



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 2 MARCH 2023 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Mhairi Wylie (Chair) (MW)
Fiona Thorburn (FT)
Kirsty Darwent (KD)

Steve Barron (Deputy Chair) (SB)
Malcolm Payton (MP)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Lyndsey Gaja (LG)	Head of People and Organisational Development
Fiona Munro (FM)	Head of People and Organisational Development
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JHo)	Head of Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	BI and Data Manager (Item 10 only)
Maura Shevlin (MS)	Graduate Placement/Internship, People and Organisational Development (Item 13.1 only)
Abbie Hughes (AH)	Graduate Placement/Internship, People and Organisational Development (Item 13.1 only)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 14.1 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Kimberly Gogarty (KG)	Corporate Admin/Minutes

OBSERVERS

Nick Barr	Board Member
Seona Hart	Fire Brigades Union (FBU)
Rita Durham	Corporate Admin
Sarah Gordon	Corporate Admin

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

2 APOLOGIES FOR ABSENCE

2.1 Paul Stollard (PSt), Board Member

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 were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 8 DECEMBER 2022

5.1 The minutes of the meeting held on 8 December 2022 were approved as an accurate record of the meeting.

5.2 Matters Arising

5.2.1 There were 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 Item 7.2.19 Performance and Risk Report Quarter 2 2021/22 (TSA): The Committee anticipated that following conclusion of the PC Workshop on 9 March 2023 this action could be closed off at the next People Committee (PC) meeting with just a verbal update.

7 PERFORMANCE AND RISK REPORT QUARTER 3 2022/23

7.1 People and Organisational Development (POD)

7.1.1 LG provided a verbal update on the status of the POD Progress and Performance Report Quarter 3 2022/23 to the Committee, highlighting the following key areas:

- Due to timings of governance meetings and restrictions within the people and finance systems, the Quarterly Report was currently being produced and would be circulated once finalised.
- Revised pay offer currently out to ballot.
- Ongoing challenges around the impact of the pension remedy for uniformed staff. The pay offer was impacting on retirement decisions and an increase in retirals was anticipated from October 2023 once those who deferred the choice better understood the implications of the pay deal and pension remedy.
- Support staff element would be covered in detail under the risk spotlight later in the agenda.
- Engagement with OC staff was ongoing to try and understand some of the recruitment and retention challenges in this area. The Health and Wellbeing (H&W) team continued to support OC staff around attendance.

7.1.2 Given the importance and significant implications of the pension remedy, the Committee proposed that a future risk spotlight around this should be considered. An off-table conversation would be held to discuss how this would look.

ACTION: MW/SB/LG

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

7.2 Training, Safety and Assurance (TSA)

7.2.1 BF presented the Training, Safety and Assurance Performance and Risk Report Q3 2022/23 and highlighted the following key areas for the Training Function within this quarter:

- The volume of work carried out in this quarter against the back drop of Industrial Action (IA) planning, in both preparing to train day related staff while also preparing for training of military personnel, if required.
- Return to pre-Covid levels for Incident Command Level 2 and 3 training.

7.2.2. In relation to the drop in green, and drop in quantity in progress for Core Operational Core Skills, AW explained that this was 2 separate pieces of training over the quarter and not an ongoing metric of the training that had been undertaken in the previous quarter. Work was continuing as to how to present this going forward.

7.2.3 With regards the decrease in Volunteer Duty System (VDS) Training, BF stated that the training topics for VDS staff were different and therefore some areas may not be appropriate. Time of year was another contributory factor. AW advised that work was ongoing to look at the wider terms and conditions and ask of the VDS staff, including training which would subsequently allow appropriate measures to be put in place.

7.2.4 JHo presented the Training, Safety and Assurance Performance and Risk Report Q3 2022/23 and highlighted the following key areas for the Health and Safety function within the quarter:

- Completion of support reviews following Covid, a new process which was well received.
- Positive progress with regards Health and Safety Improvement Plans despite the challenging working environment.
- The RAG status was currently being reviewed in order to provide more clarity around progress being made.
- Focus to be maintained around Slow Speed Manoeuvres due to slight increases with these and also Near Miss reporting which continues to be lower than looked for.

