



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - PEOPLE COMMITTEE

THURSDAY 8 JUNE 2023 @ 1300 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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: 2 MARCH 2023 (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

7.1 People and Organisational Development Q3 2022/23 (attached)

L Gaja

7.2 People and Organisational Development Q4 2022/23 (attached)

L Gaja

7.3 Training, Safety and Assurance Q4 2022/23 (attached)

*J Holden/
C Getty*

The Committee is asked to scrutinise these reports.

**8 INDEPENDENT AUDIT/INSPECTION ACTION PLAN
UPDATE (attached)**

*C Getty/
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 COMMITTEE ASSURANCE STATEMENT** *(attached)* M Wylie
The Committee is asked to approve this report
- 10 SFRS MENTAL HEALTH AND WELLBEING PROVISION AND LIFELINES SCOTLAND TRAINING** *(attached)* G Thomson
The Committee is asked to scrutinise the report.
- 11 RESPONSE TO STAFF SURVEY ENGAGEMENTS** *(briefing note)* C Dodd
The Committee is asked to note the briefing note and verbal report.
- 12 CULTURAL REVIEW WORKSHOP OUTCOMES** *(briefing note)* F Munro
The Committee is asked to note the briefing note and verbal report.
- 13 LEARNING NEEDS ANALYSIS 2022-23** *(briefing note)* C Dodd
The Committee is asked to note the briefing note and verbal report.
- 14 PEOPLE COMMITTEE RISK REGISTER**
14.1 Committee Aligned Directorate Risks *(attached)* L Gaja
14.2 Risk Spotlight: TSA017 Training Capacity *(attached)* A Watt
The Committee is asked to scrutinise these reports
- 15 PARTNERSHIP WORKING**
15.1 Employee Partnership Forum (verbal) S Barron
15.2 Partnership Advisory Group (verbal) L Gaja
The Committee is asked to note verbal updates.
- 16 REPORTS FOR INFORMATION ONLY:**
The Committee is asked to note the following reports:
- 16.1 **Contaminants Update Report** *(attached)* A Watt
16.2 **Training Function Update Report** *(attached)* A Watt
16.3 **Training Continuous Improvement Programme Update** *(attached)* A Watt
- 17 FORWARD PLANNING**
17.1 People Policy Review Schedule Update *(attached)* R Scott
17.2 Health and Safety Policy Management Arrangements Forward Planning Schedule *(attached)* J Holden
17.3 Committee Forward Plan Review *(attached)* M Wylie
17.4 Items for Consideration at Future IGF, Board and Strategy Day meetings M Wylie

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.

18 **REVIEW OF ACTIONS** (*verbal*)

Board Support

19 **DATE OF NEXT MEETING**
Thursday 14 September 2023

PRIVATE SESSION

20 **MINUTES OF PREVIOUS PRIVATE MEETING: 2 MARCH 2023**
(*attached*)

M Wylie

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

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

21.1 Draft Minutes of last meeting – 2 March 2023 (*attached*)

F Thorburn

21.2 Update of last meeting – 8 June 2023 (*verbal*)

F Thorburn

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

22 **KEY CASE UPDATES 2022/23 – Q4** (*verbal*)

L Gaja

The Board is asked to note the verbal report.



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 vis 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 retirements 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 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 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.

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.**

DRAFT

PEOPLE COMMITTEE – ROLLING ACTION LOG



SCOTTISH
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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 3 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 actions categorised as Green status and one action categorised as Yellow status on the action log.

| Minute Ref | Action | Lead | Due Date | RAG Status | Completion Date | Position Statement |
|--------------------------------------|--|-----------------|--|------------|-----------------|---|
| Meeting Date: 2 December 2021 | | | | | | |
| Item 7.2.19 | Performance and Risk Report Quarter 2 2021/22 (TSA): The Committee suggested they could meet and discuss in more detail using the expertise of the Committee members to further develop the report. This will be arranged by the end of February. | AW (prev JD) | April 2023 (Org March 2022 & Ext June 2022) | | May 2023 | <p>Update (03/03/2022): Meeting with Paul Stollard has occurred. Awaiting outcome of SPPC led workstream considering all aspects of performance reporting to the Board</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>Update (21/06/2022): Following the earlier March update and recent appointment of ACO Andy Watt as Director of TSA, a meeting has been scheduled with the PC Chair to discuss Performance and Risk Reporting in more detail and in order to continue to take this work forward. A further update will follow in due course.</p> <p>Update (15/09/2022): TSA progressing work to present options to Chair of PC. Timescale for options being presented is end of Q2.</p> <p>Update (08/12/2022): TSA progressing work to present options to Chair of PC. Timescale extended due to staff movements in TSA.</p> <p>Update (02/03/2023): 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> <p>Complete (08/06/2023): New TSA KPIs have been agreed and will be included</p> |

