governance and management, policy and planning, training and recording arrangements.

We have also considered organisational culture in relation to Health, Safety and Welfare and focused on how Health and Safety (H&S) is centred on firefighter safety. In addition, we have reviewed how the Service is using national learning, data and other information to reduce risk and improve the overall safety and welfare of its staff.

We found that the SFRS has a good understanding of its duties relating to H&S (as per our scope and outline). It has structures in place for setting direction, organisational policy, and developing and producing procedures across the Service. These support the strategic planning function and both tactical and service delivery.

The Service has placed a strong focus on H&S and has brought together departments to support improvements in the understanding and promotion of H&S at all levels. It has developed detailed plans, and has structured reporting and monitoring processes in place.

We do, however, believe that there are areas that could be improved and we trust the eight Recommendations, detailed later in the report, will assist the Service improve its performance and organisational culture, reducing the likelihood and/or impact of H&S events.

We have also identified twenty-five Areas for Consideration. We acknowledge that the SFRS already has some knowledge of what could be improved; however, we have identified areas that may be new and worthy of consideration. We recognise that there are a number of ways to address these Areas for Consideration. How to prioritise and achieve this is of course a matter for SFRS to determine.

Within this report, we have identified nine Areas of Good Practice. These were either directly observed by Inspectors or raised by staff as either local or national issues. We consider it important to bring focus on these areas to allow the Service to consider sharing good practice where appropriate.

Some of the findings within this report could be viewed as 'cultural' issues either falling into organisational, managerial or safety-related areas. Some of the issues described are behavioural or value-driven.

During our inspection we observed some inconsistency in the understanding of some of the terms used to manage H&S in Service Delivery. This may be due, in part, to the challenges the Service faces relating to staff turnover, and in the associated maintenance and acquisition of knowledge and experience. These are areas for the Service to address for sustainable improvement in its H&S culture.

Within the scope of this inspection it was not our intention to examine all aspects of H&S compliance; it was, instead, to focus on areas of business where H&S impacted upon operational response.

Overall, we found it reassuring that we had no reason to raise any ‘safety-critical areas’ i.e. an issue requiring immediate action. However, we recognise that there are areas that could and should continue to be reviewed, evaluated and improved.



Image courtesy of SFRS Corporate Communications

# Introduction and Background

1. The SFRS, as an employer, has responsibility to ensure the safety of its staff, in line with the Health and Safety at Work etc. Act 1974 (HSWA)<sup>1</sup> and associated Regulations.
2. The HSWA includes a requirement on employers to provide information, instruction, training and the provision of supervision as is necessary to ensure, so far as is reasonably practicable, the health, safety and welfare of its employees. The ability for SFRS to capture, record, and track relevant information is another essential component in the demonstration of compliance with duties under the Act.
3. Employees of the SFRS have a duty under HSWA to take reasonable care for their own health and safety and to cooperate with the employer to enable the SFRS to comply with its duties.
4. The SFRS has statutory duties as an employer under the Management of Health and Safety at Work Regulations 1999 ('the regulations') to manage the workplace appropriately in relation to health and safety (H&S) and to put arrangements in place to control H&S risks. The regulations place a duty on the SFRS as an employer to review workplace activity, such as preventative and protective measures, as well as undertaking and reviewing risk assessments. In the case of the SFRS, H&S responsibilities include operational activities on the incident ground.
5. Fires and other emergencies attended by Fire and Rescue Services (FRSs) are by their very nature, hazardous operations. The Health and Safety Executive (HSE) sets out how it will enforce H&S legislation in the UK FRS in the document '*Striking the balance between operational and health and safety duties in the Fire and Rescue Service 2010*'<sup>2</sup>.
6. There are two other national documents that are relevant to H&S in the FRS. The first is a joint statement from the Chief Fire and Rescue Advisers in England and Wales, and HM Fire Service Inspectorate in Scotland, in conjunction with the HSE entitled – *Health and Safety in the Fire and Rescue Service – Embedding Lessons Learned 2015*<sup>3</sup>. This document reflects on a number of public reports on emergency incidents attended by FRSs, in which health and safety has been a leading theme. Secondly, *The Management of Health and Safety in the GB Fire and Rescue Service – Consolidated Report based on the 8 inspections completed by HSE in 2009/10*<sup>4</sup>, contains findings relevant to health and safety management in FRSs.
7. Our *Scrutiny Plan for 2016-21*<sup>5</sup> identified firefighter safety as an area of interest for Thematic Inspections. Having considered a wide range of topics, and following discussions with the SFRS, the Chief Inspector opted to carry out a Thematic Inspection focussing on 'Health and Safety – An Operational Focus'.

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1 [Health and Safety at Work etc. Act 1974 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

2 <http://www.hse.gov.uk/services/fire/duties.pdf>

3 <https://www.webarchive.org.uk/wayback/archive/20190901145709/https://www2.gov.scot/about/public-bodies/HMFSI/Reports-Publications>

4 [THE MANAGEMENT OF HEALTH AND SAFETY IN THE GB FIRE AND RESCUE SERVICE \(hse.gov.uk\)](https://www.hse.gov.uk)

5 [HM Fire Service Inspectorate in Scotland: Chief Inspector's plan - 2021 to 2024 - gov.scot \(www.gov.scot\)](https://www.gov.scot)

## About the Inspection

8. Her Majesty's Fire Service Inspectorate in Scotland (HMFSI) is a body that operates within, but independent of, the Scottish Government (SG). Inspectors have the scrutiny powers specified in section 43B of the Fire (Scotland) Act 2005.
9. This inspection is conducted under those powers conferred on the Chief Inspector under sections 43B and 43C of the Act and was initiated by the Chief Inspector on his own volition. Further information about HMFSI can be found in Appendix 1.
10. A draft outline was prepared which defined the scope of the inspection. This was consulted upon with the SFRS prior to fieldwork commencing.
11. The aim of this inspection is to assess the effectiveness and efficiency of the Service's governance and management, policy and planning, training and recording with an operational focus. We considered the extent of the following aspects of Health, Safety and Welfare as specified in the inspection outline:
  - evidence exists of an embedded positive health and safety culture;
  - that the SFRS meets identified legislative general duties and guidance document requirements;
  - the organisation has a structure, is adequately resourced, has qualified people, is aware of its responsibilities, and adequate resources are made available to meet requirements;
  - that there is active participation by an engaged workforce at all levels including the SFRS Board;
  - there is an effective management and recording system; including evaluation and relevant performance and benchmarking measures;
  - that proactive as well as reactive monitoring systems are in place;
  - that sufficient resilience exists in systems and resources;
  - there is an awareness of the organisation's risks and that they are managed effectively;
  - suitable and effective operational training is in place;
  - that the SFRS enables operational staff to remain effective and safe when responding to emergency incidents – demonstrating a 'Risks vs Benefits' culture;
  - that the SFRS responds to operational and training accidents and incidents effectively and efficiently to assist learning, demonstrating how learning is shared and improvements monitored and managed;
  - that the SFRS has suitable systems in place to support the workforce in managing their welfare; and
  - to consider examples of how Operational Assurance has improved H&S and organisational learning to improve service response.

12. The intention of this report is to set out the facts and present the Chief Inspector's independent view of the current arrangements. Where appropriate, we will, make recommendations, identify areas for consideration and highlight good practice. Recommendations and any associated action plan developed by the Service will be monitored in line with existing arrangements.
13. In this report our findings include Recommendations, Areas for Consideration and Good Practice:
- **Recommendations** – these are areas that we believe will have a significant impact both within the scope of this report and will bring broader organisational benefits.
  - **Areas for Consideration** – these may be delivered as described or in other ways as determined by the Service, they should deliver improvements to the organisation and staff over a given time period.
  - **Good Practice** – activities raised by SFRS staff during interviews and supported by our professional judgement as having a positive impact on H&S within the Service.
14. There are occasions where our observations could be reported against more than one heading. Our aim is to ensure that our findings are allocated in the most appropriate place, or places, to give a comprehensive understanding of our investigations.
15. We acknowledge that due to the timescale for completing this work, which was partly affected by the impact of Covid-19, the SFRS may have already considered and addressed some of the issues identified.

## Methodology

16. The inspection methodology used is similar to our Local Area Inspections (LAIs) and previous Thematic Inspections. It provides a structure to our inspection which is risk-based and proportionate.
17. The inspection commenced with a desk-top review of the SFRS's policy, procedures and data in relation to how the Service complies with its H&S duties for operational response. This included interviews with:
- SFRS Board member
  - Chief Officer
  - Assistant Chief Officer (ACO) - Director of Service Delivery
  - ACO – Director of Training, Safety and Assurance
  - Service Delivery Area (SDA) Deputy Assistant Chief Officer (DACO) - North, East and West
  - Head of Safety and Assurance
  - Members of the Training, Safety and Assurance team

- Representative bodies and other staff groups
  - Police Scotland
  - The HSE
  - Senior and Middle Managers (Directorate and SDA)
  - Area Commanders
  - SDA Group Commanders with Safety and Assurance Liaison Officer (SALO) reference
  - Fire Station and Directorate based supervisory managers (Watch Commanders and Crew Commanders)
  - Operational Crew (Watch Commanders, Crew Commanders and Firefighters)
18. We had intended to visit a number of Service premises across Scotland, including fire stations covering all duty systems, to analyse records and determine the understanding of the staff using H&S related systems. Unfortunately our planned programme had to be amended to ensure adequate Covid-19 control measures were in place. This was necessary to protect all those we needed to engage with and to comply with relevant restrictions in place at that time. Consequently we reduced the number of physical visits and introduced 'virtual' interviews using video technology. Despite these restrictions we undertook a sample of visits and engaged with an appropriate number of staff members to allow us to reach the conclusions within this report.
19. The data and information supplied to us was used to cross-reference the written policies, procedures, reports and used to triangulate information we received in our interviews. Performance data supplied to us in relation to H&S and other data taken from published sites is used, as necessary, to give context and inform the report.
20. This inspection was not intended to be a comprehensive in-depth audit, albeit it is sufficiently detailed in order for the Chief Inspector to give a professional judgement on the activity and suitability of the Service's H&S arrangements within an operational context. It has established, to the Chief Inspector's satisfaction, the facts needed to draw conclusions, make recommendations, identify areas for consideration and highlight good practice where appropriate.
21. The SFRS has a programme of internal audits, routine H&S inspections and fire station audits which involve a detailed inspection of aspects of its activities. We did not want to duplicate or encroach on that work. We did take these audits and inspections into consideration whilst carrying out our own work. Unfortunately, due to the Covid-19 pandemic and the restrictions imposed from March 2020, the SFRS had no choice but to cancel much of the work planned in this respect.
22. The sampling methodology that we adopt is not designed, nor guaranteed, to identify all potential areas for consideration or good practice; we intend that it is a proportionate activity that provides sufficient detail and engagement, comparable with other inspections that we have carried out.

23. Within this inspection, we also reviewed actions taken by the SFRS following previous inspection reports. These included H&S related themes that were identified during LAIs. The themes included:
- the use of the recording systems (previously RIVO and currently TASS (Think, Act, Stay, Safe));
  - the level of understanding among personnel of the importance of 'near miss' reporting, that may be a factor in the low reporting of 'near miss' incidents. During previous LAIs we have noted that 'near miss' events are more often in non-operational or training environments and that 'near miss' reporting from the incident ground is less frequent;
  - the limited amount of H&S input to new staff on courses such as Task and Task Management (TTM) which appear to be the only input given to a new entrant in relation to H&S;
  - fire station facilities for cleaning and securing PPE;
  - perceived inadequacy of torches and incidents of breathing apparatus radios being turned off accidentally;
  - shortcomings regarding test records for equipment and the variances between records;
  - an increase in the number of H&S events in some Local Senior Officer (LSO) areas which may not reflect the national position;
  - Retained Duty System (RDS) staff desire to increase practical training, as they consider too much time is devoted to theoretical training, completing training records and other management activities;
  - the volume of new information issued to station-based staff (including H&S issues), leading to concerns that safety-critical information could be missed; and
  - a perceived lack of training among some staff on the process for carrying out Analytical Risk Assessments (ARA) or other H&S related duties.
24. Our report is the product of reviewing and analysing the current data, engaging with a wide range of SFRS staff and external stakeholders, and considering evidence from our previous Thematic Inspections, LAIs and other inspections. It is reflective of the circumstances at the time of our interviews and visits undertaken from April 2021 to January 2022.
25. During the inspection, HMFSI provided regular feedback to key SFRS staff including senior managers, so that any significant emerging issues and themes could be discussed and acted upon as required.

# Our Findings

## Plan – Setting the direction

### Organisational Culture

26. As described by the HSE ‘Culture’ can be understood as *‘the way we do things around here’*. Culture forms the context within which people judge the appropriateness of their behaviour. An organisation’s culture will influence human behaviour and human performance at work. Poor safety culture has contributed too many significant events and personal injuries.
27. An organisation’s culture can have as big an influence on safety outcomes as the safety management system. ‘Safety culture’ is a subset of the overall organisational culture. Many organisations talk about ‘safety culture’ when referring to the inclination of their employees to comply with rules or act safely or unsafely. However, the culture and style of management is even more significant, for example, a natural, unconscious bias for outputs over safety, or a tendency to focus on the short-term and being highly reactive. Success normally comes from good leadership, good worker involvement and good communications<sup>6</sup>.
28. The HSE document HSG 65<sup>7</sup> is recognised as a principal document for the successful management of H&S. It was originally created in 1991. It has moved away from using the POPMAR (Policy, Organising, Planning, Measuring Performance, Auditing and Review) model of managing H&S to a ‘Plan, Do, Check, Act’ approach.
29. The **Plan, Do, Check, Act** model achieves a balance between systems and behavioural aspects of management. It also treats H&S management as an integral part of good management generally, rather than as a stand-alone system.

<sup>6</sup> [Human factors/ergonomics – Organisational culture \(hse.gov.uk\)](https://www.hse.gov.uk/human-factors/ergonomics-organisational-culture/)

<sup>7</sup> [Managing for health and safety \(HSG65\) \(hse.gov.uk\)](https://www.hse.gov.uk/hsg65/)



30. Table 1 shows the ‘Plan, Do, Check and Act’ model and how it can be applied in the work place.

Plan, Do, Check, Act	Conventional Health and Safety Management	Process Safety
Plan	Determine your policy - Plan for implementation	Define and communicate acceptable performance and resources needed
Do	Profile risks - Organise for health and safety - Implement your plan	Identify and assess risks - Identify controls - Record and maintain process safety knowledge
		Implement and manage control measures
Check	Measure performance (monitor before events, investigate after events)	Measure and review performance - Learn from measurements and findings of investigations
Act	Review performance - Act on lessons learned	

**Table 1 The read-across between ‘Plan, Do, Check, Act’ and other management systems HSG 65 page 7/72**

31. During our information review we were pleased to see that a number of policies and procedures embedded the ‘Plan, Do, Check, Act’ methodology and adopted other similar HSE guidance. We think this approach assists the SFRS.

**Good Practice 1** – A number of the SFRS H&S policies and procedures align with the principles within HSG 65 and other HSE guidance documents, utilising the ‘Plan, Do, Check, Act’ methodology.

32. The SFRS is committed to consultation and we heard this across the Service in many aspects of the H&S arrangements. There is evidence of an improved cross-directorate and inter-departmental working.
33. Whilst this approach is to be applauded, there was also a perception among some staff that a ‘top down’ culture existed, with the support departments being prescriptive in their requirements or unwilling to make changes if they haven’t suggested them. The pace and speed of action at times appears slow to end users and this can lead to frustration and prevent innovation.

## Leadership

34. The SFRS has a number of published core values: ‘*Safety, Teamwork, Respect and Innovation*’, which were adopted following a cultural staff survey in 2014. These values are often quoted by managers when describing the Service culture towards H&S. Safety appears to be important and an integral part of the culture of operational staff. During our discussions with senior leaders, they recognised that the organisation’s core values may need to be revisited as there has been a high turnover of staff since the current values were introduced. The majority of staff we engaged with felt that safety would probably remain a core value. The aspiration of senior management is to embed organisational values, particularly safety, within promotion processes and appraisal systems, which will assist with employees understanding and embracing core values.

**Area for Consideration 1** – The SFRS core values including ‘Safety’ could be embedded further into organisational processes such as promotion, selection and appraisals.

35. During our interviews we witnessed, and were informed of, a positive cultural change towards H&S in recent years. The Service has reviewed and re-organised its structures so that Training, Safety and Assurance fall under the control of one Directorate. This is seen as a positive step across all levels of the organisation. Part of this structural change is the creation of the National Safety and Assurance Board (NSAB) which has overall responsibility for the scrutiny, prioritisation and decision making involving strategic management of H&S. Assistant Inspectors from HMFSI are invited to attend these meetings as observers and give feedback to the Chair routinely.
36. Sub-groups reporting to the NSAB involve specialist managers and advisors who prepare, support and provide data to scrutinise investigations and events. Each of the three SDAs has a Safety and Assurance Improvement Group (SAIG) involving each LSO Safety and Assurance Liaison Officer (SALO) and their deputies. We were pleased to see that H&S appears as a standing agenda item at many management meetings and is actively monitored locally and nationally through action plans, updates and reports.

**Good Practice 2** – The restructure of H&S into the Training, Safety and Assurance Directorate is seen as positive across the organisation, streamlining governance and reporting, with H&S as a standing agenda item in relevant management meetings across the Service.

## Governance

'The HSE describes the essential principles for leading health and safety<sup>8</sup> as being:

### Strong and active leadership from the top:

- visible, active commitment from the Board;
- establishing effective 'downward' communication systems and management structures;
- integration of good health and safety management with business decisions.

### Worker involvement:

- engaging the workforce in the promotion and achievement of safe and healthy conditions;
- effective 'upward' communication;
- providing high-quality training.

### Assessment and review:

- identifying and managing health and safety risks;
- accessing (and following) competent advice;
- monitoring, reporting and reviewing performance.'

37. During our fieldwork staff expressed, on a number of occasions, that the recent re-structure aligning Operational Assurance (OA), Training and H&S under one Directorate was a positive step for the SFRS H&S provision. The use of sub-groups and the SAIGs, ensure that there was adequate and consistent governance and management at the operational and delivery end of the business across the SDA.
38. The SFRS Board plays a significant part in setting the strategic direction for the Service and provides scrutiny of the Service's performance and its management accountability. We believe the Board role could be enhanced if consideration was given to designating a member as a 'lead' and a potential 'champion for H&S'.

**Area for Consideration 2** – The SFRS should consider establishing a designated SFRS Board member as H&S lead or champion.

<sup>8</sup> Essential principles: [Leading health and safety at work \(hse.gov.uk\)](https://www.hse.gov.uk/essential-principles/)

39. We are aware the SFRS is developing a written H&S strategy to support its ongoing commitment to improving H&S. Having this strategy signed off by the Board would link the Service management to the ultimate governance mechanism of the SFRS and demonstrate a commitment to all staff and a fully integrated systems approach to H&S.
40. Most large organisations have management processes or arrangements in place to deal with payroll, personnel issues, finance and assurance – managing H&S is no different.

## Legal Duties

41. The Management of Health and Safety at Work Regulations 1999<sup>9</sup> require employers to put in place arrangements to control H&S risks. Organisations should have processes and procedures required to meet the legal requirements, as the regulations state this should include:
- a written H&S policy;
  - assessments of the risks to employees, contractors, customers, partners, and any other people who could be affected by their activities – and record the significant findings in writing – any risk assessment must be ‘suitable and sufficient’;
  - arrangements for the effective planning, organisation, control, monitoring and review of the preventive and protective measures that come from risk assessment;
  - access to competent health and safety advice, for example, see the Occupational Safety and Health Consultants Register (OSHCR) at [www.hse.gov.uk/oshcr](http://www.hse.gov.uk/oshcr);
  - providing employees with information about the risks in the workplace and how they are protected;
  - instruction and training for employees in how to deal with the risks;
  - ensuring there is adequate and appropriate supervision in place; and
  - consulting with employees about risks at work and current preventive and protective measures.
42. We found that the SFRS senior management has a good understanding of its legislative duties, the need for compliance and the principles of H&S management. This is well documented in the way policy and procedures are designed and constructed. The SFRS has a developed relationship with representative bodies and engages regularly with them on matters relating to improving H&S. All representative bodies operating within the SFRS are invited to be members of the NSAB.
43. We were given a recent example of the benefits of good staff representative body relations; the FBU has supplied information to the SFRS on contaminant and decontamination research which is an area of mutual interest and an emerging topic across the fire sector. The sharing of this information may prevent duplication and assist in developing control measures. We were pleased to hear that the SFRS

<sup>9</sup> [Legal duties – Managing health and safety at work - HSE](#)

Property team has developed a layout for new and refurbished fire stations that identifies clean and contaminated areas: the application of this will assist in reducing cross contamination. However, we recognise that physical improvements will take time to implement across the estate.