7.2.5 JHo advised that work had been undertaken to ensure risks aligned with the current level of risk within the function/directorate. Further modules were being developed to support the management information system (MIS), however, delays had been experienced due to resource capacity within ICT. A programme of development was currently being finalised although it was recognised that it may take a couple of years to reach a final state. It was noted that the MIS supported legislative compliance.

7.2.6 In terms of the improvement plans, it was noted that any outstanding at 31 March 2023 would be carried forward into Q1 of the new financial year and monitored until completed.

7.2.7 **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 the Retained Duty System (RDS) Personnel; and Health and Safety: An Operational Focus.

- Of the 5 remaining actions, good progress was being made with 4 being completed in the reporting period, leaving 1 remaining open. The remainder have been deferred or completed.
- Action 4.2 was proposed to be closed off and moved to business as usual (BAU). Work was ongoing to develop a Maintenance of Skills Training Framework which would encompass this recommendation.
- Engaged with HMFSI and will attend a development day to deliver a presentation on Training.

8.1.2 **The Committee scrutinised the report.**

9 PARTNERSHIP ADVISORY GROUP TERMS OF REFERENCE

- 9.1 LG presented the Partnership Advisory Group (PAG) Terms of Reference (TOR), highlighting that these were reviewed annually and feedback received during the latest review had been incorporated into this final version.
- 9.2 MP asked for clarification around the specific reference to representative bodies within the introduction, however, all other references were to the wider Working Together Framework. LG would gain some clarity and advise MP off table.
- 9.3 All members of the PAG had been given opportunity to feedback on the TOR. The governance route for these to be approved was noted.
- 9.4 **The Committee recommended the Partnership Advisory Group Terms of Reference for approval by the SFRS Board.**

10 NEW PERFORMANCE MANAGEMENT FRAMEWORK

- 10.1 RW provided a verbal report and highlighted the following key points:
- The Performance Management Framework (PMF) was developed to improve performance management, reporting and arrangements and would be reviewed annually. This was intended to be the highest level of reporting for the Service and not intended to substitute for more detailed performance reporting and scrutiny that takes place within the Service and at Committees.
 - As part of this year's review the practical management performance methodology (known as PUMP) was adopted, a diagnostic tool to help guide the work, partly through discussions with colleagues.
- 10.2 It was noted that following these discussions, the viability of existing indicators was reviewed. These were then aligned to the new strategic outcomes and new indicators were proposed. Further discussion around the new indicators would be held at the upcoming workshop on 9 March 2023.
- 10.3 RW reiterated this was part of the overall approach to improve performance and analyse business intelligence, moving the PMF from reporting annually to quarterly.
- 10.4 **The Committee noted the verbal update.**

(The meeting broke at 1405 hrs and reconvened at 1415 hrs.)

11 PEOPLE COMMITTEE RISK REGISTER

11.1 Committee aligned Directorate Risk

- 11.1.1 LG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee and highlighted the following:
- 6 closed controls, 2 closed risks, 3 rating changes where all risk ratings had reduced, 5 new controls and 2 new risks.
- 11.1.2 SB raised concerns with regards to reduced resources relating to mental health and well-being. However, LG explained that it was just the removal of additional resources put in place to create the required infrastructure, funded by the Business Case, which had now come to an end. It was noted that the Service had a network of mental health champions and that resources were meeting the need within Service Delivery.

11.1.3 The Committee scrutinised the report.

11.2 Risk Spotlight: POD004 (Support Staff Recruitment/Retention)

- 11.2.1 LG presented the risk spotlight to the Committee noting that over the last 3 years turnover of support staff had risen from 6% to just over 10.5% which, although fairly significant, was in

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line with wider labour market trends. A benchmarking exercise was undertaken which showed the median turnover rate for Scottish public sector organisations was 10.92%.