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| | | | | | | within the updated Performance Management Framework. |
|--|--|--|--|--|--|--|

| Minute Ref | Action | Lead | Due Date | RAG Status | Completion Date | Position Statement |
|-------------------------------------|---|------|---------------|------------|-----------------|--|
| Meeting Date: 3 October 2022 | | | | | | |
| 7.2.6 | Performance and Risk Report Q1 Training Safety and Assurance: In regards to low speed manoeuvres, JH to provide further details on actions arising from the Sub Group in future reports. | JH | December 2022 | | | <p>Update (08/12/2022): Presentation to be delivered to the Driver Safety Group on 15 December 2022, an update will be provided to the next PC</p> <p>Update (02/03/2023): 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> <p>Update (08/06/2023): Driver Safety Group have agreed a standardised approach to the proactive and reactive management of Low Speed Manoeuvres, this is progressing through governance.</p> |

| Minute Ref | Action | Lead | Due Date | RAG Status | Completion Date | Position Statement |
|-----------------------------------|--|----------|-----------|------------|-----------------|--|
| Meeting Date: 2 March 2023 | | | | | | |
| 7 7.1 7.1.2 | PERFORMANCE AND RISK REPORT QUARTER 3 2022/23 People and Organisational Development (POD) Given the importance and significant implications of the pension remedy, the Committee proposed that a future risk | MW/SB/LG | June 2023 | | May 2023 | <p>Complete (08/06/2023): LG met with Chair of People Committee to discuss and agree the scope for a Risk Spotlight on the implications of the Pensions Remedy, which will be tabled at the September People Committee meeting.</p> |

OFFICIAL

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|--|---|--|--|--|--|--|
| | spotlight around this should be considered. An off-table conversation would be held to discuss how this would look. | | | | | Forward Plan has been updated to reflect this. |
|--|---|--|--|--|--|--|

**POD Quarterly Management
Information Report
Quarter 3 2022 / 23**

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| | |
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Appendix 1 – Glossary of terms

Introduction

The performance of the Scottish Fire and Rescue Service (SFRS) is set out against the priorities established by Scottish Government in the Fire and Rescue Framework for Scotland 2022, which states “***The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to Workforce Planning; promoting the safety, health and wellbeing of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities that it serves.***” In turn these priorities have been identified in the SFRS Strategic Plan as “***We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.***”

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

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

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

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

Executive Summary

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

SFRS has continued to prepare for potential Industrial Action (IA), through the work of the IA Tactical Action Group (TAG). Payroll and administrative processes have been developed, as well as regular communications with employees.

Recruitment challenges continue in support staff as well as external transfers, due to market conditions and economic factors. A range of measures are being considered to attract and retain staff within the highly competitive market.

Over quarter 3 there has been a reduction in turnover across SFRS. Turnover within the Watch Duty System (WDS) staff group has reduced again for this quarter, having already reduced in quarter 2. Retirements are continuing to be closely monitored as there remain a number of deferred leavers, as well as those who are impacted by the pension changes and may choose to retire during 2023.

Over quarter 3, there has been a reduction in turnover within Operations Control (OC), from 6.6% to 1.7%, which is more in line with previous quarters and a recruitment process is being planned to fill current vacancies. In OC a reduction can be seen in long-term absence however, short-term absence has increased. Advice and development are continuing to be provided by Health and Wellbeing (HW) and People Advisers, to the management teams in order to support this.

Section 1

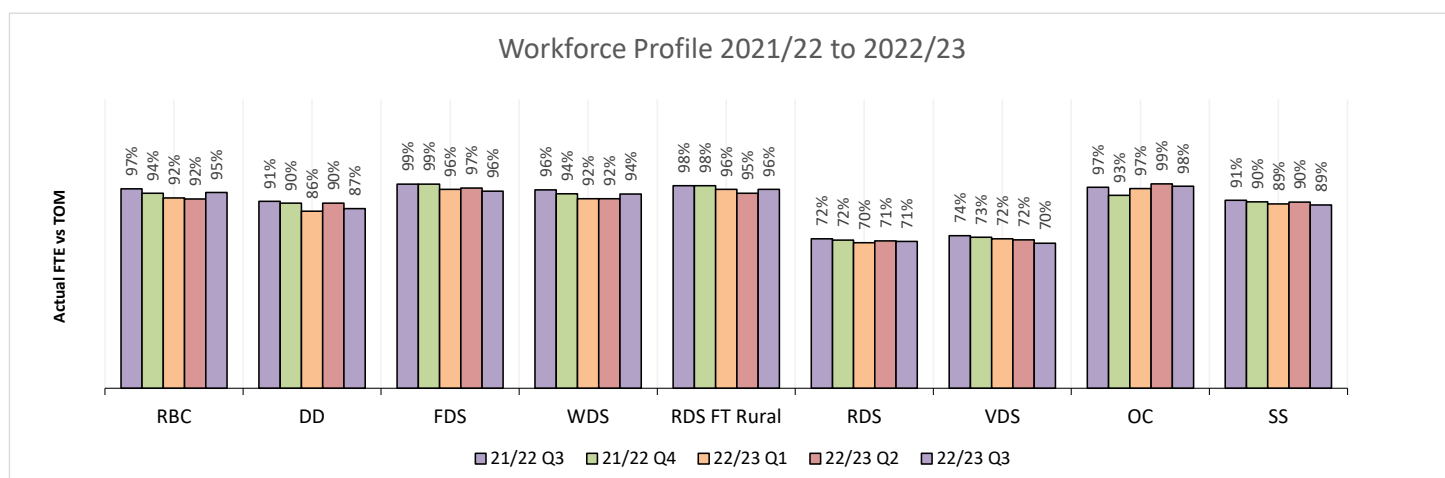
1.1 This section focuses on data in relation to the following objective:

Strengthen and continually review our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

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

| EMPLOYEE GROUP | Wholetime (WDS) | | | | | Retained | | VDS | OC | SS | TOTAL (ALL) |
|--|-----------------|-----|-----|----------|-----------|--------------|------|-----|-----|-----|-------------|
| | RBC | DD | FDS | Trainees | TOTAL WDS | RDS FT Rural | RDS | | | | |
| Target Operating Model (FTE) | 3021 | 355 | 256 | | 3632 | 55 | 3309 | 384 | 170 | 851 | 8401 |
| Initiatives, Projects and Capital Funded | | 11 | 12 | | 23 | | | | 10 | 114 | 147 |
| Actual (FTE) | 2866 | 319 | 256 | 0 | 3441 | 53 | 2355 | 270 | 176 | 857 | 7152 |
| Actual (Headcount) | 2867 | 319 | 256 | 0 | 3442 | 53 | 2754 | 270 | 179 | 908 | 7606 |

As at 31 December 2022, SFRS employed 7044 people, equating to a headcount of 7633. The variance between the number of employees and actual headcount is reflective of where staff hold more than one role (dual contract). In addition to the figures in the above table; 14 employees are external Secondment (including union duties), 9 on Career Breaks and 4 in partnership working funded posts.



Workforce Planning continue to actively monitor the leavers profile against the Target Operating Model (TOM), with a number of reports generated to illustrate actual and potential projections, enabling appropriate forums and management teams to make evidence led decisions to mitigate any impact to operational resilience.

1.1.2 Number of staff vacancies by FTE

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | VDS | OC | SS | TOTAL (ALL) |
|----------------|-----------------|----|-----|-----------|--------------|-----|-----|----|-----|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | | | | |
| Vacancy (FTE) | 156 | 48 | 12 | 216 | 2 | 954 | 114 | 4 | 108 | 1398 |

1.1.3 Percentage Staff vacancies

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | VDS | OC | SS | TOTAL (ALL) |
|----------------|-----------------|-------|------|-----------|--------------|-------|-------|------|-------|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | | | | |
| Vacancy (%) | 5.1% | 13.1% | 4.5% | 5.9% | 3.6% | 28.8% | 29.7% | 2.2% | 11.1% | 16.3% |

Work on reviewing the Strategic Resourcing Plan for 2023 continues, aligned to the projected impact of the pensions remedy on the wholetime leavers profile, any potential review of the TOM linked to the Service Delivery Model Programme and the implications of the Resource Spending Review.

106 Wholetime Firefighter trainees commenced training in January 2023. The frequency and size of future Wholetime Firefighter intakes is under review in terms of the wider considerations outlined above.

The On Call to Wholetime Firefighter Migration Pilot realised 35 trainees who were posted to Station during December 2022. A review of the Migration process has commenced to evolve SFRS's approach to Migration and ensure that appointments align to workforce needs.

The next intake of external transferees is scheduled for May 2023, while 15 candidates have confirmed interest, the intake is expected to be approximately 6 with feedback being that market/cost of living challenges are a barrier, despite offering relocation packages.

Resourcing Team is working with Training, Safety and Assurance (TSA) and Service Delivery to develop contingency plans to mitigate any impact to Wholetime and On-Call recruitment schedules and the delivery of training courses aligned to any potential impact of Industrial Action.