## Management Culture

44. There are multiple layers of management involved in controlling H&S within the SFRS and the hierarchal nature of the uniformed Service involves managers at all levels, including members of support staff who hold senior roles within H&S. This is a sensible approach and helps ensure that H&S is not viewed as mostly applicable to 'Emergency Operational Response', but relevant and important to all staff and functions and is embedded throughout the Service.
45. We identified a number of issues in relation to management's approach and were unable to identify the exact reason for these issues or where the perceived barrier existed. Most of the issues we identified were known to the more senior levels of management. Managers were often aware of issues but not escalating appropriately. Examples of issues shared during our fieldwork include: where personnel are asked to train for risks that are not foreseeable in the station response area, or where insufficient time is available to undertake particular work. We challenged managers about these issues and heard responses that included: 'I don't have the authority' or 'it has been discussed at management meetings'. It appears that whilst some Flexi Duty Officers (FDOs) know what areas they have responsibility and accountability for, they lacked clarity and certainty on their ability and authority to make decisions. This may of course be in part an issue of confidence or experience among particular officers; however, parameters of devolved responsibility and levels of autonomy should be made clear to all in management positions.
46. Accountability, decision making and levels of authority are confusing for staff in the SFRS. The Fire (Scotland) Act 2005 defines the body corporate to be known as the 'Scottish Fire and Rescue Service' or (referred to in the Act as 'SFRS'); the other identified roles are Chief Officer (schedule 1A, section 7) and Local Senior Officer (Chapter 8A, section 41J). The Scottish Fire and Rescue Service uniformed role structure identifies nine managerial levels. The roles of DACO are senior to the LSOs and seem to hold much of the decision making authority within Service Delivery Areas. Directors are clearly more senior than DACOs. Perhaps in part due to the relationship between those engaged in service delivery and those leading other 'functional' references, the lines of decision making and accountability are at times unclear to many, including Inspectors and SFRS staff at lower levels.
47. A number of strategic managers we interviewed believed that their decision making has no boundary. This was a surprise to the Inspectors as all management levels have boundaries on their delegated authority. When we asked managers at lower levels if they were clear as to the extent of the limit of their authority, we were not given an assurance on what delegated boundaries had been put in place.

48. We were told that the Service has a desire to empower staff and move decision making to the lowest suitable level within the organisation (subsidiarity). This aspiration should be clearly described, with clear parameters to decision making authority for the job or role.
49. Some middle and supervisory managers failed to demonstrate clear accountability and responsibility when we questioned them regarding H&S-related matters. Many said 'we raised this' or 'it's not my decision'. We also heard during our interviews that some Service Delivery managers and staff think they are not able to innovate. We were given an example where station-based staff had suggested a simple scheme to isolate contaminated PPE when returning from incidents, but were unwilling to take action. This suggestion appeared to be an effective method of reducing staff exposure to contaminants and easy to adopt across the SDAs with no cost. Managers should be prepared to encourage, develop, test, and evaluate suggestions and maximise the innovation and creativity of staff.
50. We acknowledge that responsibility and accountability ultimately sits with the Chief Officer. It is however not appropriate for the head of the organisation to make all decisions. As such the Service has put structures in place to empower relevant members of staff to make decisions and take action on behalf of the organisation.
51. The SFRS needs to be clear on the accountability and decision making authority of its staff. The existing position whereby managers lack this clarity leads to frustration and has the potential to compromise the H&S of staff through inaction or waiting for a decision that could involve safety-critical areas of the business.

**Area for Consideration 3** – The SFRS should introduce clarity on the accountability and decision making authority of all levels of managerial staff to improve H&S management and delivery.

## H&S Plans

52. The National H&S Improvement Plan is the driver of the H&S priorities for the Service. This is a document that is regularly reviewed and drives the action plans throughout the Service. The plan is well understood by the specialists and SDA H&S teams. Key performance indicators are linked to the plan for monitoring and informing. We saw the use of data and other relevant information being displayed on H&S noticeboards at fire stations, although this was not always consistently applied nor was the most up-to-date information used.
53. We understand that the Head of H&S is looking to broaden the planning process to engage earlier with key stakeholders. If achieved, this would address some of the concerns identified to us regarding planning arrangements. Some staff in SDAs do not feel that their contribution to the H&S planning framework is considered early enough within the process, and that planning is a one-way, top-down approach. They also expressed concerns that some of the actions are not specific enough to clearly understand which can lead to delay, frustration and confusion when trying to provide evidence that the action is completed.

**Area for Consideration 4** – The SFRS should ensure there is early engagement with relevant internal stakeholders to ensure their priorities and ideas are considered within future H&S plans.

**Good Practice 3** – H&S teams across the SFRS pro-actively follow up and report progress on improvement/action plans which ensures an organisational focus on the importance of H&S.



Image courtesy of SFRS Corporate Communications

## Policy

54. The SFRS, like many large organisations, has a plethora of documents for delivery of its business objectives. Among these are numerous documents that relate specifically to H&S. During our data request we accessed over 111 documents that contain in excess of 3,000 pages. The volume of documents was routinely discussed during our fieldwork and this discussion included document size and suitability. Some documents have similar titles to others and there appear to be opportunities for some documents to be combined. There is limited end user engagement in the design and content of documents and processes, and this may explain why some documents and processes are perceived not to be ‘user friendly’.
55. During discussions on language and terminology within these documents, we asked about the role of the ‘Risk Owner’. Despite a definition of this role being included in all H&S documents, some staff below the most senior levels were uncertain of who the individuals are or what role or post was accountable, and how those responsible would be held to account.
56. The Service recognises that the scale and size of its administration and the volume of policy and procedure documents has an impact on operational Service Delivery staff. Unless steps are taken to radically redress the current position, safety-critical information may be missed due to the volume of information required to be routinely absorbed by operational staff.
57. The Service has commenced a number of projects to address this issue, including the Document Conversion Project. This however, is not a quick fix and currently is only being applied to policies and procedures within the Operations function.

**Recommendation 1** – The outcomes of the Document Conversion Project currently being carried out in the Operations function, should be evaluated and the benefits extended to other SFRS Directorates, including Training Safety and Assurance (TSA).

### Leading and managing for health and safety<sup>10</sup>;

**‘There is a need for a sensible and proportionate approach to risk management, in short, a balanced approach – this means ensuring that paperwork is proportionate, does not get in the way of doing the job, and it certainly does not mean risk elimination at all costs.’**

Judith Hackitt, HSE Chair, Page 14/62

<sup>10</sup> [Managing for health and safety \(HSG65\) \(hse.gov.uk\)](https://www.hse.gov.uk/hsg65/)



## Do – Management Arrangement, Systems and Practices

### Structures across the SFRS

58. The SFRS is a very large organisation with approximately 7,900 members of staff. There are seven Directors who are accountable to the Chief Officer. The H&S function sits within the TSA Directorate and has twenty-two members of staff and the Operations Assurance team a further seven. There are specialist and multi-disciplinary functions within headquarters and SDAs. It is organised to deliver its services and functions by using line management and hierarchal structures from headquarters through to SDA and LSO areas.
59. We recognise in this report that recent organisational restructures have been viewed in the main positively. The Service should however ensure that structural changes do not occur too frequently as they can be unsettling, and at times lead to disruption for teams and individuals. Re-structures should be embedded and evaluated prior to further changes to reduce any potential negative impact.
60. Whilst each SDA has allocated H&S advisors to manage H&S issues locally, the resources vary across each area. Because the structure is similar in each SDA, this assists staff who move from one SDA to another to have a consistent understanding of arrangements.
61. The Head of H&S advised us of a desire to further re-structure teams within their control. When we spoke with the OA team, members acknowledged that operational staff do not fully understand the different roles undertaken by the H&S and OA teams. They accept that there are some H&S challenges to ensure actions and recommendations are prioritised and closed appropriately.

**Area for Consideration 5** – The SFRS should ensure that staff understand the roles and the functions of specialist teams; such as OA and H&S, particularly those working within the RVDS staff groups.

62. We believe these teams are fully aware of the areas that would benefit from improvement. Following an evaluation of the arrangements; adapting the delivery model that relates to OA and H&S should meet the needs that have been identified.
63. The SFRS has a number of staff groups and many have different working conditions. It is disappointing to note that some SFRS support staff and teams have a poor understanding of the role of Volunteer Firefighters. It was positive, however, to hear that the OA team was developing an engagement process with all fire stations to develop mutual understanding, and improve awareness of the role of the team. The team will also ensure that all staff are aware of the processes that are required to be used by all operational personnel, to drive operational learning and improvement.

## Guidance Documents

64. The Directorate H&S team is proactive in the development of new policies and procedures for all staff. The specialist nature of the operational response environment is such that there is a need for the H&S team to work closely with other specialist teams including Operations, OA and Training. Development of policy and procedure and other such information is best done in a collaborative way, appropriately engaging with the end user, and should be tested to ensure that the guidance can be actioned in the operational environment.

**Area for Consideration 6** – The SFRS should ensure that H&S Policies and Procedures are designed, developed and tested in conjunction with all duty systems prior to issue.

65. Whilst the range of guidance documents in use is extensive, the design of these documents is not always consistent and does not always focus on the needs of the end user. Document types include: policy and procedure, management arrangements for H&S, Urgent Instructions, Service Delivery Alerts, Safety Bulletins, Awareness Briefings, task cards, etc.
66. During our inspection we found many documents to be significantly large in size and complexity. Long and complex reference documents would benefit from a flow chart or similar to assist the user. If the recipients of this information are expected to remember safety-critical information, then information must be clearly and readily identifiable. All information that is required to be referenced should be made available to staff in an easily understood format via mobile data devices, individual notebooks or by some other means.
67. The SFRS has a large work force. Approximately 80% of its Community Fire & Rescue Stations operate with part-time 'On-Call staff' working the Retained Duty System (RDS) or Volunteer Duty System (RVDS). RVDS personnel have limited time available for station-based activities. The design and size of policy and training packages do not match the time available to these staff groups. The SFRS is reliant on its RVDS workforce to deliver its statutory duties and should look at the organisation 'through that lens' when designing and producing its documentation and training materials.
68. During our interviews we asked staff 'which documents had the highest priority?' Some identified 'Urgent Instruction' as the highest level, however, none were able to prioritise beyond that point and many were unclear on any level of prioritisation of the documents discussed.

**Area for Consideration 7** – Documents that contain safety-critical information should be readily identifiable to the relevant staff. There is a lack of clarity on document types and their importance relative to each other, this and the volume of documentation leads to information overload and could place staff and the organisation at risk.

69. We understand that the SFRS Operations Department has been looking at the structure and content of their documents via the Document Conversion Project mentioned previously. We think it important that this work delivers documents that are

more suited to the needs of the end users. The outcomes of this piece of work should be evaluated to see if the principle could be used across the Service and expanded to all departments. There is a real risk that individuals are left feeling overwhelmed by the expectation placed upon them to digest all the documentation.

70. We found that many staff think that policies and procedures are not only too long, but also too prescriptive and complicated. Many think that generally, documents are not designed to meet the needs of RVDS staff or specific staff groups like Operations Control (OC). Having reviewed many documents in preparation for this report Inspectors can fully understand this point of view.
71. While policy documents have review dates, many of the reviews are, in our opinion, excessively long (up to nine years from date of issue). Although review dates are part of the documentation formatting, as advised, they are not based upon any clear rationale and are inconsistent in application. Reviewing and updating policy is an important management function, reviews should be completed at a time commensurate with their importance; review dates should not be applied on an ad hoc basis.

**Area for Consideration 8** – The SFRS should take steps to ensure that the frequency of H&S and OA audit and review stated in policy, is aligned to available resources and capacity.

72. The SFRS shares and receives H&S documents from outside of the organisation. During our inspection we were shown documents from the HSE, National Fire Chiefs Council (NFCC) central programme office etc. These documents are used to develop organisational learning and improvement as necessary.
73. We were pleased to see the SFRS senior post holders sitting on NFCC H&S groups working with the broader UK-based fire sector. In the summer of 2022, the Chief Officer of the SFRS was appointed as the NFCC lead for H&S.
74. As NFCC lead he is keen to ensure that H&S is not seen as a standalone subject but integrated in all FRS business, by building and developing the relationship with Occupational Health leads, he sees a link between H&S and Occupational Health.
75. During our discussion with the Chief Officer we spoke about national and sector H&S priorities which included: PPE, contaminants, and performance indicators. We agreed that the development of a set of performance indicators for the purpose of benchmarking would be beneficial, although this will be challenging given the differences in scale, activity, demand, risk etc. across the UK FRS.
76. The appointment of the SFRS's Chief Officer into this lead role should help ensure that the SFRS and the devolved administrations have a more visible presence at the NFCC. This should ensure any focus on relevant issues across the UK are appropriately influenced by the devolved administrations.
77. We anticipate this lead position will develop a stronger service focus on H&S as well as a drive to improve H&S across the Fire sector.

**Good Practice 4** – At strategic level the SFRS has a good understanding of its duties, with regard to H&S and has a comprehensive suite of documentation to support its H&S objectives.

## Responding to Emergency Incidents

78. The SFRS receives emergency calls into OC rooms located in three locations across Scotland: Dundee, Johnstone and Edinburgh. A new mobilising system is due to be installed in 2022/23 to replace the disparate legacy command and control systems. Part of the call handling process includes selecting a pre-determined attendance (PDA), which is the initial resource allocation for a given incident type. OC staff are able to adjust the PDA based upon their own risk assessment and the additional information received during the call handling process. This early assessment assists in the management and reduction of risk to responding crews.
79. The importance of the introduction of the new mobilising system should not be underestimated as it provides the link between communities, the SFRS and those responding to an incident, including other emergency responders. HMFSI has not explored any H&S issues that may emerge from this project, but we recognise the significance of the system in providing responders with accurate timely information, and giving re-assurance and confidence to those seeking assistance during an emergency.

## Safety Culture

80. Operational staff who were interviewed were unclear of the SFRS's risk appetite. There is a perception by some operational crews that the Service is risk averse. This belief, and the resulting confusion, was supported by the inconsistent responses we received during our discussions with crews over subject areas such as; Operational Discretion, Firefighter Safety Resource and the Firefighter Safety Maxim. Incident Commanders and crews need to understand what the organisation's appetite to risk is to assist them in making command decisions in dynamic environments. This could be included within the Incident Command training (Level 1 to Level 4) to stimulate discussion and assist in a uniform and consistent understanding of risk appetite.

**Area for Consideration 9** – Incident Command training should include the development of the understanding of individual and organisational risk appetite and the implications of its application at operational incidents.

## Firefighter Safety Resource

81. The SFRS introduced a Firefighter Safety Resource (FSR) following the significant event investigation and debrief process that followed a tragic incident in 2009 which sadly resulted in the death of an operational firefighter.
82. Utilising the FSR at incidents, allows for a dedicated managed resource that has the objective of creating and maintaining an 'alternative withdrawal plan' for crews on the incident ground, greatly supporting firefighter safety. The resource provides Incident Commanders and crews with the assurance that even in the most complex incidents the maintenance of egress for crews is being considered throughout the development of an emergency incident. These arrangements are not utilised across the whole fire and rescue sector in the UK.
83. While this provision requires the use of an additional fire appliance and crew, the concept to manage a specific risk area on the incident ground is logical and well received by crews. Staff in urban areas are generally more familiar with the term FSR and what role it plays than staff in the rural parts of Scotland. Some crews we interviewed had been used for the FSR function at an incident and spoke positively about reducing risk to colleagues.
84. We are pleased to note that OC staff as part of the incident resolution process are responsible for nominating an appliance and crew as the FSR, and are integrated in the debrief process to ensure any lessons learned are shared.

**Good Practice 5** – The adoption and provision of a dedicated Firefighter Safety Resource to certain incidents enhances Firefighter safety throughout Scotland. The SFRS should consider sharing information regarding these arrangements across the UK via the NFCC.

## Use of Operational Discretion

85. Operational Discretion (OD) is generally well understood across the SFRS but we did find gaps in knowledge. Some staff interviewed, working across all duty systems were still unfamiliar with the term and its application.
86. During the interviews we found a few members of staff who had used OD at incidents and there was some confusion on what actions and activities would constitute OD. Most staff were aware that once OD is declared, OC creates a record of the event. Most of the staff we spoke with were not aware of the processes that follow and how OD is used to adapt systems of work and guidance.
87. All OD that is declared within the SFRS is monitored via OA and feedback is provided to those involved. The way this feedback is delivered will hopefully ensure OD is used when required and is not seen as a hindrance to command decision making.
88. We discussed OD with the HSE and were pleased to note that the HSE has no specific concerns about the application of OD within the SFRS.



Image courtesy of SFRS Corporate Communications

## Risk Assessment Process

89. The Risk Assessment (RA) process is a significant contributory factor in managing safety on premises and at emergency incidents, and it forms an established part of the work of teams in the SFRS.
90. We are aware from our interviews that the quality and consistency of RA varies across the Service. In some areas the lack of station and off station training RAs, prevents crews from undertaking realistic training in 'off station' locations and is seen as a barrier to effective training.
91. The difference between and application of 'dynamic risk assessments (DRA)' and 'analytical risk assessments' (ARA) is relatively well understood, but we are aware that the debrief process has identified the lack of a written ARA as a repeated weakness in resolving complex incidents. The Learning Content Management System (LCMS) packages that cover ARA and DRA could be improved. The training packages are a repeat of the management arrangements, and are seen as too time consuming for RVDS crews to complete on their training night, and are not specific on why and how to complete the ARA documentation.

**Recommendation 2** – The SFRS should revise and amend the LCMS packages on ARA and DRA to ensure that they focus on why and how to complete the documentation, ensuring the content is suitable for all Operational staff.

## Firefighter Safety Maxim

**‘At every incident the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident.’**

This statement is known as the Firefighter Safety Maxim

92. During our fieldwork, we asked operational crews to explain their understanding of the ‘Firefighter Safety Maxim’, as it is important for assessing personal and organisational safety and exposure to risk at operational incidents. These components contribute to an understanding of the risk appetite of the SFRS at an organisational, team and individual level.
93. The responses we received varied significantly with some staff having a good understanding and knowledge while others had never heard of the term, which was quite concerning. However, once we discussed the subject in more detail around various scenarios and examples, it was apparent that most staff had a basic level of understanding of the concept and application in their own form of words and in practical terms.
94. The lack of knowledge and awareness around this area reinforces our comments with regard to the importance of the need for appropriate support and supervision, and the need for effective and suitable H&S training for all duty systems. Incident Commanders and crews need to better understand the organisation’s appetite for risk when making command decisions in dynamic environments. Some operational crews believe that the SFRS is ‘risk averse’ which could in turn influence their own thought process with regard to making operational decisions.

**Area for Consideration 10** – The SFRS should ensure a consistent level of understanding of the ‘Firefighter Safety Maxim’ and how it links to the organisations risk appetite.

## Personal Fitness and Standards

95. It is recognised that the work of firefighters can be dangerous and preparing firefighters physically and mentally for that environment should be part of a whole systems approach. Personal fitness is an important factor for firefighters, affecting their ability to undertake their duties.
96. There is an agreed national standard for benchmarking the level of fitness for firefighters and those responsible for managing them. This standard is used within the SFRS, however, staff are only tested every three years. Many FRSs in England and Wales test their staff annually and some more frequently.
97. In the SFRS H&S Annual Report 2018/19, there was significant reporting of fitness assessment outcomes of SFRS staff. However, in the subsequent 2019/20 report there is no equivalent information. We are advised that this is due to the responsibility

- of monitoring and reporting fitness now being the responsibility of the health and wellbeing team. This creates a potential area of weakness where the earlier reported data may not be given the appropriate level of priority as the health and wellbeing function does not sit under TSA directorate.
98. As reported in the Health, Safety and Wellbeing Annual Report 2018/19<sup>11</sup> (page 42), of the 2,255 Firefighter, Crew Manager and Watch Manager roles that completed assessments, only 71% (1,607 out of 2,255) of individuals attained a result equal to or above the optimal standard for their role. This meant that 29% of staff were below achieving the optimal level of fitness. The Volunteer Duty System staff group had the lowest level of performance.
  99. The fitness standard can be achieved without the need for gym access or specialist equipment. The test can be conducted using available operational equipment, measured against agreed standards. Therefore we feel the SFRS should consider more frequent testing and assessment.
  100. As part of this inspection we analysed the data relating to accidents and injuries. Manual handling/body movements (Musculoskeletal (MSK)) injuries account for 36% (77 out of 212) of the total events reported. And 38% (29 out of 77) of all manual handling/body movement injury occurs during training.
  101. We understand that a MSK working group exists within the SFRS with the intent of reducing MSK risk and injuries. The membership of this working group is not clear and those role holders within SDA areas responsible for H&S were unsure of the priorities of the group. MSK events are significant and lead to staff absence and cost to the organisation.
  102. Disappointingly, we were advised by managers that the MSK working group had not met for 12-15 months. This is at odds with what we originally heard from more strategic staff and would indicate a disconnect across the organisation. However, we understand the support systems for staff who suffer a MSK injury have been recently reviewed with a Scotland-wide approach now in place to provide external physiotherapy support services to all staff if required.
- Area for Consideration 11** – The MSK working group should be reinvigorated to address and reduce the number of MSK injuries among operational staff. Operational staff should also be made aware of the membership, remit and outcomes of this group.
103. The Service has high levels of reported accidents and injuries occurring during training, 35% (69 out of 195) in 2019/20; although this is 5% lower than the previous reporting period. The number of injuries and particularly the similarity of injuries should be of concern to the Service. The sustainability of the organisation to learn from previous events is important. When we spoke with the OA team about these figures they were not fully aware but stated ‘they have no formal arrangements to audit training’. The lack of any internal arrangements should not be a barrier to any audit

11 [hsw-annual-report-2018-19.pdf \(firescotland.gov.uk\)](https://www.firescotland.gov.uk/hsw-annual-report-2018-19.pdf)



function taking place. Responding to trends will assist understanding and investigation of the causes of such events, and will assist in lowering the likely occurrence and the impact on staff.