11.2.2 It was noted that employers across the public sector were intending to upskill staff and increase rates of pay, however it was clear that the Service was constrained in that area.

11.2.3 In order to address these issues the Service was reviewing approaches to job evaluation and market allowances, looking to change the pay and reward framework in order to expedite progression through the incremental points, the use of talent programmes, better reward packages and developing the organisational culture.

11.2.4 **The Committee scrutinised the report.**

12 PARTNERSHIP WORKING

12.1 Employee Partnership Forum

12.1.1 SB advised that following discussion with executives and consultation with representative bodies, the meeting scheduled for 16 February 2023 was cancelled due to timing issues around potential industrial action. The next meeting scheduled for 18 May 2023 was anticipated to go ahead.

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

12.2 Partnership Advisory Group

12.2.1 LG advised that the meeting was stood down. However, the FBU had requested an item be put forward to the PAG. Following discussion with the FBU this matter would be looked at further.

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

13 REPORTS FOR INFORMATION ONLY

13.1 Corporate Onboarding

13.1.1 AH presented an update report which outlined areas for improvement from the onboarding and corporate induction review for information.

13.1.2 **The Committee noted the report.**

14 FORWARD PLANNING

14.1 POD Policy Review Schedule Update

14.1.1 MC presented the POD Policy Review Schedule Update report to the Committee for information, noting the following updates:

- Published the Wholetime Day Duty Hours and Leave Policy and Procedures.
- Updated the Local Government Pension Scheme Discretionary Policy in relation to discretion around abatement of pension.
- Family Leave Policy is now published, however further benchmarking was being carried out in relation to maternity, paternity and shared parental leave.
- The Appraisal Policy had been reviewed and was progressing through the appropriate governance route.
- Policies out for final consultation were highlighted.
- In terms of the Reservist Policy, the Service was seeking to achieve Gold recognition following receipt of a Silver award from the Defence Employer Award Scheme.

14.1.2 **The Committee noted the report.**

14.2 Health and Safety Policy Management Arrangements Forward Planning Schedule

14.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information, detailing the ongoing work in relation to the development and

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review of the SFRS Health and Safety Policy and associated Management Arrangements (MA's).

14.2.2 Further points highlighted were:

- COSHH & PUWER were slightly behind schedule but should be completed in Quarter 4.
- Reviewing the number of H&S documents as part of the Document Conversion Project and streamlining the information to make it easier and more user friendly.
- Risk Assessment MA had been brought forward for review in the coming year.

14.2.3 **The Committee noted the report.**

14.3 **Committee Forward Plan Review**

14.3.1 The following items were noted for future meetings:

- Addendum to the Training, Safety and Assurance Performance and Risk Report covering Acts of Violence and Accidents at Low Speed.

14.4 **Items for Consideration at Future IGF, Board and Strategy Meetings**

14.4.1 There were no items noted.

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

15 REVIEW OF ACTIONS

15.1 KM confirmed that there was one formal action recorded during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 8 June 2023.

16.2 There being no further matters to discuss, the public meeting closed at 1459 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 8 DECEMBER 2022

17.1 The minutes of the private meeting held on 8 December 2022 were approved as a true record of the meeting.

18 PRIVATE ACTION LOG

18.1 The Committee considered the Action Log and approved the removal of the closed items.

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

19.1 The draft minutes of the RANSC meeting on 8 December 2022 had been circulated to the Committee.

19.2 FT provide a verbal update from the meeting on 2 March 2023, highlighting the key points discussed.

19.3 **The Committee noted the draft minutes and verbal update.**

20 KEY CASE UPDATES 2022/23 – QUARTER 3

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

20.2 **The Committee noted the report.**

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21 INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG) UPDATE

21.1 LG provided a verbal update to the Committee, highlighting that the ballot results were expected week commencing 6 March 2023 and planned activities regarding operational aspects of IA were continuing.

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