**Area for Consideration 12** – Many H&S events are similar or reoccur to those previously investigated. The Service needs to be assured that actions previously identified from the event investigation process are addressed and followed through within appropriate timescales.

## Welfare of Staff at Operational Incidents

104. In an operational context the SFRS exists to respond to emergency events and has limited control over the demand profile for its services. The country's geography and the demographic disposition of the population adds to this complexity. Some incidents, such as wildfires or other large or protracted events, can require a large amount of physical resources. We are advised that at some incidents, staff have had little rest before being re-committed to the incident. Welfare facilities for rest and replenishment (food and hydration) have been described by some members of staff as 'insufficient' or 'inadequate' in some areas.
105. During our fieldwork, staff commented negatively about the frequency and adequacy of the welfare arrangements available, particularly the use of Welfare Pods. Many suggested the previous legacy arrangements were better. Some staff suggested that welfare arrangements should be triggered as part of the mobilising arrangements but were reluctant to escalate this suggestion due to their belief that little would be done.

**Area for Consideration 13** – The SFRS should consider the suitability, use, provision and deployment of welfare arrangements, particularly regarding the availability and use of Welfare Pods.

106. Throughout our fieldwork staff were not only raising concerns but providing solutions that appeared reasonable. There was, however, a sense of frustration that the collective experience of station-based staff wasn't being fully utilised to resolve local issues.
107. This was a re-occurring theme from staff at fire stations: they either felt that they didn't have contact with FDOs to raise these issues or were unwilling to escalate issues themselves as they felt nothing would be done. We understand that there are other opportunities for staff to raise and discuss concerns and issues, however, these arrangements are either not trusted or not utilised.

**Area for Consideration 14** – The SFRS should seek to understand why staff are unwilling to report and escalate H&S related issues appropriately and why they perceive that there is a lack of feedback. The Service should also utilise the collective creative capacity of the workforce to stimulate innovation and ideas.

108. We have also been made aware that some FDOs are required to travel significant distances prior to taking command roles at operational incidents, then, once relieved, are expected to travel back to their office or home address without any risk assessment being recorded to ensure they are able to do so in a safe manner. This should be addressed. However, we found no specific evidence to show that welfare arrangements had a direct impact on the number of H&S related events.

**Area for Consideration 15** – The SFRS should ensure that FDOs comply with the Occupational Road Risk Management Arrangement (ORRMA) policy and carry out a risk assessment (recorded) post operational incidents, prior to travelling back to home address, where they may have travelled a significant distance, to ensure their fitness to travel. The expectations placed on FDOs at incidents should take into account the need for fitness to travel.

## Organisational Risks

109. The Service has a duty under the Fire (Scotland) Act 2005 (Chapter 2 sections 9 (subsection 2 (d)), 10 (subsection 2 (d) and 11 (subsection 3 (c) (iv)) to make arrangements for obtaining information to discharge its duties.
110. The SFRS has a strategic risk register that is regularly updated and reviewed and shared with the SFRS Board. LSOs are responsible for Local Fire and Rescue Plans and these are shared and agreed at local authority level with partners.
111. We are not aware of any significant specific H&S issues contained in any of these documents, albeit that generic risk relating to H&S is addressed. However, we are aware that as part of the SFRS 'Service Improvement' work there is significant work being undertaken in developing the Community Risk Index Model (CRIM). The CRIM is expected to identify the risks and resources needed to deal with current and future risks. This project will potentially have significant impact on location and resource models for the Service and will no doubt impact on the management of H&S at both fire station and community level and how the Service responds to emergency incidents in the future. Until this project achieves its first milestone in March 2023, we are unable to comment upon the impact this piece of work will have on Operational H&S.
112. When we discussed with staff the key operational risks faced by the SFRS, the response was generally consistent. Staff identified Breathing Apparatus (BA) in compartment fires, Incident Command, Marauding Terrorist Attacks (MTA) and Water as the highest levels of risk faced by firefighters. We acknowledge that the current areas of priority for the Service includes dealing with MTA incidents and the links to national terms and conditions of employment. Although the MTA risk exists, it is seen as a low risk outside major city areas, and the reason MTA was quoted so often was perhaps due to the recent focus and local arrangements that were put in place for the COP 26 event. As mentioned elsewhere in this report, attrition rates, reduced experience and knowledge are ongoing issues. Ensuring staff are trained to deal with current and future risks is of primary importance so that safety is kept as a high priority.

## Community Risks

113. Fire station-based personnel understand and train for risks in their area and also train for large scale national events. The operational risk information which is collected and then made available to staff is a significant contributor to managing H&S. This information is stored on an electronic tablet (GETAC) that is mounted on front line fire appliances (but can be removed and used on the incident ground) and gives crew access to information. We were made aware that the GETAC tablets that hold this information on fire appliances were not always functioning as expected. Staff were concerned with the need for security passwords that were required to be changed frequently, and this was seen as a barrier to accessing the tablet at incidents. HMFSI appreciates that, due to the sensitive nature of some of the information contained on the device, there is a need for password protection.
114. We were given examples where the GETAC tablets were being charged off the appliance using station power sockets, which would then need to be taken on to appliances if mobilised. Information on the tablet is updated using Wi-Fi connection, we were advised that some GETAC tablets need to be moved to a certain location within the station curtilage to enable them to be updated. Staff also raised concerns that the devices lack certain types of information, for example, the lack of crash and safety system data.
115. Issues relating to the GETAC tablet have been highlighted previously in the HMFSI report on the SFRS's arrangements for the provision of operational risk information<sup>12</sup>.
116. We raised these issues with managers during our fieldwork and were advised that the Service was aware of these concerns. This supports our suggestion that those making decisions are at times unclear or unaware on individual or corporate accountability, as mentioned previously within this report.

**Recommendation 3** – The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up-to-date and the information available suitable for all foreseeable incident types.



## Welfare and Wellbeing Culture

119. Staff interviewed as part of this inspection were complimentary of the positive way that senior leaders had addressed welfare issues related to Covid-19, and how mental health wellbeing was now being discussed and recognised at all levels.

**Good Practice 6** – SFRS senior managers are viewed positively by staff in promoting a strong H&S culture throughout the organisation, with a strong focus on mental health and wellbeing.

120. The Post Incident Support Policy (PISP) was mentioned by many as a positive way to actively support staff. The policy is designed to support operational staff by providing external psychological support services where required, after a traumatic incident. The process is initiated by the watch management teams of personnel who have attended such an incident.
121. A number of FDOs stated that PISP was a positive contributor to welfare, however, they were not always given informal welfare support by their line manager if they had been the most senior officer at an incident, and would be expected to trigger the PISP themselves. This self-referral process creates a gap in the support available to some Incident Commanders.

**Recommendation 4** – The SFRS should ensure that the Post Incident Support Policy and Procedure is amended so that triggers are in place and are activated automatically to support all levels of operational staff attending relevant incidents.

122. Generally, staff think that the Service has moved away from operating a culture of blame by hindsight. The current management approach, driven by a ‘no blame’ culture, is well received by staff, although there still remains some suspicion, among those interviewed, that ‘someone will be chasing you’.
123. We were told by some operational staff that new entrant and trainee firefighters were not encouraged to think for themselves, that their previous life experience was not valued. Some felt that they were not trusted to make decisions without seeking permission. Failure to use the collective knowledge of all the workforce may be a reason for some reporting concerns and cultural issues which we refer to within this report.

**Area for Consideration 16** – The SFRS core value of ‘Teamwork’ could be embedded further throughout the organisational processes to ensure new entrants are encouraged to utilise personal skills and experiences. Ensuring people can be themselves, will encourage broader diversity.

124. Some of the FDOs interviewed advised us that they had on occasion felt a moral obligation to remain on duty, even if they were tired or exhausted. This was due to an awareness of officer fire cover availability, where taking time off would impose an increased burden on their colleagues who were on duty. This was particularly emphasised in the North SDA. The number of FDOs, working hours and duty system may be a contributing factor to wellbeing issues. We were not told of any organisational monitoring of individual working hours to ensure managers have appropriate rest periods. These issues could increase H&S risks to this staff group.
125. There is acknowledgement from very senior managers that the workload of some managers are very demanding, and can lead to potential welfare and wellbeing issues. Whilst this is a difficult issue to discern, the Service should consider what work could 'stop' or be delivered differently.

**Area for Consideration 17** – Working hours and rest periods are covered by primary legislation and should be actively monitored to ensure all operational staff have adequate rest periods.

## Impact of Covid-19

126. HMFSI recognises the impact Covid-19 has had on the way the SFRS has been able to deliver against its statutory duties. Inspectors undertook a review of the SFRS's planning and preparedness for Covid-19<sup>14</sup> in December 2020 and reported the findings to the Scottish Government.
127. The impact of Covid-19 is well understood by Inspectors and we recognise that it will have had an effect on a number of issues covered by this report and will have added delay and slippage to progressing work.
128. Covid-19 is likely to be a factor in planning going forward and the SFRS should identify areas of business that have been impacted and put in plans to remediate any concerns.

<sup>14</sup> [Update on the Scottish Fire and Rescue Service's planning and preparedness for COVID-19 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/updates/2020/12/20201214-scottish-fire-and-rescue-service-planning-and-preparedness-for-covid-19/pages/2/)

## Check – Monitoring and Reporting

### Monitoring Arrangements

129. Significant time is spent by managers in SDAs following up action plans related to H&S matters. Whilst this pro-active monitoring is good to see, we think that there is much duplication of effort, with too many monitoring systems being developed and used locally. We found examples of managers having their own ‘local action plan’ monitoring systems.
130. While the monitoring arrangements of action plans is contained within management structures and the reporting mechanisms throughout the Service, we found that actions within plans were not always understood. This was attributed to a lack of early engagement, and the language used was blamed for adding delay, confusion or misunderstanding.
131. Whilst the TSA Directorate assured us that one to one discussion is offered, and provided, and that all action plans are agreed with the risk owner via the SASG and NSAB, some managers stated they did not ask for clarity in case they were seen as incompetent. This is their perception of negative cultural issues that are linked to issues across the Service regarding escalation and challenge.
132. There is recognition that the TSA Directorate is working positively to manage H&S issues that are identified. Actions within plans can be delayed if there is disagreement on the level of evidence provided by the end user, and this can at times lead to all parties becoming frustrated. The challenge for all is to ensure that evidence is suitable, proportionate and adequate and that issues are not seen as a box-ticking exercise.
133. The SFRS communications team plays a part in the construction, content, distribution and monitoring of some documentation. It has good oversight and understanding of how those communications are received and reviewed by staff. The team does not control or see all communications from departments so understanding is not complete.
134. We were told how the communications team view the SFRS ‘weekly brief’, which is circulated on the intranet, as a key Service document and how communications materials can also be accessed using personal devices.
135. It is vitally important that staff involved in the delivery of key messages, particularly in relation to H&S specific matters, have a full understanding of the working patterns and limitations associated with all duty groups. Our inspection fieldwork led us to believe that some confusion existed among some communications team members over the difference between the VDS and the RDS. Failure to understand the needs of any specific staff group will mean that communications cannot be directed and tailored to their specific needs.

## Performance Systems

136. The TASS event recording system has replaced the RIVO software system. Both systems record safety events and investigations. System users indicate that the new system performs better than the RIVO system, although there is limited practical experience of the TASS system by the users we engaged with during our fieldwork.
137. We understand that following the rollout of TASS there were concerns about the access levels to events reported on the system, this led to the system being restricted e.g. access to reports. We have been advised that the ICT team are close to resolving those issues and the expectation is that access will return to the level originally planned. The management decision to restrict use of the system to certain roles, is understandable and we recognise this decision is a contributory factor with regard to the limited use. A number of members of staff suggested that if they needed to use the system they would refer this to their H&S lead, this clearly could add to the workload of those role holders. The H&S team acknowledge that there is a lack of user understanding of the system and intend to produce a flow chart to assist and support staff.
138. We witnessed significant use of data throughout the H&S working groups at all levels and saw data graphics displayed on a number of H&S noticeboards at fire stations, which was very encouraging. Data was also incorporated within documents with many managers using this as evidence of improved performance.

**Good Practice 7** – The positive use of data and visibility of up-to-date H&S information at fire station level raises awareness and embeds a positive H&S culture.

139. When we asked managers about the activities that were contributing to improve H&S performance, there appeared to be a lack of understanding among some staff interviewed. We accept that the current reported trends and data indicate that H&S measures are moving in a positive direction, this is welcomed. The SFRS must, however, understand what it is doing to cause the improvement to allow it to continue investing in those activities that are making a positive change.

**Area for Consideration 18** – The use of data to support decision making should be complemented by understanding ‘why’ and ‘how’ the data was used to make the decision.

**Area for Consideration 19** – The Service should take steps to ensure that staff fully understand the relationship between the activities they undertake and the improvements made in performance.





Image courtesy of SFRS Corporate Communications

## Recording and Reporting of Incidents Including ‘Near Miss’

140. As stated above, many of the staff we interviewed had little exposure to the TASS H&S event recording system. Those that had some experience of the new system found that it was an improvement from the previous RIVO system. We were made aware that since going live the system is still being adapted to provide different levels of access for managers, and resolve some other technical issues that have been identified.

**Good Practice 8** – The event recording system (TASS) is seen by staff that utilise it, as an improvement on the previous system being more user friendly and with increased functionality and access to data.

141. When we discussed the understanding of the term ‘near miss’ and how this should be reported, we found in most areas of the Service that this was well understood. We then asked, when was the last time anyone reported a ‘near miss’? We found that these types of event were rarely reported. In fact no one we interviewed could recall reporting a ‘near miss’ in the past year.
142. Exploring the reasons for this, staff suggested that reporting events would add significant work for supervisory managers and there would be additional work/administration for all parties. There was also a belief among some that this could result in blame being apportioned and action taken. Another common reason given was that the reporting process itself is too complex and is restricted to supervisory managers and above.

143. While managers recognise the importance of ‘near miss’ reporting and accept that the low levels of reporting ‘near misses’ was not ideal, the gap in the organisation’s understanding of these issues is not being captured. The reason for low reporting is a weakness and should be addressed.

**Recommendation 5** – The SFRS should identify the cultural barriers that prevent staff reporting ‘near misses’. The ‘near miss’ recording systems, should be accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.

144. We are pleased to note that in the H&S Annual Report 2019/20, ‘near miss’ reporting continues to increase across the three SDA areas. We note that ‘Operational near misses’ accounted for 36% (71 out of 199), ‘non-operational activities’ accounted for 30% (59 out of 199) and ‘training activities’ accounted for 35% (69 out of 199) of the total events reported.
145. The most common reported ‘near miss’ events involve BA related training, 40% (28 out of 69) with 71% (20 out of 28) occurring during SDA led training.

## Event Investigations

146. The SFRS has detailed policies, procedures and management arrangements for the investigation of H&S incidents. The investigations are categorised in line with policy and investigated by a person of suitable role. Reports that are categorised as Level 3 or 4 incidents have recommendations quality controlled and scrutinised by the Safety and Assurance Sub Group, and then presented to the NSAB for approval and monitoring.
147. Whilst there are timescales for events to be investigated, and controls are in place, there can be a significant delay in reports being presented to NSAB, some up to 18 months after the occurrence. This can be due to the investigating officers balancing competing work demands on the time available. The delay in progressing these reports and their actions could place others at risk and high priority learning should be identified and shared to reduce harm to staff.

**Area for Consideration 20** – The SFRS policy on event investigations should be amended to allow completion of investigations within agreed and achievable timescales with the necessary resources allocated to complete.

148. Inspectors are aware that the SFRS uses safety notices to raise awareness of specific H&S risks, however, we are concerned that the overall level of information received at fire stations may in some way diminish the perceived level of importance of notices.
149. In the H&S Annual Report 2019/20 the Service is aware that only 42% (15 out of 36) of Level 2 to Level 4 incident investigations were complete. This should be of concern to the SFRS. We are aware, that the H&S Directorate are looking to provide dedicated resources for completing Level 3 and 4 investigations.

## Training and Recording

150. Since, the first Covid-19 lockdown in March 2020, the SFRS has reduced the exposure of its workforce to personal harm and contact by reducing training sessions. This was part of a number of control measures put in place and reviewed in line with the continually evolving government guidance.
151. RVDS staff were allowed to train in smaller groups to aid resilience. However, we found that there were examples of staff coming on to station to train without appropriate levels of supervision and management. The impact of these changes and the effect to the knowledge and understanding of staff has not been assessed. We understand this was due to vacancies in supervisory roles within some RDS stations.

**Area for Consideration 21** – The SFRS should carry out an evaluation exercise that considers the impact of the pandemic with regard to RVDS staff training in small groups, with limited supervision and support. The SFRS should develop a plan that prioritises any training slippage for RVDS staff caused by Covid-19.

152. We were given assurance during our interviews that the SFRS had prioritised a number of critical training areas including Incident Command (IC). When we engaged with the Incident Command team we were advised that command competence had been managed effectively and that the Incident Command Level 1 (ICL1) plan 2020/21 had been effectively delivered.
153. The IC team was able to show the level of ICL1 training from April 2020 to March 2021 was:
- 12 courses run
  - Total capacity 120 delegates
  - Total attendees 115
  - This is a 95.83% attendance achieved during Covid-19 which is very positive.
154. The Service is reliant on PDRPro (personal development records for staff) to monitor competency and compliance of its Operational staff. We were told by RVDS staff, that during 'business as usual' there is insufficient time to complete all the training required.
155. We heard repeatedly from senior managers that staff had a lack of experience responding to complex incidents and that training for safety-critical events was, and will be, hugely important in individual development. There is concern that a lack of realistic training and little developed understanding of risk and hazard perception could lead to a future organisational risk. This should be of real concern given the recent and future attrition rates.
156. Training should be blended to include a balance of both practical and theoretical elements to prevent knowledge voids appearing which in turn may lead to increased levels of injury and events.

## Competence of Staff

- 157. The loss of skills and experience at all levels is an increasing issue throughout the fire sector in the UK and its impact is significant to the SFRS. HMICFRS in England identify in their report ‘State of Fire and Rescue 2021’ that many services in England are failing to establish adequate succession plans for future leadership. This included; a lack of workforce planning, planning for future leaders and a lack of development opportunities for RDS (On-Call). SFRS has similar issues to address.
- 158. Evidence generated from our data analysis and fieldwork, indicates that there are numerous operational staff requiring basic H&S training beyond that provided on the initial trainee firefighter course (we understand 45 minutes is dedicated to H&S).
- 159. The data supplied to us in June 2021 suggests a reduction in the number of staff who have qualifications or training issued, or accredited by, the Institution of Occupational Safety and Health (IOSH) or National Examination Board in Occupational Safety and Health (NEBOSH). Many staff who have qualifications have not been re-accredited or updated since the qualification was originally gained. We contacted IOSH and received the following advice, ‘with IOSH Managing Safely, there is no expiry date on the qualification however it is recommended to take the refresher course within three years of the original’. The information supplied to us indicates the SFRS has a desire to follow this recommendation as they include a renewal date for qualification within the data provided.
- 160. The number of staff with H&S qualifications;

	Number qualified	Number within 3 years	% not re-accredited
<b>IOSH (Managing Safely)</b>	1347	308	77.1%
<b>NEBOSH (General Certificate)</b>	125	2	98.4%

**Table 2 IOSH and NEBOSH qualifications**

**Area for Consideration 22** – H&S training and qualifications are integral to firefighters understanding of H&S and to service delivery. There needs to be a suitable continuous professional development program in place to maintain competence and ensure alignment to the good practice suggested by IOSH.

- 161. The Learning Content Management System (LCMS) contains a number of specific H&S packages. The general content of the LCMS system was described by some station-based staff and FDOs as too long and not suited to the end user. The content owners of these packages have detailed knowledge of their subject matter, however, they seem unable to always deliver the key messages to staff, especially those staff that have limited time available for training in the workplace. Inspectors reviewed

a number of the LCMS packages including manual handling and DRA/ARA and acknowledge the comments received. This is an issue that HMFSI has highlighted in our 2020 report 'Training of the Scottish Fire and Rescue Service's Retained Duty System Personnel'<sup>15</sup>.

162. We heard from station-based staff, on numerous occasions about the need to 'chase the green'. This is said to be a common practice to ensure that individual training records are shown as green and therefore in date, even if not fully completed. Staff suggested that this is due to a lack of available time, particularly RVDS staff. Where records are amber and red the Training team will highlight gaps to local management placing them under pressure to catch up. Staff therefore 'chase the green' and short cut the learning needed. We were told of occasions that records do not reflect what has actually been undertaken, but we did not witness this practice during our visits. We did hear this issue being raised routinely across all SDAs and we acknowledge the pressure that staff are under to comply.

**Area for Consideration 23** – The SFRS should ensure that all training records are an accurate reflection of the work completed and any system 'workarounds' should be eliminated.

163. New guidance notes and safety documentation which are added to the individual PDRpro records increase the workload year-on-year. This increases the amount of work to be completed in the same time available, which is likely to increase the potential that the system may not reflect the training undertaken.
164. The potential risk associated with this practice is that there is a misleading picture on the actual level of knowledge of staff being trained. We were made aware that local managers feel that they do not have the authority to vary the training content and programme plan to more effectively meet the needs and risks of their station-based staff, thereby potentially releasing capacity to better undertake the more relevant training.
165. We have raised the issues of training records and have been made aware of a new project being led by the Training team which looks to rationalise the current training schedule. This new schedule should create a clear distinction between maintenance and acquisition training, and will allow some local determination of priorities and increase capacity within the training cycle to focus upon station and individual needs. We have been assured this new way of working will be introduced by April 2022.

**Area for Consideration 24** – The LCMS system is a comprehensive library of learning material. However, it needs to be designed to meet the needs of all end users, adjusted sufficiently to realistically utilise the time available, and identify and prioritise safety-critical risks.

15 [Training of the Scottish Fire and Rescue Service's retained duty system personnel: HMFSI inspection report - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/documents/2020/12/Training_of_the_Scottish_Fire_and_Rescue_Service_s_retained_duty_system_personnel_HMFSI_inspection_report.pdf)

## Competence<sup>16</sup>

**‘Truly effective health and safety management requires competency across every facet of an organisation and through every level of the workforce.’**

The health and safety of Great Britain: Be part of the solution  
([www.hse.gov.uk/strategy/document.htm](http://www.hse.gov.uk/strategy/document.htm))

## Resilience

166. All organisations have finite resources, a limited number of staff with the required knowledge, skills and understanding to deliver their work. The SFRS is no exception, however with such a large number of staff employed to deliver its response capability, it should be sufficiently resourced to ensure any deficiency in the service delivery model is minimalised.
167. There are a number of key roles within the SFRS that have responsibility for the day-to-day delivery of many of the legislative H&S expectations of the Service. FDOs and operational supervisory managers are key to monitoring and maintaining standards and expectations.



Image courtesy of SFRS Corporate Communications

168. The difficulty faced by SFRS however, is that a great number of its fire stations are crewed by RVDS staff and are located in remote, rural and island communities across a large geographical area. This makes it very challenging for the Service to assure itself that the appropriate level of managerial and supervisory staff are experienced, adequately trained and available to respond when required to do so.

<sup>16</sup> [Managing for health and safety \(HSG65\) \(hse.gov.uk\)](http://www.hse.gov.uk/strategy/document.htm)

169. We have seen data that shows significant appliance non-availability at RVDS stations in rural areas and understand this has been consistent since the formation of the single service. This was perceived as a ‘risk to firefighter safety’ by station-based operational personnel during our interviews.
170. Recruitment and retention of RVDS staff is a UK-wide issue and impacts upon the SFRS significantly due to the large numbers of staff employed on these duty systems.
171. The differences between the role of a firefighter and station-based supervisory managers within RVDS stations is significant, due to a number of factors such as increased responsibility and administration. This can be a barrier in attracting suitable staff willing to undertake these positions. Without regular support and supervision, there is an increased risk of issues going unnoticed which may increase the risks to staff and those they serve.
172. Many staff, particularly at RVDS stations, report that they do not see or engage with FDOs routinely enough and that they do not feel able or willing to escalate issues and influence outcomes. This lack of visibility of FDOs is a H&S risk for the Service and staff. Risks include an inability to check the knowledge and competency of staff in regards to areas of operational risk, and an inability to ensure important information has been received and understood. This lack of visibility could be a reason for the inconsistencies in the H&S knowledge of some crews, both Wholetime Duty System (WDS) and RVDS that was witnessed during our fieldwork.
173. Where there are gaps in station-based RVDS supervisory management this places greater dependency and expectation on some supervisory FDOs who may have a significant number of RVDS stations to manage. Add to this the geographical distances which may be encountered, and the high attrition and recruitment rates at some stations, and it shows the problem and risks are potentially significant and should be risk assessed.
174. FDOs we spoke with appeared committed to visiting fire stations and supporting RVDS staff, however they have spoken about difficulties in balancing competing demands and it appears RVDS station visits routinely suffer as a consequence. We have seen the increased use of virtual meetings as a way to increase capacity, but this is not always possible, desirable or effective, and should not be seen as a replacement for face-to-face team engagement.
175. The increase in the number of rural RVDS Watch Commander support roles (now numbering 54) has helped staff at some stations to manage routine work, however these staff are not employed to manage or monitor other station-based supervisory managers and their staff.
176. The SDA DACOs and LSOs generally acknowledge the issues associated with RVDS staff and FDOs. However, we were not provided with significant assurance that any immediate plans are in place to deal with these issues. Other associated vacancy management issues, including the development, recruitment and training of staff to address these gaps are known, but finding a resolution without them further impacting

upon other areas of business is not clear. We note and welcome the SFRS future focus on Mental Health as stated in its H&S Annual Report 2019/20.

177. Attrition rates at all levels in the SFRS are high: vacancy management, and personnel development will be an ongoing challenge for the SFRS to manage effectively. In our opinion the loss of experience, skills and knowledge are a contributory factor in many H&S related issues. This includes reporting, investigating and accident prevention.

**Recommendation 6** – RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.

## Reducing Vehicle Movements and Vehicle Accidents

178. As part of a presentation delivered to the HMFSI team on Automatic Fire Alarms (AFA), we were advised that the SFRS continues to attend a large number of AFA incidents with 97% recorded as unwanted fire alarms signals (UFAS). These events represent over 31% of the total incidents the Service attends. UFAS necessitate approximately 57,000 unnecessary blue light journeys that impact upon firefighter and public safety. In April 2021, the SFRS adjusted its response model to this type of incident due to Covid-19 and has reduced blue light journeys by 21% in that period. It is anticipated that sustained change following the public consultation on the SFRS' future UFAS policy may reduce vehicle accidents by up to 29%.
179. A significant amount of time and cost is recorded against vehicle accidents. These are monitored and reported at all SDA H&S meetings and discussed ultimately at NSAB. Analysis from the H&S Annual Report 2019/20 reported that 56% (140 out of 249) of vehicle accidents occurred during operational activities, 33% (83 out of 249) occurred during non-operational activities, and 11% (26 out of 249) occurred during training, representing a 4% increase.
180. The 2019/20 H&S Annual Report stated that, the most common cause of vehicle accidents across the SFRS continues to be 'hit something fixed or stationary', accounting for 61% (152 out of 249) of the total reported, compared to 74% (178 of 241) when considering the previous reporting year.
181. A significant number of the reported vehicle accidents occurred at slow speed, with 80% (44 of 55) occurring while the vehicle was travelling forward. The SFRS has introduced fire station traffic management plans and promoted the use of driving assistants when manoeuvring vehicles. The trend and costs associated with these events is significant and more importantly these incidents could lead to personal injury.
182. The pressures to train adequate numbers of Blue Light Vehicle Drivers, Incident Commanders and other specialists is understood within TSA. We have not seen detailed plans which would address the potential organisational risk that exist and, therefore cannot comment on the suitability of any plans or proposals.



## Provision of Equipment, Training and Documentation

183. During our visits we witnessed, and were informed of, equipment arriving on fire stations without the appropriate documentation. In some areas equipment would arrive or be left on site with no records of delivery. This equipment did not have the required technical information notes or periodic inspection and testing sheets. In other areas equipment would arrive with all associated documentation and training materials. The impact of this inconsistency is difficult to measure, with equipment often left unused and/or untested for some time. There is a risk that station staff could use equipment inappropriately and could potentially lead to personal injury or damage to the equipment.
184. We understand that when a product is to be procured, a Provision and Use of Work Equipment Regulations 1998 (PUWER) assessment is undertaken which determines how the product is rolled out and an implementation plan developed. The established process does not deliver the reliability needed and implementation is not always achieved. The inconsistencies should be resolved to reduce any future risk of personal injury or damage to equipment.

**Area for Consideration 25** – The process for determining how new equipment is rolled out and implemented needs to be applied consistently to ensure it is delivered as expected.

185. We heard that staff think their new structural fire kit (PPE) was an improvement over its predecessor, and we understand that work is being undertaken to look at a fire tunic more suited for non-compartment fires and other related incidents. Securing a fire tunic for this purpose will be welcomed by operational staff and will be an aid to reducing fatigue and the potential for injury and heat stress, especially dealing with wildfires.
186. The storage of PPE on fire stations varies due to available space, however, there are still examples of PPE stored in appliance bays exposed to vehicle fumes. In general, however, the storage of PPE is positively managed. We were encouraged to hear staff describing a desire to reduce potential cross contamination by regular cleaning of their kit or separating it when returning to station away from the crew cab. This positive and proactive approach should be encouraged to activities beyond PPE.
187. The reliance on a paper-based system of standard test records is a risk to the organisation and is a weakness in the current testing and maintenance arrangements.

**Recommendation 7** – The SFRS should consider introduction of an electronic asset management and testing solution, which would reduce reliance on paper records and limit organisational exposure and risk.

## Organisational Learning

188. Elsewhere in this report we identify that there is little evidence of H&S data being used to support decision making at local levels. This may be linked to the decision making authority and accountability issues we previously identified. We have, however, seen significant effort by the SFRS to raise staff awareness to operational risk and hazards. As previously discussed, the Service uses a number of different documents to pass information to staff including; Awareness Briefings, Safety Notices, Frontline Updates and Urgent Instruction. The use of Frontline Updates demonstrates the benefits of the work of the OA team, the debrief processes and a real commitment to organisational learning. This was recognised by station-based Operational staff during our fieldwork.
189. There are some common accident themes that continue to require investigation such as low speed manoeuvring and the trapping of limbs whilst carrying out BA exercises. The ability for the organisation to learn from these events should be questioned and addressed. The use of data across the functional areas and in departments should assist identifying where improvements should be made. HMFSI discussed the level of events particularly within the training environment and were advised that the OA team has no auditing role for support functions due to no formal arrangements being in place. We were informed that the OA function would assist any department to understand and improve if requested or a need is identified through monitoring.
190. Senior managers interviewed were able to give examples of where evidence had been used to support H&S decisions. We found that lower level managers were unable to provide evidence or examples of where and how data has been used to effect change. This may explain why there are lower levels of recording and reporting in all SDAs areas as with the reporting of 'near misses'. If staff can see that evidence is utilised to make improvements they may be more inclined to record events.

**Recommendation 8** – The SFRS should ensure that information related to Operational risk and safety-critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.

### Worker consultation and involvement;

**'I find it hard to imagine how one could ever put in place an effective workplace health and safety system that did not include real participation and engagement of the workforce.'**<sup>17</sup>

Judith Hackitt, HSE Chair

17 [Managing for health and safety \(HSG65\) \(hse.gov.uk\)](https://www.hse.gov.uk/hsg65/)

## Joint and National Organisational Learning

191. The SFRS is committed to learning from emergency incidents and events it attends, from significant incidents reported throughout the fire sector, and from other blue light responding agencies. The debrief process allows for internal learning locally and for it to be shared across the country. The OA team monitor many systems to ensure shared learning is reviewed and distributed. National events impacting upon the sector are routinely shared and we are pleased to see recent sharing of both national and local learning across the Service.
192. We were given examples of how multi-agency learning was being shared both from and with partners; events included wildfires, flooding and a recent train derailment. Lessons learned from these case studies is also being used by the incident command team in their work with all levels of incident command training.

**Good Practice 9** – The sharing of Service and fire sector incident debriefs ensures operational staff are able to learn from ‘real’ incidents and improve firefighter safety.

193. We observed how combined learning from Joint Organisational Learning (JOL)/ National Organisational Learning (NOL)/ National Operational Guidance (NOG) is managed within the SFRS. The governance arrangements within the Service appear robust and effective. The Service should also ensure that all lessons identified through national multi-agency training and exercising are captured and considered in line with its desire for continuous improvement.
194. We were advised that the dissemination of some learning has been delayed, over concerns that there are outstanding legal matters that may need to be resolved. It is our view that there should be no unnecessary delay in sharing learning that will reduce risk to operational staff. Those responsible for delays should understand and be accountable for information not being shared.
195. Staff from the OC function feel that they are often excluded from participating in the sharing of information. We understand that staff within the Operations function are addressing some of these concerns. Other departments should be encouraged to take the same approach. OC staff are an integral part of the incident resolution process and part of the management of H&S across the SFRS.

## Act – Review of Health and Safety Performance

### Evaluation

196. We found little evidence to suggest that the SFRS evaluates the effectiveness of its H&S policy and procedures. This may be due to the sheer volume of work that the policies and procedures cause to managerial staff and support teams. Evaluation could be linked to the ‘check’ part of the HSG 65 model and may bring broader organisational benefits.
197. Failing to routinely evaluate policy and procedure could lead to inefficient and unproductive work being carried out by some staff groups. Ensuring policy and procedures have positive outcomes on objectives will assist in the effective utilisation of the resources available.
198. We discussed the UFAS proposals with managers and acknowledge that any changes to the current response methodology would likely reduce vehicle accidents and injuries. The additional time gained from unnecessary vehicle movements will permit station-based staff more time to undertake priority work.
199. We have previously mentioned the document, Conversion Project within this report and were originally led to believe that this project would assist in the streamlining and reduction of a range of documents across the SFRS. However our original understanding is incorrect and the project is limited to the suite of documents within the Operations function. From our interviews with leaders within the Operations team we believe that the project has reduced the volume of documents in that department. We would expect the evaluation of the project’s success to lead to the principles of the project being considered for extension across all functions of the Service.
200. We believe that information overload and the lack of up-to-date and timely information could be a contributor to future risks for all operational staff.

### Resources

201. The allocation of teams within the H&S headquarters function, SDA and LSO areas with specialist and multi-disciplinary functions is based on legacy Service arrangements with resources distributed unequally. While the SDA DACO can share or request additional resources to support their needs, we were not shown how resources are allocated based upon need. Neither could we see evidence of resources being regularly allocated or re-distributed due to a specific business case or an identified need.

202. There is a potential imbalance or inefficient use of resources in some parts of the SFRS, and this is possibly linked to issues that were identified to us with regards to actual and perceived workloads/priorities. We understand the SFRS has a project to look at risk and resources allocation using the Community Risk Information Model. This work may influence future resource distribution and address some of the issues raised. Using data to enhance decision making could be improved with active feedback to prevent misunderstanding or frustration from those raising issues relating to legitimate local priorities.
203. A number of the H&S related documents contain an element of audit that have not been achieved. This includes 'Health and Safety Audits Management Arrangements - Level 1 audits of the Senior Leadership Team. We recognise the impact that the Covid-19 pandemic has had on the Service's ability to undertake this work since March 2020, however we found that prior to the pandemic this audit had not been achieved as per policy. By stating a specific audit frequency there is an expectation of completing them as stated; if these frequencies are unrealistic the policy should be amended or resources identified.
204. We were made aware that additional 'new' resources were being introduced, or were to be introduced, to a number of departments, including H&S, Training and other teams. We were told that this was facilitated by an increase in the organisational establishment through utilising and redistribution of existing staff. We found little clarity to what this organisational growth would look like and where any other resources would be deployed. We also acknowledge that the SFRS has increased the number of WCs supporting the RVDS in the past few years by 54 people. Continuing to increase the establishment of course places increased pressure on the resource budget.

## **H&S Annual Report and Publications**

205. An Annual Report on the SFRS H&S performance is presented to the SFRS Board. The report presents the quantitative data on the performance of the Service in a number of key H&S areas, the report also gives a commentary against previous and current performance. The last published report covers the period 2019/20, we expect the new H&S report for 2020/21 will be published soon.
206. Published reports are available on the SFRS website<sup>18</sup>.

18 [Scottish Fire & Rescue Service \(firescotland.gov.uk\)](https://www.firescotland.gov.uk)

## Conclusion

207. The SFRS has a good understanding of its duties relating to H&S, with good structures in place for developing H&S related plans and monitoring activities and investigating events.
208. H&S is positively promoted across the Service by senior leaders and through our fieldwork we have been able to identify areas that staff feel are good practice.
209. We believe that if the SFRS give appropriate attention to areas we identify for consideration and positively address our recommendations, this will further promote a positive H&S culture reducing risk to staff and the communities they serve.

# Summary of Recommendations, Areas for Consideration and Good Practice

## Recommendations

- **Recommendation 1** – The outcomes of the Document Conversion Project currently being carried out in the Operations function, should be evaluated and the benefits extended to other SFRS Directorates, including Training Safety and Assurance (TSA).
- **Recommendation 2** – The SFRS should revise and amend the LCMS packages on ARA and DRA to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all Operational staff.
- **Recommendation 3** – The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up-to-date and the information available suitable for all foreseeable incident types.
- **Recommendation 4** – The SFRS should ensure that the Post Incident Support Policy and Procedure is amended so that triggers are in place and are activated automatically to support all levels of operational staff attending incidents.
- **Recommendation 5** – The SFRS should identify the cultural barriers that prevent staff reporting ‘near misses’. The ‘near miss’ recording systems, should be accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.
- **Recommendation 6** – RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.
- **Recommendation 7** – The SFRS should consider introduction of an electronic asset management and testing solution, which would reduce reliance on paper records and limit organisational exposure and risk.
- **Recommendation 8** – The SFRS should ensure that information related to Operational risk and safety-critical hazards is clearly prioritised with key messages identified, and information targeted to the intended recipient rather than to general staff groups.

## Areas for Consideration

- **Area for Consideration 1** – The SFRS core values including ‘Safety’ could be embedded further into organisational processes such as promotion, selection and appraisals.
- **Area for Consideration 2** – The SFRS should consider establishing a designated SFRS Board member as H&S lead or champion.
- **Area for Consideration 3** – The SFRS should introduce clarity on the accountability and decision making authority of all levels of managerial staff to improve H&S management and delivery.
- **Area for Consideration 4** – The SFRS should ensure there is early engagement with relevant internal stakeholders to ensure their priorities and ideas are considered within future H&S plans.
- **Area for Consideration 5** – The SFRS should ensure that staff understand the roles and the functions of specialist teams; such as OA and H&S, particularly those working within the RVDS staff groups.
- **Area for Consideration 6** – The SFRS should ensure that H&S Policies and Procedures are designed, developed and tested in conjunction with all duty systems prior to issue.
- **Area for Consideration 7** – Documents that contain safety-critical information should be readily identifiable to the relevant staff. There is a lack of clarity on document types and their importance relative to each other, this and the volume of documentation leads to information overload and could place staff and the organisation at risk.
- **Area for Consideration 8** – The SFRS should take steps to ensure that the frequency of H&S and OA audit and review stated in policy, is aligned to available resources and capacity.
- **Area for Consideration 9** – Incident Command training should include the development of the understanding of individual and organisational risk appetite and the implications of its application at operational incidents.
- **Area for Consideration 10** – The SFRS should ensure a consistent level of understanding of the ‘Firefighter Safety Maxim’ and how it links to the organisations risk appetite.
- **Area for Consideration 11** – The MSK working group should be reinvigorated to address and reduce the number of MSK injuries among operational staff. Operational staff should also be made aware of the membership, remit and outcomes of this group.
- **Area for Consideration 12** – Many H&S events reoccur similar to those previously investigated. The Service needs to be assured that actions previously identified from the event investigation process are addressed and followed through within appropriate timescales.
- **Area for Consideration 13** – The SFRS should consider the suitability, use, provision and deployment of welfare arrangements, particularly regarding the availability and use of Welfare Pods.
- **Area for Consideration 14** – The SFRS should seek to understand why staff are unwilling to report and escalate H&S related issues appropriately and why they perceive that there



is a lack of feedback. The Service should also utilise the collective creative capacity of the workforce to stimulate innovation and ideas.

- **Area for Consideration 15** – The SFRS should ensure that FDOs comply with the Occupational Road Risk Management Arrangement (ORRMA) policy and carry out a risk assessment (recorded) post operational incidents, prior to travelling back to home address, where they may have travelled a significant distance, to ensure their fitness to travel. The expectations placed on FDOs at incidents should take into account the need for fitness to travel.
- **Area for Consideration 16** – The SFRS core value of ‘*Teamwork*’ could be embedded further throughout the organisational processes to ensure new entrants are encouraged to utilise personal skills and experiences. Ensuring people can be themselves, will encourage broader diversity.
- **Area for Consideration 17** – Working hours and rest periods are covered by primary legislation and should be actively monitored to ensure all operational staff have adequate rest periods.
- **Area for Consideration 18** – The use of data to support decision making should be complemented by understanding ‘why’ and ‘how’ the data was used to make the decision.
- **Area for Consideration 19** – The Service should take steps to ensure that staff fully understand the relationship between the activities they undertake and the improvements made in performance.
- **Area for Consideration 20** – The SFRS policy on event investigations should be amended to allow completion of investigations within agreed and achievable timescales with the necessary resources allocated to complete.
- **Area for Consideration 21** – The SFRS should carry out an evaluation exercise, which considers the impact of the pandemic with regard to RVDS staff training in small groups, with limited supervision and support. The SFRS should develop a plan that prioritises any training slippage for RVDS staff caused by Covid-19.
- **Area for Consideration 22** – H&S training and qualifications are integral to firefighters understanding of H&S and to service delivery. There needs to be suitable continuous professional development program in place to maintain competence and ensure alignment to the good practice suggested by IOSH.
- **Area for Consideration 23** – The SFRS should ensure that all training records are an accurate reflection of the work completed and any system ‘workarounds’ should be eliminated.
- **Area for Consideration 24** – The LCMS system is a comprehensive library of learning material. However, it needs to be designed to meet the needs of all end users, adjusted sufficiently to realistically utilise the time available, and identify and prioritise safety-critical risks.
- **Area for Consideration 25** – The process for determining how new equipment is rolled out and implemented needs to be applied consistently to ensure it is delivered as expected.

## Good Practice

- **Good Practice 1** – A number of the SFRS H&S policies and procedures align with the principles within HSG 65 and other HSE guidance documents, utilising the Plan, Do, Check, Act methodology.
- **Good Practice 2** – The restructure of H&S into the Training, Safety and Assurance Directorate is seen as positive across the organisation, streamlining governance and reporting, with H&S as a standing agenda item in relevant management meetings across the Service.
- **Good Practice 3** – H&S teams across the SFRS pro-actively follow up and report progress on improvement/action plans which ensures an organisational focus on the importance of H&S.
- **Good Practice 4** – At strategic level the SFRS has a good understanding of its duties, with regard to H & S and has a comprehensive suite of documentation to support its H&S objectives.
- **Good Practice 5** – The adoption and provision of a dedicated Firefighter Safety Resource to certain incidents, enhances Firefighter safety throughout Scotland. The SFRS should consider sharing information regarding these arrangements across the UK via the NFCC.
- **Good Practice 6** – SFRS senior managers are viewed positively by staff in promoting a strong H&S culture throughout the organisation, with a strong focus on mental health and wellbeing.
- **Good Practice 7** – The positive use of data and visibility of up-to-date H&S information at fire station level raises awareness and embeds a positive H&S culture.
- **Good Practice 8** – The event recording system (TASS) is seen by staff that utilise it, as an improvement on the previous system being more user friendly and with increased functionality and access to data.
- **Good Practice 9** – The sharing of Service and fire sector incident debriefs ensures operational staff are able to learn from ‘real’ incidents and improve firefighter safety.

# Glossary and Abbreviations

An explanation of abbreviations used can be found in the table below.

The glossary below includes the up-to-date role names.

<b>AC</b>	Area Commander
<b>ACO</b>	Assistant Chief Officer
<b>ARA</b>	Analytical Risk Assessment
<b>BA</b>	Breathing Apparatus
<b>CC</b>	Crew Commander
<b>DACO</b>	Deputy Assistant Chief Officer
<b>DRA</b>	Dynamic Risk Assessment
<b>FBU</b>	Fire Brigades Union
<b>FDO</b>	Flexi Duty Officer
<b>FRS</b>	Fire and Rescue Service
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<b>H&amp;S</b>	Health and Safety
<b>HSE</b>	Health and Safety Executive
<b>HSWA</b>	Health and Safety at Work etc. Act 1974
<b>IC</b>	Incident Commander
<b>LAI</b>	Local Area Inspection
<b>LCMS</b>	Learning Content Management System
<b>LSO</b>	Local Senior Officer
<b>NFCC</b>	National Fire Chiefs Council – is a professional body that drives collective improvement and development throughout the UK FRSs.
<b>NSAB</b>	National Safety and Assurance Board
<b>OA</b>	Operational Assurance
<b>OC</b>	Operations Control
<b>OD</b>	Operational Discretion

<b>PDA</b>	Pre-Determined Attendance
<b>PISP</b>	Post Incident Support Policy and Procedure
<b>PPE</b>	Personal Protective Equipment
<b>PUWER</b>	Provision and Use of Work Equipment Regulations 1998
<b>RIVO</b>	Previous H&S event recording system
<b>RVDS</b>	Retained Volunteer Duty System (this includes Retained duty system and Volunteer duty system)
<b>SALO</b>	Safety and Assurance Liaison Officer
<b>SC</b>	Station Commander
<b>SD</b>	Service Delivery
<b>SDA</b>	Service Delivery Area
<b>SFRS</b>	Scottish Fire and Rescue Service
<b>SG</b>	Scottish Government
<b>SLT</b>	Strategic Leadership Team
<b>SMARTEU</b>	Scottish Multi-Agency Resilience Training and Exercise Unit
<b>SOP</b>	Standard Operating Procedure
<b>TASS</b>	Think Act Stay Safe – new SFRS event recording system
<b>TSA</b>	Training, Safety and Assurance
<b>TTM</b>	Task and Task Management
<b>UIG</b>	User Intelligence Group
<b>WC</b>	Watch Commander
<b>2005 Act</b>	The Fire (Scotland) Act 2005

# Appendix 1 - About HM Fire Service Inspectorate

Her Majesty's Fire Service Inspectorate in Scotland (HMFSI) is a body that operates within, but independently of, the Scottish Government (SG). Inspectors have the scrutiny powers specified in section 43B of the Act. These include inquiring into the state and efficiency of the SFRS, its compliance with Best Value, and the manner in which it is carrying out its functions.

HMFSI Inspectors may, in carrying out inspections, assess whether the SFRS is complying with its duty to secure Best Value and continuous improvement. If necessary, Inspectors can be directed by Scottish Ministers to look into anything relating to the SFRS as they consider appropriate.

We also have an established role in providing professional advice and guidance on the emergency response, legislation and education in relation to the Fire and Rescue Service in Scotland.

Our powers give latitude to investigate areas we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions:

The SFRS must provide us with such assistance and co-operation as we may require to enable us to carry out our functions.

When we publish a report, the SFRS must also have regard to what we have found and take such measures, if any, as it thinks fit.

Where our report identifies that the SFRS is not efficient or effective (or Best Value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the Scottish Fire and Rescue Service to take such measures as may be required. The SFRS must comply with any direction given.

We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.

We aim to add value and strengthen public confidence in the SFRS and do this through independent scrutiny and evidence-led reporting about what we find. Where we make recommendations in a report, we will follow them up to assess the level of progress. We will aim to identify and promote good practice that can be applied across Scotland.

Our approach is to support the SFRS to deliver services that are high quality, continually improving, effective and responsive to local and national needs. The terms of reference for inspections are consulted upon and agreed with parties that the Chief Inspector deems relevant.





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APS Group Scotland

HMFSI Management of Health and Safety: An Operational Focus - Action Plan Progress

Action Plan Owner: Jim Holden, Head of Safety and Assurance

Updated	Next Update
Feb-23	May-23

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The outcomes of the Document Conversion Project currently being carried out in the Operations function, should be evaluated and the benefits extended to other SFRS Directorates, including Training Safety and Assurance (TSA).	R1.1	Principles of the Document Conversion Project to be presented to all Directorates.	AC Craig McGoldrick, Operations	Mar-23		In Progress	15 February 2023: The Document Conversion Project continues with a Phase 1 (All Incidents) Launch planned for April/May 2023. The team continue to work with internal partners to ensure various platforms are available for the content to be published on, which includes the iHub and GETAC/Tables. Once launched the benefits of the project will be shared with other Directorates. This action is currently green and on track for completion by the proposed due date.	50%		Green	
The SFRS should revise and amend the LCMS packages on Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all Operational staff.	R2.1	Develop Management of Operational Risk Policy and Operational Guidance.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23		In Progress	15 February 2023: Draft has been developed. A meeting to discuss suitability for implementation was cancelled due to unforeseen events occurring. This action is currently green and on track for completion by the proposed due date.	70%		Green	
	R2.2	Review the LCMS package for Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA).	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23		In Progress	15 February 2023: Production of Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) maintenance module (working with Training and Employee Development. Work continues to embed ARA/DRA in Training for Operational Competence (TIOC) material. This action is on track and has been marked green.	70%		Green	
	R2.3	Review Incident Command assessments.	AC Alasdair Cameron, TSA	Jun-23		Complete	15 February 2023: The Incident Command Core Skill within the Training for Operational Competence (TIOC) for Quarter 4 has content relating to Dynamic Risk Assessment (DRA) and Analytical Risk Assessment (ARA). There is also a DRA/ARA module within the Health and Safety Programme of Learning which is currently live on the LCMS system. All can be evidenced within LCMS itself. This action is green and is complete.	100%		Green	
	R2.4	Integrate principles of Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) as relevant to risk in all courses.	AC Alasdair Cameron, TSA	Mar-23		Complete	15 February 2023: Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) included in all relevant training material and managed by the Operational Competence Strategy Group. This action is green and is complete.	100%		Green	
The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up to date and the information available suitable for all foreseeable incident types.	R3.1	Determine risk critical information required for GETAC tablets to ensure that this information is provided to crews.	AC Craig McGoldrick, Operations	Sep-23		In Progress	15 February 2023: ICT continue to work through the issues with GETAC, in particular to its security settings and software. The in-vehicle solutions project has purchased 800 tablets which will be used as secondary devices. This will allow documents to be viewed on the fireground. This action is currently green and on track for completion by the proposed due date.	40%		Green	
	R3.2	Determine Operational Intelligence information required for GETAC tablets to ensure that risk critical information provided to crews.	AC Craig McGoldrick, Operations	Sep-23		In Progress	15 February 2023: Once the Phase 1 Document Conversion Project is launched the GETAC/ or secondary Tablet will be used to display the latest risk critical information. 4G connectivity will allow information to be updated as and when required. This action is currently green and on track for completion by the proposed due date.	40%		Green	
The SFRS should ensure that the Post Incident Support Procedure is amended so that triggers are in place and are activated automatically to support all levels of operational staff attending relevant incidents.	R4.1	Health and Wellbeing Team to review Post Incident Support Procedure to determine the need for automatic activations criteria and process.	Justin Smithson, Clinical Lead	Jun-23		In Progress	15 February 2023: A Short Life Post Incident Support Procedure (PISP) Review Group has been established and a rolling action plan created to identify needs and issues regarding PISP and monitor progress. This group is currently undertaking work to review all aspects of the PISP process including policy, procedures, guidance, governance and engagement. Opportunities are currently being considered to utilise Cority system to trigger and monitor PISP and possibly link exposures to iTrent via boomey. This action is currently green and on track for completion by the proposed due date.	25%		Green	



The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.1	Health & Safety Department to liaise with Service Delivery Areas to identify the cultural barriers that prevent Near Miss reporting.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	In Progress	15 February 2023: Health and Safety Executive (HSE) Climate Tool presented to Functional Management Team (FMT) & rejected due to cost. Development of an alternative internal climate survey has not yet commenced due to other strategic priorities. Safety Charter continues through governance. This action is currently green and on track for completion by the proposed due date.	50%		
	R5.2	Consider process to ensure that outcomes and lesson learned from Near Miss reporting are made widely available to staff.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	In Progress	15 February 2023: Publishing of Frontline Updates, as required. Planning of Safety and Assurance (SA) Communication Strategy has been initiated. This action is currently green and on track for completion by the proposed due date.	60%		
	R5.3	Develop improvement/suggestion scheme and a hazard reporting system including feedback methods.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	In Progress	15 February 2023 Update and Pathway to Green: Hazard Reporting Form developed and pending testing on appropriate software system. Awaiting further instruction on how this can be saved within a group environment and not linked to one owner. This action is currently green and on track for completion by the proposed due date.	60%		
RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.	R6.1	Review On Call recruitment and terms of conditions to potentially enhance staffing levels.	AC Craig McGoldrick, Operations Gavin Hammond	Sep-23	In Progress	15 February 2023: A total review of On Call recruitment process has been completed. Efficiencies and improvement identified and introduced under the On Call improvement programme. There is a need for continued improvement as work progresses outwith the project and where other On Call recommendations have been made but final decisions around implementation are yet to be made. Terms and Conditions (T&Cs) standardisation for RDS are yet to be agreed. Further recommendations from the On Call programme are likely to be stalled until agreement is reached. This action is currently green and on track however completion by the proposed due date will be determined by future decision-making and developments with regards to the Terms and Conditions.	50%		
	R6.2	Review management/supervisory provision to On Call staff and determine any actions required to enhance current levels.	AC Craig McGoldrick, Operations Gavin Hammond	Sep-23	In Progress	15 February 2023: A national cadre of On Call Support Watch Commanders, 54, have been imbedded within Service Delivery Areas (SDAs). The central On Call Support team has been in place since March 2021, within the Operations function. This team is currently temporary up to the end of the On Call improvement programme with decisions still to be made about substantiating a dedicated centralised On Call support function. This action is currently green and on track however completion by the proposed due date will be determined by future decision-making.	50%		
	R6.3	Consider methods to increase visibility /presence of Flexi-Duty Officers at On Call stations.	AC Craig McGoldrick, Operations	Mar-23	In Progress	15 February 2023: Due to capacity and timing issues, an update was not received for this action. The update was not received when the Action Plan was submitted to the People Committee for scrutiny.	0%		
	R6.4	Consider options for sharing knowledge and information with On Call staff and confirming competence.	AC Craig McGoldrick, Operations	Mar-23	In Progress	15 February 2023: Due to capacity and timing issues, an update was not received for this action. The update was not received when the Action Plan was submitted to the People Committee for scrutiny.	0%		
The SFRS should design and develop an electronic asset management and testing solution, which would reduce reliance on paper records and limit organisational exposure and risk.	R7.1	Identify, test and implement a suitable management system.  (This will need substantial ICT support and will need to be in the ICT workplan to be able to proceed. There is currently a Vehicle Inventory Checking System (VIC) being trialled but its taken almost 2 years to get this solution to trial status)	Roddy Mackinnon, Scottish Equipment Manager	Sep-23	In Progress	15 February 2023: The Vehicle Inventory Checking System (VIC) is currently being trialled following significant work over the past 2 years to get this solution to trial status. Substantial ICT support is required and will need to be in the ICT workplan to be able to proceed. This action is currently green and on track for completion by the proposed due date.	20%		
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.2	Develop process to ensure targeted messaging methods are available.	AC Craig McGoldrick, Operations	Jun-23	In Progress	15 February 2023: Due to capacity and timing issues, an update was not received for this action. The update was not received when the Action Plan was submitted to the People Committee for scrutiny.	0%		
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.1	Consider actions captured in R1, R3, C17, C18,C22.	N/A	N/A	Cancelled	Response to this action is fully captured and considered within the work currently being undertaken for actions R1 and R3. Updates will be provided within these actions and therefore it is proposed that this action is cancelled to direct focus to these and avoid duplication.			

Report No: C/PC/03-23

Agenda Item: 9

Report to:	PEOPLE COMMITTEE						
Meeting Date:	2 MARCH 2023						
Report Title:	PARTNERSHIP ADVISORY GROUP TERMS OF REFERENCE						
Report Classification:	For Recommendation	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	To present a revised Partnership Advisory Group (PAG) Terms of Reference (ToR) to the Committee as part of an annual review for consideration for recommendation to the Scottish Fire and Rescue Service (SFRS) Board, thereby ensuring the continued effectiveness of the governance arrangements and for positive employee partnership working within the SFRS. The PAG is committed to working in accordance with the principles laid out in the Working Together Framework.						
<b>2</b>	<b>Background</b>						
2.1	This annual review of the PAG ToR aims to ensure our continuous improvement and effectiveness in resolving and escalating any issues arising from the Employee Partnership Forum (EPF), the Consultation and Negotiation policy and from other arenas which impact on the Working Together Framework.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The PAG ToR has been reviewed in line with the recent review of the EPF ToR and as part of the annual general review of ToR.						
3.2	<p>The following amendments are proposed for consideration:</p> <p><b>General:</b></p> <ul style="list-style-type: none"> <li>Update throughout the ToR to state 'Representative Bodies' as opposed to referencing 'Trade Unions' thus aligning with the revised Working Together Framework;</li> <li>Update throughout to refer to 'Group' rather than 'Forum'.</li> </ul> <p><b>Section 2 Membership:</b></p> <ul style="list-style-type: none"> <li>Update to state that representatives are invited to attend in accordance with the Working Together Framework;</li> <li>Noted standing membership is found in Appendix 1 and examples of regular attendees in accordance with the Working Together Framework in Appendix 2;</li> <li>2.3 – Amended to include 'A Deputy Chair will be agreed by the Group and reviewed on an annual basis'.</li> </ul>						

**Section 3 Reporting:**

- Update to state reports may be presented to the Board ‘through the People Committee’.

**Section 4: Responsibilities:**

- Paragraph 2 - Amended to reflect that where agreement cannot be reached there are no further internal escalation routes. Further detail on settlement of differences is provided in Section 9 clarifying ways to appeal matters through National Joint Council (NJC) and Advisory, Conciliation and Arbitration Service (ACAS);
- 1<sup>st</sup> bullet point - Added detail to state that meetings will be based on forward planning and in relation to resolving issues for clarity;
- 2<sup>nd</sup> bullet point - revised wording and merged with bullet point 3, stating need to ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change with the SFRS.

**Section 5 Rights:**

- 1<sup>st</sup> bullet - Added need for approval for co-opting members where there is an associated expense;
- 4<sup>th</sup> bullet - Added ‘In agreement with the Chair’ when asking for any other official or representative body to assist with discussion on a matter;
- 5<sup>th</sup> bullet - Amended to clarify wording ‘The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters’;
- 6<sup>th</sup> bullet - Added ‘updates can be publicly accessed via People Committee and SFRS Board governance routes and open to Freedom of Information requests’.

**Section 6. Access:**

- 6.1 - Amended to reflect that all members of PAG will have free and confidential access to the Chair of the group, previously this stated only SLT had this access.

**Section 7 Meetings:**

- 7.1 - Virtual Platform amended to clarify use of MS Teams. Amended to reflect that meetings may be stood down where agendas are limited;
- 7.2 - Detail added around timelines for additional meeting requests and additional meeting dates;
- 7.3 – Added ‘of the Group’;
- 7.4 - Detail added around use of MS Teams to join future meetings and arrangements to inform the Chair in advance. Removal of typo ‘to use’ typed twice;
- 7.5 - Removed minutes and replaced with action logs. Added need to align for governance purposes with the Standing Orders;
- 7.7 - Amended conflict of interest to declaration of interest.

**Section 9 Settlement of Differences:**

- 9.1 - Amended to reflect that there is no mandatory requirement for one side to comply with the others request for collective arbitration. Removal of the words ‘Following such a request, both sides shall fully participate.’ Arbitration also amended to specify ‘collective arbitration’ as per ACAS guidance;
- 9.3 - Additional paragraph added on status quo and where this applies.

**Inserted an Appendix 1 – clearly detailing standing group membership.**

- Chair of SFRS Board (or Deputy Chair of SFRS Board)
- Chief Officer
- Deputy Chief Officer
- Director of People and Organisational Development (POD)
- Fire Brigades Union
- Fire Officers Association

	<ul style="list-style-type: none"> <li>• Fire and Rescue Service Association</li> <li>• Unison</li> <li>• Unite</li> <li>• Other representation, as appropriate and by invitation.</li> </ul> <p><b>Appendix 2</b> – amended to include Senior lay officials of the Representative Bodies also. The Equality Impact Assessment contained within the Annual Governance Review of Board and Committee Related Matters is reviewed, with reference to the PAG included.</p>	
<b>4</b>	<b>Recommendation</b>	
4.1	It is recommended that the revised PAG ToR be submitted for decision to the SFRS Board.	
<b>5</b>	<b>Core Brief</b>	
5.1	N/A	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A – Draft PAG ToR	
6.2	EIA – contained with Annual Governance Review of Board and Committee Related Matters presented at 28 April 2022 Board.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Marion Lang, Corporate Business and Admin Manager and Kevin Murphy, Group Commander, Board Support Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Lyndsey Gaja, Head of People and Organisational Development	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic Plan 2022-25, Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be. This also links with our SFRS Values and the Working Together Framework.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>PAG</i>	<i>N/A: Email review</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>2 March 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 April 2023</i>	<i>For Decision</i>

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# SCOTTISH FIRE AND RESCUE SERVICE BOARD

## CORPORATE GOVERNANCE

### TERMS OF REFERENCE FOR THE PARTNERSHIP ADVISORY GROUP (PAG)

Original Author/Role	Marion Lang, Corporate Business and Admin Manager
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2023
Quality Control (name)	Gillian Clark
Authorised (name and date)	Liz Barnes, Director of People and Organisational Development, Aug 2021
Date for Next Review	March 2024

Version	Change	Who	When
1.0	First version issued	Marion Lang	April 2022

DRAFT



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# SCOTTISH FIRE AND RESCUE SERVICE BOARD

## CORPORATE GOVERNANCE

### TERMS OF REFERENCE FOR THE PARTNERSHIP ADVISORY GROUP (PAG)

1. [INTRODUCTION](#)

2. [MEMBERSHIP](#)

3. [REPORTING](#)

4. [RESPONSIBILITIES](#)

5. [RIGHTS](#)

6. [ACCESS](#)

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[APPENDIX 1 – STANDING GROUP MEMBERSHIP](#)

[APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS](#)

## **1. INTRODUCTION**

- 1.1 The Board of the Scottish Fire and Rescue Service, its managers, and recognised Representative Bodies, are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a Working Together Framework, which outlines the principles of working in partnership, has been developed.
- 1.2 The Employee Partnership Forum (EPF) and the Remuneration, Appointments and Nominations Sub Committee (RANSC) support the Board and the Chief Officer in their responsibilities under the terms of the Working Together Framework.
- 1.3 The Board and the Chief Officer have established a Partnership Advisory Group (PAG) to assist in resolving and escalating any issues arising from the EPF, the Consultation and Negotiation Policy and from other arenas which impact on the Working Together Framework.

## **2. MEMBERSHIP**

- 2.1 The Group consists of the Chair of the SFRS Board, the Chief Officer of SFRS, the Director of People and Organisational Development, senior members of Representative Bodies and senior members of SFRS staff as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the Working Together Framework, section 4.1.
- 2.3 The Chair of the Group is the Chair of the SFRS Board. A Deputy Chair will be agreed by the Group and reviewed on an annual basis.
- 2.4 Details of the Standing Membership can be found within Appendix 1.



2.5 A further example of the regular attendees anticipated at local and national meetings, in accordance with the Working Together Framework, is provided in Appendix 2.

### **3. REPORTING**

3.1 The Group will provide a copy of the agreed action log from the meeting to all members. A verbal update will also be reported at the People Committee.

3.2 Reports from the Group may also be presented to the Board as required through the People Committee.

### **4. RESPONSIBILITIES**

4.1 The PAG is committed to working in accordance with the principles laid out in the Working Together Framework. In addition to these, the Group will provide a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, where these can no longer be resolved through other internal procedures.

4.2 The Group has the authority to offer opinions, guidance, support, recommendations and to make decision, with there being no further internal escalation routes where agreement cannot be reached.

4.3 The PAG will specifically:

- Meet based on need to discuss and resolve any issues arising from the EPF, the Consultation and Negotiation Policy and from other arenas which impact on the Working Together Framework;
- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS;
- Consider whether issues should be considered internally or externally;
- Ensure diversity matters have been fully considered.

## 5. RIGHTS

5.1 The Group may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek information from the Strategic Leadership Team (SLT), Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the National Joint Council (NJC), Advisory, Conciliation and Arbitration Service (ACAS) or the People Committee;
- In agreement with the Chair, ask any other officials of the organisation or representative bodies to attend to assist with its discussions on any particular matter;
- The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters;
- The Group will be held in private but members should note that updates can be publicly accessed via People Committee and SFRS Board governance routes and are open to Freedom of Information requests.

## 6. ACCESS

6.1 Members of the PAG, as required, will have free and confidential access to the Chair of the Group.

## 7. MEETINGS

7.1 The Group will plan to meet four times a year in SFRS Headquarters, Cambuslang, or via Teams by agreement. Where meetings are not deemed necessary due to limited agendas these will be stood down.

- 7.2 Additional Group meetings can be requested where it has been unable to resolve issues at the EPF.

Additional meeting requests should be actioned within 10 working days of receipt of the request or earlier where possible.

The additional meeting date must take place within 20 working days of receipt of the request.

- 7.3 In the absence of the Chair, the Deputy Chair of the Group will assume the role for the duration of the meeting.
- 7.4 Members are permitted to attend the meeting via Teams. Members who wish to use this option should arrange this with the Group administrator and inform the Chair.
- 7.5 The Group administrator is responsible for the timeous collation and distribution of agendas, action logs and papers and align for governance purposes with the Standing Orders.
- 7.6 The Chair and the Director of People and Organisational Development will meet ahead of each meeting to review agenda items and ensure appropriate attendees.
- 7.7 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Group will temporarily assume the role of Chair for the specific agenda item(s).
- 7.8 For each meeting the Group will be provided with:
- An updated Action Log;
  - A written update from the Chief Officer and Chair of the Board.

7.9 As and when appropriate the Group will also be provided with:

- An update on relevant SFRS Performance Reporting;
- Proposals for key strategies, policies and frameworks (as they affect employees);
- Workforce planning reports;
- Updates on employment and equalities legislation;
- Results of employee surveys;
- Equality, Diversity and 'Balancing the Workforce Profile'.

## **8. INFORMATION REQUIREMENTS**

8.1 All relevant documentation for the Group must be provided as per the schedule for meetings.

## **9. SETTLEMENT OF DIFFERENCES**

9.1 If the PAG fails to reach agreement on any matter for which it has responsibility, that matter can be referred to NJC for uniformed staff matters and ACAS for support staff matters, for conciliation. Both sides will participate in the process of conciliation and act in good faith. Where conciliation fails to produce a settlement either side may request collective arbitration through the services of ACAS. In such circumstances it follows that both sides have voluntarily agreed to take part in the collective arbitration process whenever it is invoked and have agreed in advance to be bound by the decision of the arbitrator.

9.2 In the event that either side has any doubt about whether or not the failure to agree relates to arbitrable issues, and this is not resolved through negotiation or conciliation, then the question of whether or not such issues are arbitrable, taking full account of all agreements between the sides will be put to an arbitrator provided by ACAS. The decision of the arbitrator on such an issue will be binding on both sides.

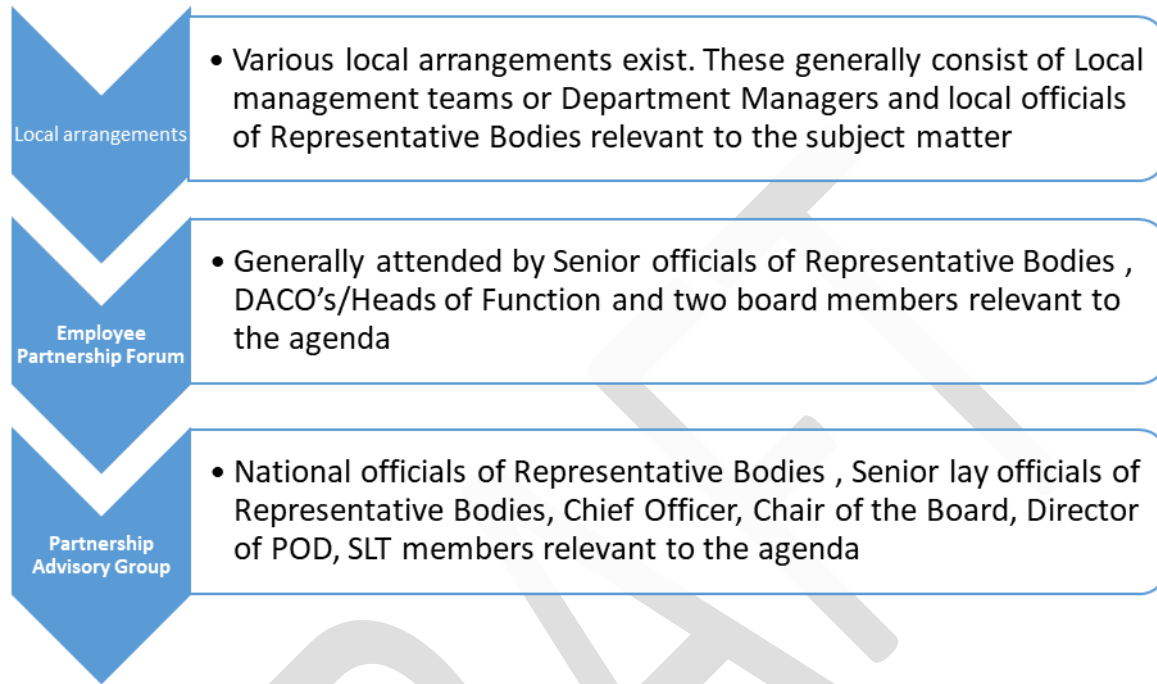
- 9.3 Status Quo and where this applies: While an issue remains subject to discussion/resolution under the SFRS negotiating procedure, neither side will seek to take any collective action or introduce change.

## APPENDIX 1 – STANDING GROUP MEMBERSHIP

- Chair of SFRS Board (or Deputy Chair of SFRS Board)
- Chief Officer
- Deputy Chief Officer
- Director of People and Organisational Development (POD)
- Fire Brigades Union
- Fire Officers Association
- Fire and Rescue Service Association
- Unison
- Unite
- Other representation, as appropriate and by invitation.

## APPENDIX 2

### Example of anticipated attendees at meetings (in accordance with the Working Together Framework)



<b>Report to:</b>	<b>PEOPLE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>2 MARCH 2023</b>						
<b>Report Title:</b>	<b>PEOPLE COMMITTEE RISK UPDATE</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
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: <ul style="list-style-type: none"> <li>• Appendix d – 6 closed controls</li> <li>• Appendix e – 2 closed risks</li> </ul>						

3.3	<ul style="list-style-type: none"> <li>Appendix f – 3 rating change</li> <li>Appendix g – 2 new risk</li> <li>Appendix h – 5 new controls</li> </ul> <p>In relation to Appendix f all changes from TSA have identified a reduction in the current risk rating.</p>		
3.4	<p>In relation to Appendix g - 2 new risk was identified from POD.</p> <ul style="list-style-type: none"> <li><b>POD012</b> relates to staff not attaining vocational and apprenticeship awards due to insufficient qualified assessors etc.</li> <li><b>POD013</b> relates to mental health and wellbeing of POD staff is negatively impacted because of reduced resources.</li> </ul>		
3.5	<p>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.</p>		
3.6	<p>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.</p>		
<b>4</b>	<b>Recommendation</b>		
4.1	<p>The People Committee is asked to:</p> <ul style="list-style-type: none"> <li>Scrutinise the People Committee Risk Report.</li> <li>Identify future risk spotlights to be provided to the Board.</li> </ul>		
<b>5</b>	<b>Core Brief</b>		
5.1	Not applicable		
<b>6</b>	<b>Appendices/Further Reading</b>		
6.1	Appendix 1 – People Committee Risk Report		
<b>7</b>	<b>Key Strategic Implications</b>		
7.1	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"><b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b></td> <td style="width: 20%; text-align: center;"><b>Yes</b></td> </tr> </table>	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>		
<b>Prepared by:</b>	Tracy Shankland, Risk & Insurance Officer		
<b>Sponsored by:</b>	David Johnston, Risk and Audit Manager		
<b>Presented by:</b>	Lyndsey Gaja, Head of People and Organisational Development		
<b>Links to Strategy and Corporate Values</b>			
<p>The reporting of Gifts, Hospitality and Interests forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:</p> <p><b>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b></p> <ul style="list-style-type: none"> <li>Objective 5.1: Remaining open and transparent in how we make decisions</li> <li>Objective 5.6: Managing major change projects and organisational risks effectively and efficiently</li> </ul>			
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>	
<i>People Committee</i>	<i>2 March 2023</i>	<i>For Scrutiny</i>	



# People Committee Risk Report 2022-2023 Q3



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## Contents:

- Strategic Risk Summary – Appendix 1a
- Aligned Directorate Risk Summary – Appendix 1b
- Directorate Risk Control Summary – Appendix 1c
- Directorate Closed Control Summary – Appendix 1d
- Directorate Closed Risk Summary – Appendix 1e
- Directorate Risk Rating Change Summary – Appendix 1f
- New Directorate Risks – Appendix 1g
- New Directorate Control Summary – Appendix 1h

# Strategic Risk Summary

# Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (Pxl)
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 (Pxl)	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 <ul style="list-style-type: none"> <li>- The Fire (Scotland) Act 2005,</li> <li>- The Fire and Rescue Framework for Scotland 2016,</li> <li>- The Fire (Additional Function) (Scotland) Order 2005,</li> <li>- Regulation 11 of the Building (Procedure) (Scotland) Act 2004</li> </ul>	Director of Service Delivery	16 (4 x 4)	PC	PB
5	Skilled, trained and motivated staff	POD011	Development to Competent Arrangements	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

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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 Safety and Assurance	12 (4 x 3)	PC	NSAB
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
5	Skilled, trained and motivated staff	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.	Head of Training	12 (4 x 3)	PC	PB

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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 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 and / or capacity to deliver 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 Safety and Assurance	4 (2 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)	Committee	Executive Board
5	POD004	Staff Recruitment	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.	16 (4 x 4)	8 (2 x 4)	PC	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	Jan-23	Green - 95%	The final report has been submitted following a review of all comments.	16 (4 x 4)	12 (3 x 4)	PC	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)	PC	PB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
5	POD011	Development to Competent Arrangements	Prioritise tasks associated with completing policy reviews, process reviews and implementation.	Ceri Dodd, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Amber - 30%	POD resource is now in place to prioritise tasks associated with completing policy reviews. Subsequent to recent with staff changes, the Policy Partnership Review Group is being re-established under the initial chair ship of POD to prioritise tasks associated with completed the policy reviews in Q3 and Q4. Chair ship of this group and accountability will then transfer to enable the wider process review and implementation phases.	15 (3 x 5)	8 (2 x 4)	PC	PB
4	TSA009	Health and Safety Legislation	Health and Safety Department enhancing Directorate SharePoint sites and TASS Library	Victoria Regan	Apr-23	Amber - 90%	Enhancement of TASS library ongoing	12 (4 x 3)	6 (3 x 2)	PC	NSAB
4	TSA009	Health and Safety Legislation	Consideration of securing budget for 2022-23 to procure an "off the shelf" system	Elizabeth Condie	Apr-23	Amber - 80%	Paper complete and to be presented to TSA DMT	12 (4 x 3)	6 (3 x 2)	PC	NSAB
5	TSA010	Staff Resources	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 - 70%	SA Development Day (1) complete, further development day scheduled for 17th November 2022	12 (4 x 3)	4 (2 x 2)	PC	NSAB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
5	TSA011	Training Resources	Targeted Training CC / WC promotion process.	GC Stuart Watson	Apr-23	Green - 60%	National CC / WC process now underway with DACO Farquharson as the lead. Placement meeting to take place on completion of the process. Priority to be given to filling as many vacant instructor posts as possible on completion of the process.	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	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 - 60%	Instructor availability / scheduling to take place for the next 2 scheduled WT FF Foundation programme course delivery.  Further LSO Area local engagement to take place with Service Delivery Training SPOC's in Q3/4 with a view to making the TNA a more localised and live document.	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	Implementation of secondment opportunities within Training.	GC Stuart Watson	Apr-23	Green - 50%	Further engagement to be held with Service delivery due to lack of back fill options. Number of CC and WC vacancies to be filled on the back of the current CC and WC campaign.	12 (4 x 3)	8 (4 x 2)	PC	PB



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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	TSA011	Training Resources	Re-engagement of staff with appropriate skills to aid training delivery.	GC Stuart Watson	Jan-23	Green - 70%	Set criteria for the specific roles being finalised for posts within Newbridge and Specialist Rescue at NTC. Re-engagement of 2 members of staff into these roles following agreement.	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	Decentralisation of business partnering model. (Year 1 of 3yr strategy)	All Training GC's	Apr-25	Green - 55%	NIP & LSO instructor merger underway in the NSDA to create 1 Training Delivery Team.  Review of current course delivery to see where courses could be delivered locally if facilities and resources allow.	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	Review of Delivery models to ensure effectiveness and see where efficiencies can be made.	All Training GC's	Jan-23	Green - 70%	GC's to review current risk critical course delivery to see where further efficiencies could be made with any pre-learning and a digital first approach. Discussion with partners around shared course delivery.	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	Central Staffing (CS) restructure with the addition of a new Training resourcing Team.	GC Stuart Watson	Apr-23	Green - 70%	Formal 30-day consultation started Nov in conjunction with Trade Unions. Following consultation formal proposal to be provide to STAG.	12 (4 x 3)	8 (4 x 2)	PC	PB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	TSA011	Training Resources	Amendment to the Emergency Response Drive (ERD) reassessment delivery model.	GC Andrew Galloway	Jan-23	Green - 80%	Working with L&D to create a tile on LCMs under Driver Training to house all Pre-course learning. Communication piece to be produced and rolled out Q4	12 (4 x 3)	8 (4 x 2)	PC	PB
5	TSA011	Training Resources	TSA / LSO NSDA Instructor merger	AC Michael Humphreys / GC A Wright	Apr-23	Green - 50%	Local engagement to take place with LSO and LSO Training GC to update them on the paramotors of the merger.  Liaison with POD and Finance to take place around new structure, people in positions and the realignment to the Training Function budget.	12 (4 x 3)	8 (4 x 2)	PC	PB
4	TSA005	Health and Safety Legislation	Development of training sessions for all Safety & Assurance co-ordinators and Liaison Officers to ensure they have the right skills to undertake the role.	David Bennett	Mar-23	Green - 75%	Draft training session complete and undergoing final review. Delivery plan to be agreed with SACs	9 (3 x 3)	6 (2 x 3)	PC	NSAB
5	POD005	Employee Wellbeing	Strengthen Health and fitness arrangements	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Amber - 50%	Resource is now in place to more efficiently support increased recruitment activity and strengthen health and fitness arrangements. Structured discussion has taken place within Service Delivery to progress the implementation of local solutions for on-call recruitment. A pilot will take place in Q3/4.	6 (2 x 3)	4 (2 x 2)	PC	PB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
5	POD005	Employee Wellbeing	Reduce risk from Contaminants	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Amber - 50%	Delivery of a risk-based approach to asbestos medicals is underway with completion of the first cohort expected by the end of Q3. Further scoping is required for fuller implementation; this being informed by legislative, research and budget drivers. A plan will be available in Q3.	6 (2 x 3)	4 (2 x 2)	PC	PB
5	POD005	Employee Wellbeing	Review of HW model and structure	Geri Thomson, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-23	Green - 50%	Modelling of the HW resource requirements and structure is complete and will contribute to the wider POD model review.	6 (2 x 3)	4 (2 x 2)	PC	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%	Further work has taken place to develop the mental health and wellbeing action plan, to identify key stakeholder/partner dependencies. A comms event will launch a range of HW supports in Q3; including the 'Urgent Mental Health Support' resource across our e-platforms.	6 (2 x 3)	4 (2 x 2)	PC	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	Tereasa Kelly	Dec-23	Green - 90%	Support Review Management Arrangement to be developed	4 (2 x 2)	4 (2 x 2)	PC	NSAB

# Directorate Closed Control Summary

# Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Review of Directorate communication channels, forums and meetings to develop employee connection with the Directorate and wider SFRS.	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.	This action has been completed and is now incorporated into business as usual activity and processes	Head of People and Organisational Development	PC	PB
Undertake the required recruitment to appoint resources to support critical priorities.	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.	This action has been completed and is now incorporated into business as usual activity and processes	Head of People and Organisational Development	PC	PB
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.	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	Updating terms of reference to reflect discussion is complete.	Head of Safety and Assurance	PC	NSAB

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Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Recruitment of additional temporary resources as agreed within business cases to complete recovery activity	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.	Control action closed and moved to FCS006	Head of Finance and Procurement	PC	PB
Realign processes and establish a dedicated team across Directorates to manage the ongoing impact of Covid.	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.	Covid now being effectively managed as part of BAU.	Head of Asset Management	PC	PB
Review of RVDS Firefighter Recruitment Process	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.	KL 08/11/22; revised on call R&S process implemented mid Sept.	Head of People and Organisational Development	PC	PB

# Directorate Closed Risk Summary

# Appendix 1e

Risk ID	Risk Name	Risk Description	Parent Risk ID	Parent Risk Name	Closure Reason	Risk Owner	Committee	Executive Board
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.	5	Skilled, trained and motivated staff	The impacts of Covid-19 is beginning to smooth out and for this reason this risk has been closed. There are still capacity issues linked to a number of staffing issues which have been captured in a new risk (FCS015) and outlined within other Finance risks.	Director of Finance and Contractual Services/Acing Director of Asset Management	PC	PB
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.	5	Skilled, trained and motivated staff	This risk should be closed. Agile ways of working are well embedded and team engagement demonstrates that colleagues welcome the opportunity to blend working from home with time at SFRS premises, based on organisational needs and individual preferences	Head of People and Organisational Development	PC	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)	Committee	Executive Board
TSA009	Legal and regulatory compliance	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 Safety and Assurance	Probability Decreased; 3 new modules developed on TASS - current management arrangements ensure legal compliance and planned future development of TASS progressed through governance.	12 (4 x 3)	15 (5 x 3)	PC	NSAB
TSA011	Skilled, trained and motivated staff	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.	Head of Training	Impact Decreased; Impact from this risk has been reduced due to all the current ongoing control measures  This Risk is now linked to Outcome 2, (2.3) Training effectively and efficiently as a Service and with our partners to improve community safety of the 2022 -25 Strategic plan.	12 (4 x 3)	16 (4 x 4)	PC	PB

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Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
TSA003	Improve performance	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 Safety and Assurance	Probability Decreased; Probability reduced due to the completion of control action to review the OLG Terms of Reference and establish the group.	4 (2 x 2)	6 (3 x 2)	PC	NSAB



## New Directorate Risks

## Appendix 1g

Risk ID	Risk Name	Risk Description	SR ID	Strategic Risk (SR) Name	Risk Owner	Committee	Executive Board	Target Date	Current Risk Rating (PxI)	Target Risk Rating (PxI)
POD012	Vocational and Apprenticeship Attainment	Risk of staff not attaining vocational and apprenticeship awards/qualifications due to insufficient qualified Assessors, Internal Verifiers, deviation from the assessment strategy and insufficient engagement in programme activities. This could lead to a reduction in value of nationally recognised vocational qualifications and transferable real-world knowledge, experience and skills resulting in the adverse reputational (e.g. external perception of lack of confidence) and financial impacts.	5	Skilled, trained and motivated staff	Head of People and Organisational Development	PC	PB	Mar-23	15 (5x3)	2 (2x1)
POD013	POD Staff Wellbeing	There is a risk that the mental health and wellbeing of POD staff is negatively impacted because of reduced resources, concurrent challenges of IA and the Spending Review, and changing organisational priorities, resulting in increased levels of absence, higher staff turnover, and a reduced capacity to deliver against Directorate and Service plans.	5	Skilled, trained and motivated staff	Head of People and Organisational Development	PC	PB	Mar-23	16 (4x4)	4 (2x2)

# New Directorate Controls Summary

# Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
POD012	Vocational and Apprenticeship Attainment	Risk of staff not attaining vocational and apprenticeship awards/qualifications due to insufficient qualified Assessors, Internal Verifiers, deviation from the assessment strategy and insufficient engagement in programme activities. This could lead to a reduction in value of nationally recognised vocational qualifications and transferable real-world knowledge, experience and skills resulting in the adverse reputational (e.g. external perception of lack of confidence) and financial impacts.	Implementing Vocational and Apprenticeship agreed programme of work resulting from 2022 SQA External Verification outcomes and wider vocational and apprenticeship quality assurance and improvement activities	Deputy Head of POD	Mar-23	Green - 10%	As a result of EV visit, a hold has been placed on SVQ Operations in the Community resulting in an inability to certify SVQ and MA candidates until the hold is lifted. This causes both an inability to draw the apprenticeship levy and a potential loss of confidence and credibility in the service. Programme of work and structures in place and ongoing to mitigate risk.	PC	PB

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Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
POD013	POD Staff Wellbeing	There is a risk that the mental health and wellbeing of POD staf is negatively impacted because of reduced resources, concurrent challenges of IA and the Spending Review, and changing organisational priorities, resulting in increased levels of absence, higher staff turnover, and a reduced capacity to deliver against Directorate and Service plans.	Development and implementation of the new POD Model to enhance ways of working and cross Directorate collaboration, ensuring roles and structures support delivery of strategic objectives while enabling employee development and progressions	Head of POD	Jun-23	Green - 30%	POD Model is well developed and staff engagement on mapping and implementation is ongoing	PC	PB
POD013	POD Staff Wellbeing	There is a risk that the mental health and wellbeing of POD staf is negatively impacted because of reduced resources, concurrent challenges of IA and the Spending Review, and changing organisational priorities, resulting in increased levels of absence, higher staff turnover, and a reduced capacity to deliver against Directorate and Service plans.	Ensuring POD workplan is regularly reviewed in light of hifting orgaisational requirements, realigning resources and replanning work as required	Head of POD	Dec-23	Green - 10%	Work is currently ongoing in this area.	PC	PB

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Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Development of alternative processes to ensure legal compliance	Teresa Kelly	Mar-23	Green - 50%	Review current arrangements to ensure alternatives to TASS are available to ensure legal compliance	PC	NSA B
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	Seek approval to fill all vacant posts and carry out a recruitment process	Teresa Kelly	Mar-23	Green - 40%	Approval to fill vacancies received from DCO. Recruitment process has been initiated.	PC	NSA B



**People Committee – 2 March 2023**  
**Risk Spotlight Briefing Note**  
**POD004 – Staff Recruitment & Retention**

**Submitted by: Lyndsey Gaja, Head of People and Organisational Development**

**Background: What would cause the risk to materialise / what is the effect likely to be?**

Increased challenges in recruiting and retaining appropriately skilled and experienced colleagues into support staff roles, which provide Scottish Fire and Rescue Service's (SFRS) enabling infrastructure.

Between 2020 and 2022 SFRS' annual rate of support staff turnover has increased by 77% from 6.02% to 10.68%. The majority of this turnover is attributable to resignations, with retirements and dismissals making up a small proportion of the total.

The challenges SFRS is experiencing are particularly acute for certain roles, including mechanics, many ICT specialisms, procurement and project management.

The turnover trend and recruitment challenges are in line with the broader labour market, with extremely low rates of unemployment leading to employers experiencing significantly higher competition for skilled workers. This support staff turnover rate and trend is also in line with benchmarking undertaken with other Scottish public sector employers, including Police Scotland and the Scottish Prison Service.

**Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).**

The Service is addressing this risk on several fronts:

- Enhancing and better communicating the total reward package
- Increased use of Market Allowances where appropriate
- Review of Job Evaluation approaches
- Building our own through greater use of Apprenticeships, graduate and development roles
- Using exit interview and candidate feedback to better understand reasons for leaving / not joining
- Creating more flexibility in our pay approach
- Scoping a review of our pay & reward framework
- Focus on organisational culture as an attraction and retention tool

**External or other factors which might impact on the current risk assessment.**

The tight labour market places upward pressure on wages, causing SFRS salaries to fall behind market rates for many roles, exacerbating recruitment and retention challenges.

A high vacancy factor, combined with the implications of the Resource Spending Review has the potential to further increase staff turnover if those colleagues who remain are required to do more.



Report No: C/PC/06-23

Agenda Item: 13.1

Report to:	PEOPLE COMMITTEE						
Meeting Date:	2 MARCH 2023						
Report Title:	ONBOARDING AND CORPORATE INDUCTION REVIEW						
Report Classification:	For Information	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to outline areas for improvement from the onboarding and corporate induction review.						
<b>2</b>	<b>Background</b>						
2.1	CIPD found that 28% of organisations are currently reviewing their induction and onboarding process to improve employee retention. The significance of ensuring a robust onboarding and induction process in the current climate is apparent with vacancy levels being high, and candidate availability low across most sectors. Thrive Global found that 5% of new employees quit immediately after a poor experience on their first day and that 20% of new employees will exit within the first 45 days of employment if they have a poor onboarding and induction experience.						
2.2	An effective onboarding and induction process can lead to engaged, productive and invested employees. This is achieved by ensuring all new employees understand the organisations culture and people, alongside providing clear expectations throughout the process of what new employees should complete and can expect throughout their induction period. Typically, this is achieved through multiple, integrated elements ranging from practical information on the organisation to health and safety compliance.						
2.3	The Scottish Fire and Rescue Service (SFRS) currently provides an effective onboarding and induction experience for all new employees that varies dependent upon the area of the organisation they are joining. However, given the increased significance highlighted above, there is opportunity undertake a revision of the tools and resources available to new SFRS employees throughout the onboarding and corporate induction process.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	This review aims to create a simpler, more interactive experience that is consistent across the organisation, and standardised where appropriate.						
3.2	After an effective recruitment and selection, one of the most important ways that organisations can improve the effectiveness of their talent management process is through strategic use of onboarding and corporate induction. It is important to note that there is a distinction between onboarding and induction, although the two should be seamlessly aligned.						

3.3	Onboarding refers to the wider process of inducting an individual into an organisation and begins at pre-employment stage. Whereas the induction process commences when the employee is preparing to enter the organisation.				
3.4	The table below provides further detail on both concepts:				
	<table border="1"> <thead> <tr> <th data-bbox="279 353 863 421"><u>Onboarding</u></th> <th data-bbox="863 353 1445 421"><u>Induction</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="279 421 863 824">Onboarding begins at pre-induction, before the employee has even began their first day in the organisation. It is a crucial step in the employee lifecycle and overall employee experience. It is an opportunity for the employee to learn about organisational policies, processes, culture and values.</td> <td data-bbox="863 421 1445 824">Induction is key part of the onboarding process. It provides the opportunity for an organisation to welcome their new recruit from their first day in the job, to help them settle in and ensure they have the knowledge and support they need to perform their role. During the induction, employees will adjust or acclimatise to their new working environment. They will be formally introduced into the organisation by their managers and begin integrating into their team.</td> </tr> </tbody> </table>	<u>Onboarding</u>	<u>Induction</u>	Onboarding begins at pre-induction, before the employee has even began their first day in the organisation. It is a crucial step in the employee lifecycle and overall employee experience. It is an opportunity for the employee to learn about organisational policies, processes, culture and values.	Induction is key part of the onboarding process. It provides the opportunity for an organisation to welcome their new recruit from their first day in the job, to help them settle in and ensure they have the knowledge and support they need to perform their role. During the induction, employees will adjust or acclimatise to their new working environment. They will be formally introduced into the organisation by their managers and begin integrating into their team.
<u>Onboarding</u>	<u>Induction</u>				
Onboarding begins at pre-induction, before the employee has even began their first day in the organisation. It is a crucial step in the employee lifecycle and overall employee experience. It is an opportunity for the employee to learn about organisational policies, processes, culture and values.	Induction is key part of the onboarding process. It provides the opportunity for an organisation to welcome their new recruit from their first day in the job, to help them settle in and ensure they have the knowledge and support they need to perform their role. During the induction, employees will adjust or acclimatise to their new working environment. They will be formally introduced into the organisation by their managers and begin integrating into their team.				
3.5	<b><u>Framework</u></b>				
3.5.1	The 6 C's is a framework that can be used to support the creation of an onboarding process, designed to set new employees up for success. Individually, each of the 6 C's is an essential component of the employee onboarding process. This framework can be found in Appendix A.				
3.6	<b><u>Benchmarking</u></b>				
3.6.1	Benchmarking has been carried out to understand the onboarding and induction process in other external organisations such as NHS Shetland, University of St. Andrews, South Wales Fire and Rescue Service and Google.				
3.6.2	Please see Appendix B for the findings.				
3.7	<b><u>Stakeholder Engagement</u></b>				
3.7.1	In alignment with the SFRS Strategic Plan 2022-2025, various stakeholders have been engaged throughout the Service to contribute to the onboarding and corporate induction review. This has been across both the support and operational areas. The aim of this was to identify potential areas for improvement that subsequently shapes the revised process.				
3.7.2	Specifically, feedback from a small cross section of employees that joined the SFRS within the last 12 months has been obtained via an MS forms survey. The overwhelming response from these surveys is that a review of the induction and onboarding process is welcomed, and the current process feels disjointed. The question sets and a summary of the responses can be found in Appendix C.				
3.7.3	Additionally, various engagement sessions have been facilitated with key functions such as: Resourcing; Training, Safety and Assurance; Learning and e-Development, and Health and Wellbeing; Equality and Diversity; Business Partners and Leadership and Skills Development to ensure agreement and alignment throughout the review process.				
3.8	<b><u>The Current SFRS Induction and Onboarding Process</u></b>				
3.8.1	<p>Across each function the current induction and onboarding process has variances in its delivery, however each generally cover the same areas:</p> <ul style="list-style-type: none"> <li>• About SFRS</li> <li>• Our Values</li> <li>• Health and Safety</li> </ul>				

- Building Navigation
- Code of Conduct
- LCMS E-Learning
- Key Contacts
- Role Specific Information

3.8.2

Please see Appendix D for a route map of the current onboarding and corporate induction process across each function.

3.9

**Proposed Revision of SFRS Onboarding and Induction Process**

3.9.1

The table below provides a high-level overview of the proposed onboarding and corporate induction process.

Stage	Resources Required	Responsibility	Tasks
Pre-Arrival	New Start Documentation ID badge IT equipment Passwords (checked and working) PPE (if required) Manuals (if required) Employee or Manager E-Book	Resourcing Employee Line Manager	Resourcing: ➤ Issue new start documentation and e-book to new candidate. Employee: ➤ Complete required documentation. Line Manager: ➤ Ensure employee has completed pre-arrival tasks outlined within guidance document. ➤ Ensure employee has all IT equipment and passwords to carry out their role.
First Day	Employee or Manager E-Book with Induction Checklist	Line Manager Employee	Line Manager: ➤ Welcome employee to the organisation, complete role overview and T&Cs Employee: ➤ Familiarisation with eBook, explore documents and any role specific documentation
First Week	Employee or Manager E-Book with Induction Checklist LCMS E-Learning	Line Manager Employee POD	Line Manager: ➤ Introduce employee to the team; ➤ Outline expectations; ➤ Check-in with employee. Employee: ➤ Complete required tasks outlined in induction checklist and record in e-book; ➤ Attend check-ins with Line Manager; ➤ Complete LCMS e-learning.
First Month	Employee or Manager E-Book with Induction Checklist LCMS E-Learning	Employee Line Manager	Employee: ➤ Continue to complete e-book and induction checklist. Line Manager: ➤ Check-in with employee.



<p>First Three Months</p>	<p>Employee or Manager E-Book with Induction Checklist LCMS E-Learning Service Induction Welcome Session</p>	<p>Line Manager Employee POD</p>	<p>Line Manager: ➤ Induction formal check-in point; ➤ Review employee performance; ➤ Ensure continuous dialogue with employee. Employee: ➤ Ensure induction checklist complete and tasks are recorded and up to date. POD: ➤ Support Line Manager. ➤ Welcome Session.</p>
<p>Sign Off</p>	<p>Employee or Manager E-Book with Induction Checklist Completion via MS Forms</p>	<p>Line Manager Employee</p>	<p>Line Manager: • Review and sign off induction checklist; • Complete MS forms to verify completion. Employee: • Ensure E-Book and LCMS e-learning is complete • Complete MS forms to report completion. This will be reported on a quarterly basis to track compliance and culture change.</p>
<p>3.10</p>	<p><b><u>Proposed Revision of Supporting Documents</u></b></p>		
<p>3.10.1</p>	<p>Having reviewed the existing support documentation and taken into consideration the potential refresh, we have identified which documents will require revision including the Induction Checklist, Induction Process and Induction Process – Guidance for Managers. This review process aligns with the DSSS (Digital Scotland Service Standard) and SFRS Digital First Approach.</p>		
<p>3.10.2</p>	<p>The Learning Partner Group will be consulted to sign off all proposed documents before launch.</p>		
<p>3.11</p>	<p><b><u>Employee Induction E-Book</u></b></p>		
<p>3.11.1</p>	<p>The proposed induction e-book (interactive PDF) will act as a ‘house’ for all information for new employees to be signposted from. This forms part of the Long-Term Vision in terms of aligning processes going forward with the DSSS (Digital Scotland Service Standard), as we aim to have all copies of induction and onboarding paperwork stored electronically in the one place, with any printed copies scanned and uploaded.</p>		
<p>3.11.2</p>	<p>The employee e-book will cover areas such as Our Values and Behaviours, Building the Future Together, Agile Working, Our Systems and Structure, Induction Roadmap, Induction Checklist</p>		
<p>3.11.3</p>	<p>Self Service Induction Planner, Your Development, Your Skills and Talents, Your Health and Well-being and Your Benefits. Also, to be included are introductory videos and virtual tours of key locations such as HQ.</p>		

3.12	<b><u>New Manager Induction E-Book</u></b>
3.12.1	Leaders and managers are important to the success of any organisation. An effective induction of managers needs to be a key focus, so they start off on the right step, understanding our culture and values as Service. A proposed manager induction e-book has been designed as a versatile tool for new, existing and aspiring managers – those new to management and those new in the organisation.
3.12.2	The new manager e-book will cover the same areas as outlined in the employee e-book and in addition, provide information such as Managing the SFRS Way, Getting to Know Your Team, Supporting Your Team, Managing Absence Within Your Team and Managing Conduct Within Your Team
3.13	<b><u>Guidance Document for Line Manager</u></b>
3.13.1	It is important to support line managers to deliver the best possible onboarding experience for new employees. Providing the correct tools such as planners and checklists can help to facilitate a consistent experience and ensure all essential areas are covered in a timely manner. The proposed guidance document will support line managers facilitating the onboarding process.
3.14	<b><u>Service Induction Welcome Session</u></b>
3.14.1	As recognised by CIPD, an induction process should reflect the employer brand and the values the organisation is promoting. There is opportunity to implement a universal Corporate Induction Welcome Session. This ensures all new recruits are given a consistent positive message portraying a clear employer brand, values and culture. It also enables new recruits to socialise with each other and build cross-functional relationships and ask any questions.
3.14.2	The welcome session will be facilitated by POD, with representation from various teams and functions and with introductions and welcome from members of SLT/ SMB. The session will cover areas such as; SFRS Values and Culture, outline relevant frameworks, introductions to management personnel, and include more informal elements such as; icebreakers, group tasks or break out rooms. The overall objective is to welcome the new recruit, help them settle in, and ensure they are signposted to the correct knowledge and support from their first day.
<b>4</b>	<b>Recommendation</b>
4.1	People Committee is asked to consider the content of the report and to provide observations or feedback on the following proposals; <ol style="list-style-type: none"> <li>1. To amend the current induction checklists to create one checklist for each staff group: Support, Wholetime, On-Call and Operational Control;</li> <li>2. To provide feedback on the documents to support the proposed new onboarding process.</li> </ol>
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A – 6Cs Framework
6.2	Appendix B – Benchmarking
6.3	Appendix C – MS Survey Questions and Findings
6.4	Appendix D - Current Onboarding and Corporate Induction Processes

<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Abbie Hughes and Maura Shevlin	
<b>Sponsored by:</b>	Danielle Milligan	
<b>Presented by:</b>	Abbie Hughes and Maura Shevlin	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic Plan 2022-2025 – Outcome 6		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>POD Managers</i>	<i>8 December 2022</i>	<i>For Scrutiny</i>
<i>POD DMT</i>	<i>16 January 2023</i>	<i>For Recommendation</i>
<i>People Board</i>	<i>1 March 2023</i>	<i>For Decision</i>
<i>People Committee</i>	<i>2 March 2023</i>	<i>For Information</i>

**6C's Framework**

## Benchmarking

### Private Sector:

#### Twitter – ‘Yes to Desk’

Before the employee sits down, they have their email address, a T-shirt, and bottle of wine waiting. New employee desks are strategically located next to key teammates they will be working with.

- On the first day, new team members have breakfast with the CEO followed by a tour of the company office, before group training on the tools and systems relevant to their role
- They send the new employee to ‘flight school’ to meet other team members.
- To keep the company culture vibrant, Twitter has a monthly new hire Happy Hour with the Senior Leadership Team, and a rotating schedule of presentations on Friday afternoons where employees can learn about other team projects

#### *What could SFRS take from this approach?*

- Create ‘welcome pack’ for new employees i.e. notebook, pen, name badge (for WFH employees could be posted or arranged to be collected at closest office)
- Set up teams calls (i.e. quarterly) inviting all new employees that have started since the last to meet other members across the organisation
- Monthly/ quarterly sessions hosted by different teams to discuss other team projects (this would also support new aims discussed in POD sessions)

#### Buffer – ‘Three Buddy System’

- They have a group of three buddies who each play different roles in their six-week onboarding ‘bootcamp experience’; A Leader Buddy, a Role Buddy, and a Culture Buddy.
- New hires are introduced to these buddies before day one, who help guide them with regular communication and check-ins.

#### *What could SFRS take from this approach?*

- Line manager could assign several members of the team rather than one to support new employee. This would help to get to know different members, alleviate time/ pressure from one single buddy, develop experts within teams i.e. an expert that leads on culture as a buddy for new employees however all members maintain knowledge to ensure consistency i.e. if buddy was to go on annual leave there are others that can easily cover other areas.

#### Google - ‘Just in Time’

- Focusses on the recency effect by sending a checklist directly to line managers inbox the day before a new member joins with five tasks to complete.

#### LinkedIn - ‘The New Hire Roadmap’

- Conduct an ‘Investing [in] You’ session which covers core new hire orientation topics such as corporate and financial benefits. Benefit programs are often the most misunderstood and communicated parts of the employee onboarding process so this helps to ensure employees fully understand these from the outset.

#### Netflix - ‘Welcome Home’

- Repairs all new hire necessities such as office space, equipment and documents to facilitate a smooth transition. Give new members significant responsibility and allow them to have a solid impact from the beginning to promote high engagement levels as the new employee feels immediately of added value.

**Public Sector – Onboarding and Corporate Induction Documents:**

- NHS Shetland: <https://www.shb.scot.nhs.uk/board/foi/2020/10/2020-343e.pdf>
- Manchester University: <https://documents.manchester.ac.uk/display.aspx?DocID=21130>
- London Fire Brigade - Induction Policy: <https://www.london-fire.gov.uk/media/5646/pn556-190221.pdf>
- South Wales Fire and Rescue – Role information booklet: [https://www.southwales-fire.gov.uk/app/uploads/2021/08/3075-On-Call-Information-Booklet-2021\\_eng.pdf](https://www.southwales-fire.gov.uk/app/uploads/2021/08/3075-On-Call-Information-Booklet-2021_eng.pdf)
- University of Glasgow – Induction checklist for employees and managers: <https://www.gla.ac.uk/myglasgow/humanresources/new/appendix-a/inductionchecklistfornewcolleagues/>
- University of Leeds: <https://peopledevelopment.leeds.ac.uk/wp-content/uploads/sites/15/2021/03/Induction-Checklist-for-New-Staff.pdf>
- University of St. Andrews – Interactive Document: [https://www.st-andrews.ac.uk/media/osds/induction/New%20Staff%20Induction%20Checklist%20\(Versions%20April%202022\).pdf](https://www.st-andrews.ac.uk/media/osds/induction/New%20Staff%20Induction%20Checklist%20(Versions%20April%202022).pdf)

**Additional Guidance Documents and Templates:**

- [Starting staff: induction \(acas.org.uk\)](https://www.acas.org.uk/resources/documents/induction)
- [Induction-checklist.docx \(live.com\)](#)
- [Key Elements of an Induction Booklet \(linkedin.com\)](#)
- [Staff Induction Booklet – UPDATED 2022 – Templates, Ideas & More! \(agilityportal.io\)](#)
- [Manager Induction Standards \(skillsforcare.org.uk\)](#)

## MS Survey Questions & Findings

2 MS Forms Surveys were created to gather feedback and greater understanding on our current Onboarding and Induction process for Support and Wholetime. A sample of employees who started within the Service in the last 12-months were selected. The most relevant question sets and a summary of findings are as follows:

Support – 23 responses gathered

Q. Are you aware of the induction checklist?



- 87% answered Yes
- 13% answered No

Q. In your opinion, how do you think we could improve the onboarding experience?

- “It took weeks to get all of my (IT) accounts set up. This could all have been set up before my start date.”
- “There was a very long delay (several weeks) between the time I was informed (by phone) that I had been successful at interview; and when SFRS HR Dept got in touch. That was disappointing and it didn't give a great first impression of the Service.”
- “Introduce a buddy system.”
- “Ensure all induction courses are included within the induction course on LCMS. I have been made aware of other potential things I should read and they haven't always been easy to locate on the intranet.”
- “An overview of how my role works with other departments and not just my immediate team. Understanding of different operational roles.”
- “Give a timeline of how long the (induction) process takes.”

Wholetime - 9 responses gathered

Q. In your opinion, what do you think works well in our current onboarding and induction process?

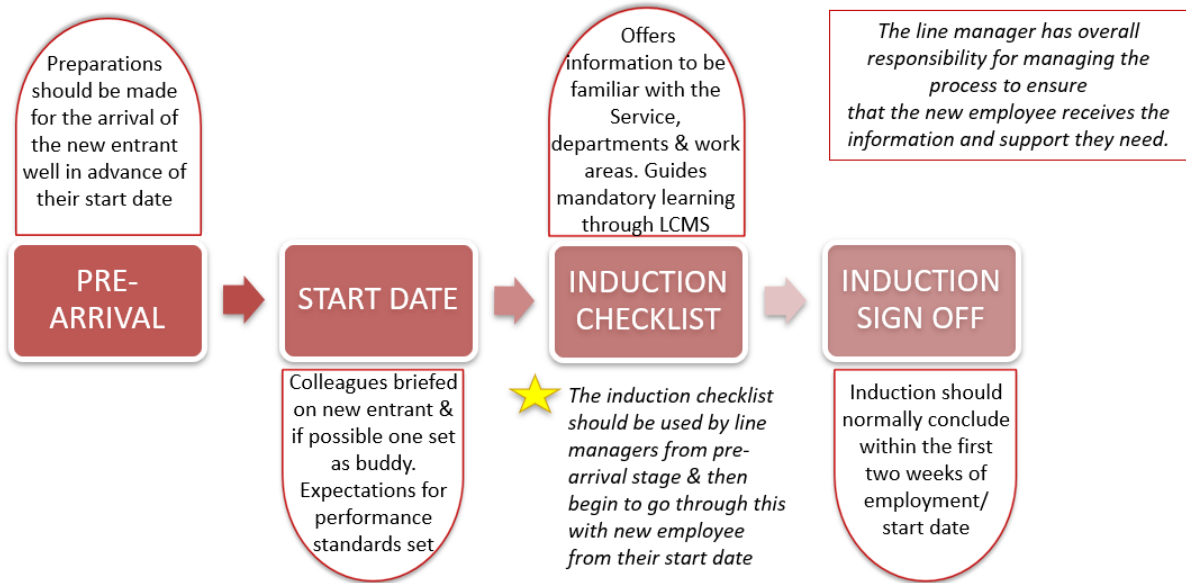
- “The pre-course learning was essential in setting out the expectations of us and of SFRS.”
- “Presentations and approachable staff.”
- “City of Glasgow held an induction day which other areas didn't that I felt the benefit of.”

Q. How could we improve this process?

- “There is still some confusion on how new trainees are recording and completing training at station. This is due to the process being moved to an online platform rather than a folder as previous. I've been at station a month now and the new system is still not ready to link training back to my portfolio. I feel this needs streamlined and better explained before starting station so trainees aren't falling behind.”
- “Time spent on an operational station during training could be beneficial.”
- “Other areas could incorporate an induction day similar to City of Glasgow.”

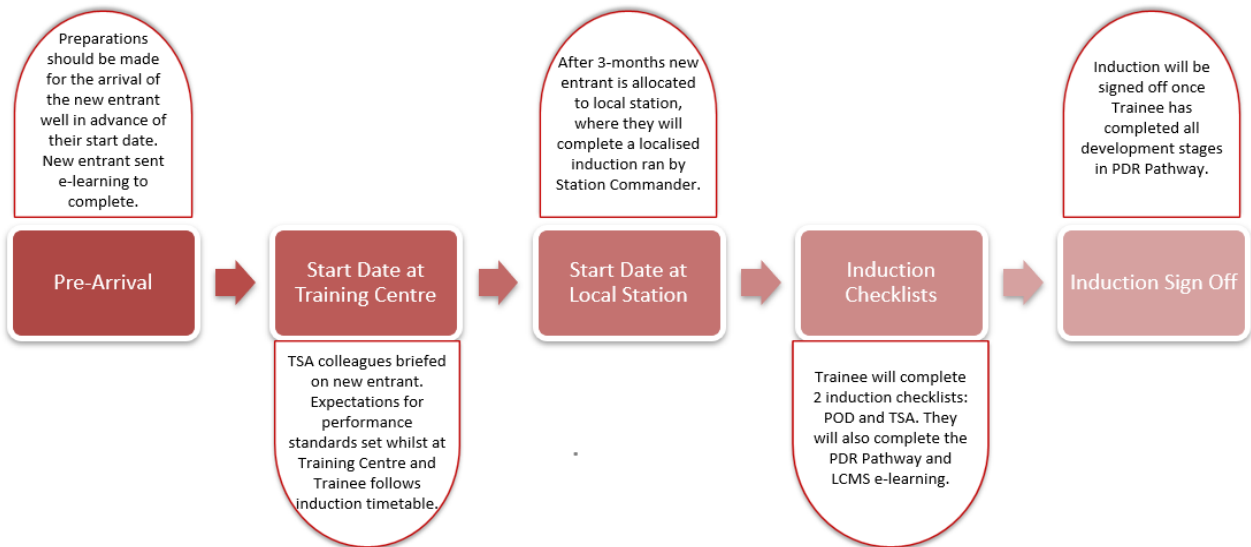
### Current Onboarding and Corporate Induction Processes

Support:



\*Within the current onboarding and corporate induction process there is no way of ensuring there is sign off completion.

Wholetime:







Report No: C/PC/07-23

Agenda Item: 14.1

Report to:	PEOPLE COMMITTEE						
Meeting Date:	2 MARCH 2023						
Report Title:	POD POLICY REVIEW SCHEDULE UPDATE						
Report Classification:	For Information	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <u><a href="#">Board Standing Order 9</a></u>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the People Committee with an update regarding ongoing work in relation to People and Organisation Development (POD) policies and procedures.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
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, PTFAS and for any revised priority work arising from transformation or legislative changes. The POD Policy Review Schedule, as of 30 December 2022 is attached as Appendix A. The schedule has been reviewed taking into account the Directorate Plan and priorities for 2022/23, with a focus on essential policies and the stakeholder engagement required moving forward.						
3.2	During quarter 3, the following policies were published: <ul style="list-style-type: none"> <li>• Wholtime Day Duty Hours and Leave Policy and Procedure</li> </ul>						
3.3	The Local Government Pension Scheme (LGPS) /Firefighters' Pensions Schemes (FPS) Discretionary Policy was also updated to ensure the inclusion of Firefighter Pensions Scheme information in relation to discretion around abatement of pension						
3.4	With reference to Family Leave Policy - whilst the revised policy has now been published, further benchmarking on levels of maternity, paternity and shared parental pay and carers leave provided by other comparable public sector organisations in Scotland, is being undertaken to inform any future considerations regarding the levels of family pay and leave offered by SFRS. The benchmarking data provided by the FBU on maternity pay provided by other UK FRS' will also be considered as part of this exercise.						
3.5	During this period, the following polices were issued for final consultation <ul style="list-style-type: none"> <li>• Reservists</li> </ul>						

3.6	<p>The Appraisal Policy has also been reviewed during this quarter and is progressing through governance. The main proposed changes to the policy include:</p> <ul style="list-style-type: none"> <li>• realigning the timeline for mid-point reviews to align with the finance team and budget input</li> <li>• rewording the policy to include refreshed language, updated detail regarding incremental payments and links to the CPD policy</li> <li>• refreshing the suite of supporting documents to reflect the policy content, namely the Pro-Forma, Manager and Employee Guides. Introduce Health &amp; Well-Being signposts and sections on why people underperform and link to Well-Being Champions and Lifelines Training</li> <li>• 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</li> </ul>	
3.7	<p>Looking ahead to quarter 4 the following policies will be issued for first and final consultation respectively</p> <ul style="list-style-type: none"> <li>• Managing Employee Performance Policy (formerly Capability Policy)</li> </ul>	
3.8	<p>Secondary Employment Policy (includes in-scope driving), work will commence in conjunction with TED's E-learning Team to develop technological support for the associated managers guidance and the checking of Tachographs. The Task and Finish Group previously established in 2021, will review the materials and provide feedback. Following this, the policy will progress through the consultation process.</p>	
3.9	<p>The following policies will be published:</p> <ul style="list-style-type: none"> <li>• Working Together Framework and Consultation and Negotiation Procedures</li> <li>• Family Leave</li> <li>• Recognition of Prior Learning</li> <li>• Reservists</li> </ul>	
<b>4</b>	<b>Recommendation</b>	
4.1	<p>The People Committee are asked to note the information included in this paper in order for it to progress through the next stages of governance.</p>	
<b>5</b>	<b>Core Brief</b>	
5.1	<p>Not applicable</p>	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	<p>Appendix A – POD Policy Review Schedule</p>	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>No</b>
<b>Prepared by:</b>	Mary Corry POD Business Manager	
<b>Sponsored by:</b>	Rachael Scott, Deputy Head of People and Organisational Development	
<b>Presented by:</b>	Mary Corry POD Business Manager	
<b>Links to Strategy and Corporate Values</b>		
<p>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</p>		

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<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>POD DMT</i>	<i>17 January 2023</i>	<i>For Decision</i>
<i>Employee Partnership Forum</i>	<i>16 February 2023</i>	<i>For Information Only</i>
<i>People Board</i>	<i>1 March 2023</i>	<i>For Information Only</i>
<i>People Committee</i>	<i>2 March 2023</i>	<i>For Information Only</i>

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
Appraisal Policy and Procedures	Revised	Feb 23	May 23	2022
Death in Service	Revised	Feb-23	Apr-23	2027
Secondary Employment (includes inscope driving)	New	2023	TBC	2028
Recognition of Prior Learning	Revised	-	Apr-23	2027
Statutory Health and Medical Surveillance Policy	New	2023	TBC	TBC
Uniformed Managers In-Development to Competent	Revised	TBC	TBC	TBC
Recruitment and Selection	Revised	TBC	TBC	TBC
Redeployment	Revised	TBC	TBC	TBC
Pay Protection (Support Staff)	Revised	TBC	TBC	TBC
Temporary Promotions Procedure	Revised	TBC	TBC	TBC
Exit Interviews Policy and Procedure	Revised	TBC	TBC	TBC
RDS Dual Contracts	New	TBC - To be scoped once agreement reached on standardisation offer	-	TBC
RDS Annual Leave and Public Holiday Policy	New	TBC - To be scoped once agreement reached on standardisation offer	-	TBC

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RDS Payment for Work Activities	New	TBC - To be scoped once agreement reached on standardisation offer	-	TBC
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
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

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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	-	2027
Grievance	Revised	-	-	2027
Whistleblowing	Revised	-	-	2027
Employee Recognition Scheme	Revised	As required	-	2027
Wholetime Day Duty Working Hours and Leave Policy and Procedure	Revised	-	-	2027
Family (Maternity, Paternity, Adoption, Parental, Shared Parental & Carers) Leave	Revised	-	-	2027
Reservists	Revised	-	-	2027
Working Together Framework	Revised	-	-	2027
Consultation and Negotiation	Revised	-	-	2027



Report No: C/PC/04-23

Agenda Item: 14.2

Report to:	PEOPLE COMMITTEE						
Meeting Date:	2 MARCH 2023						
Report Title:	HEALTH AND SAFETY POLICY AND MANAGEMENT ARRANGEMENTS FORWARD PLANNING SCHEDULE						
Report Classification:	For Information Only	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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).						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
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. <a href="#">Appendix A</a> provides an overview of the current position.						
3.2	The remaining MA's scheduled for review in Q4 (four) are subject to ongoing review, where possible, content is being reduced and processes made simpler and more user friendly for the end user. Training content is being transferred to appendices or associated LCMS programmes of learning for ease of reference, for example, inclusion of TASS health and safety management system modules, Display Screen Equipment).						
3.3	The two MA's (COSHH and PUWER) carried over from 2021/22 are under review. This is due to staff resourcing challenges. Quality assurance findings from a review of completed technical assessments has also been captured in these reviews. COSHH is due for publication February 2023 and PUWER March 2023.						
3.4	The Risk Assessment MA has been brought forward from next year's improvement planning to this year, again as a reflection of quality assurance findings of completed assessments and changes to the review process to assist the end user with their management of risk assessments.						
<b>4</b>	<b>Recommendation</b>						
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.						

<b>5</b>	<b>Core Brief</b>	
5.1	Not applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	<a href="#">Appendix A</a> - Health and Safety Policy and Management Arrangements Forward Planning Schedule.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Derrick Watson, Senior Health and Safety Advisor	
<b>Sponsored by:</b>	Jim Holden, Head of Safety and Assurance	
<b>Presented by:</b>	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance	
<b>Links to Strategy and Corporate Values</b>		
<p><b>Strategic Plan 2022-2025:</b> Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>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.</p> <p>Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p> <p>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.</p> <p><b>Safety Value:</b> 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.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Training, Safety and Assurance DMT</i>	<i>23 January 2023</i>	<i>For information only</i>
<i>National Safety and Assurance Board</i>	<i>9 February 2023</i>	<i>For Information only</i>
<i>People Committee</i>	<i>2 March 2023</i>	<i>For information only</i>



**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	Info a Board 27/10	N/A	09/02/2023	Published and included in Mgrs /Staff Briefings
Health and Safety Policy Statement	Review	2022-23		Issued 06/06/22	Info at Board 27/10	N/A	09/02/2023	Published and included in Mgrs /Staff Briefings
PUWER MA and LCMS module (carry-over from 21/22)	Review	2022/23		Conducted during review				Development, delayed due to staff absence, due Mar 23
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 Q4 due to staff absence and available resources
Safety and Assurance Engagement and Governance Management Arrangement	Review	2022-23		N/A	N/A	N/A	13/01/2023	MA Republished
Workplace Transport Management Arrangement	Review	2022-23		N/A	N/A	N/A	25/07/2022	MA Republished

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Control of Substances Hazardous to Health (COSHH) Management Arrangement (Carry over from 2021-22)	Review	Carried over from 2021/22		Being conducted during review	N/A	N/A		Currently under review.
DSE Homeworking MA	Review	Carried over from 2021/22		N/A	N/A	N/A	N/A	MA withdrawn and content merged into DSE MA
Display Screen Equipment MA	Review	Brought forward from 2023-24		Conducted during review	N/A		23/11/2022	MA Republished
Personal Protective Equipment (Including Respiratory Protective Equipment) Management Arrangement and LCMS Module	Review	2022-23		Conducted during review	N/A	N/A	28/11/2022	MA Republished
Asbestos Management Arrangement and LCMS module	Review	2022-23		Conducted during review	N/A	N/A	28/11/2022	MA Republished
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			N/A	N/A		Currently under review.

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Premises Inspection Management Arrangement	Review	2022-23			N/A	N/A		Currently under review. To be aligned with TASS
Joint Investigation Protocol between the SFRS and Representative Bodies	Review	2022-23		Conducted during review	N/A	N/A	20/04/2022	MA Republished
Risk Assessment Management Arrangement	Review	Brought forward from 2023-24		Conducted during review	N/A	N/A		Brought forward for review due March 23

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**

**Agenda Item 14.3**

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>8 June 2023 -</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Partnership Working Update (EPF &amp; PAG)</li> <li>POD Policy Forward planning Schedule Update</li> <li>H&amp;S Policy Review Management Arrangements Forward planning Schedule</li> <li>RANSc update (Private)</li> <li>Key Care Update (Private)</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Performance &amp; Risk Report (POD &amp; TSA)</li> <li>Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel)</li> <li>Committee Aligned Directorate Risks</li> <li>Risk Spotlight - (Training)</li> <li>Contaminants Annual Report</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>
		<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>Learning Needs Analysis 2022-23</li> <li></li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>Lifelines Scotland and Mental Health Training</li> <li>Equalities Statement</li> <li>Cultural Review Workshop Outcomes</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>Value Added Statement</li> </ul>
<b>14 September 2023</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Partnership Working Update (EPF &amp; PAG)</li> <li>POD Policy Forward planning Schedule Update</li> <li>H&amp;S Policy Review Management Arrangements Forward planning Schedule</li> <li>RANSc update (Private)</li> <li>Key Care Update (Private)</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Performance &amp; Risk Report (POD &amp; TSA)</li> <li>Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel)</li> <li>Committee Aligned Directorate Risks</li> <li>Risk Spotlight - (TBC)</li> <li>Contaminants Quarterly update</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>

## PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<u><b>New Business</b></u> <ul style="list-style-type: none"> <li>Learning Needs Analysis 2023-24</li> <li></li> </ul>	<u><b>New Business</b></u> <ul style="list-style-type: none"> <li></li> </ul>	<u><b>New Business</b></u> <ul style="list-style-type: none"> <li>Health &amp; Safety Annual Report 2022/23</li> </ul>	<u><b>New Business</b></u> <ul style="list-style-type: none"> <li></li> </ul>
<b>7 December 2023</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<u><b>Standing/Regular Reports</b></u> <ul style="list-style-type: none"> <li>Partnership Working Update (EPF &amp; PAG)</li> <li>POD Policy Forward planning Schedule Update</li> <li>H&amp;S Policy Review Management Arrangements Forward planning Schedule</li> <li>RANSc update (Private)</li> <li>Key Care Update (Private)</li> </ul>	<u><b>Standing/Regular Reports</b></u> <ul style="list-style-type: none"> <li>Performance &amp; Risk Report (POD &amp; TSA)</li> <li>Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel)</li> <li>Committee Aligned Directorate Risks</li> <li>Risk Spotlight - (TBC)</li> <li>Contaminants Quarterly update</li> </ul>	<u><b>Standing/Regular Reports</b></u> <ul style="list-style-type: none"> <li></li> </ul>	<u><b>Standing/Regular Reports</b></u> <ul style="list-style-type: none"> <li></li> </ul>
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## PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>7 March 2024</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies for Absence</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Partnership Working Update (EPF &amp; PAG)</li> <li>• POD Policy Forward planning Schedule Update</li> <li>• H&amp;S Policy Review Management Arrangements Forward planning Schedule</li> <li>• RANSc update (Private)</li> <li>• Key Care Update (Private)</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Performance &amp; Risk Report (POD &amp; TSA)</li> <li>• Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel)</li> <li>• Committee Aligned Directorate Risks</li> <li>• Risk Spotlight - (TBC)</li> <li>• Contaminants Quarterly update</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
		<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Learning Needs Analysis 2023-24</li> <li>•</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>