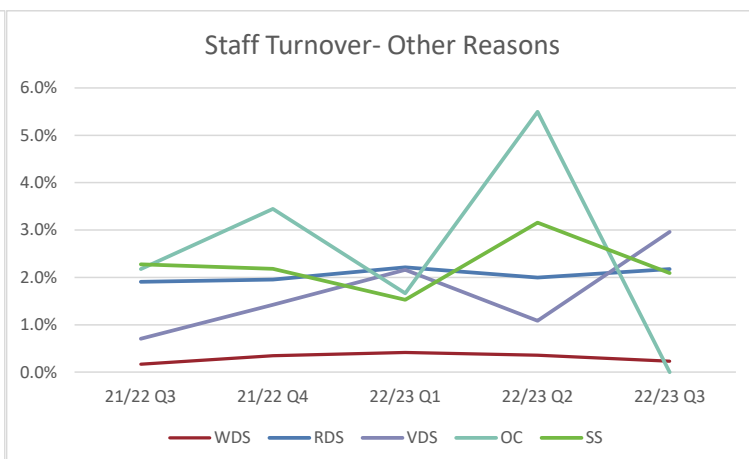
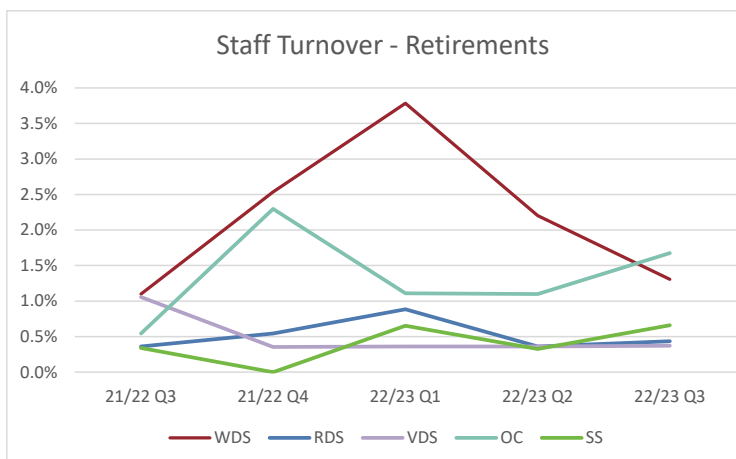
Resourcing continue to support the On-Call Improvement Project through the continued embedding of the revised recruitment and selection process. Early benefits have been realised, with an increased number of candidates progressing through the early stages of the process. The Programme Board have recognised that a continued organisational focus is required to continue to deliver on this critical piece of work.

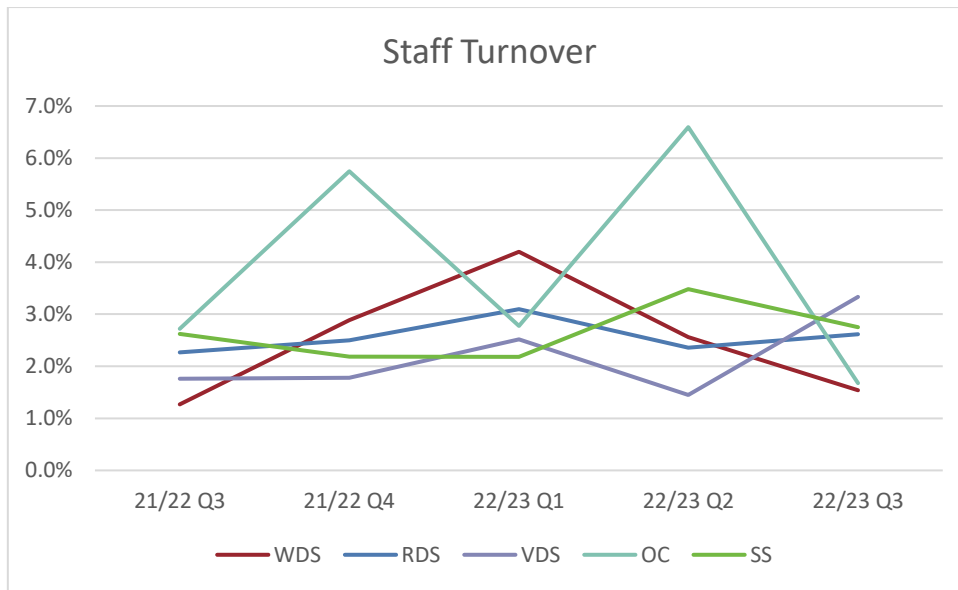
Recruitment for Firefighter Control is currently progressing with the next intake of 15 planned to commence in April 2023 and a further intake scheduled for approximately May/June 2023.

Support staff vacancies have increased since last quarter, attributed to the introduction of the SLT vacancy approval process in line with the RSR and ongoing market conditions where we are experiencing difficulties in attracting and onboarding applicants for key roles. Agile working arrangements are being promoted and work is ongoing to develop support staff reward and benefits arrangements to ensure terms and conditions remain competitive.

1.1.4 Percentage Staff turnover by employee group

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained | | | OC | SS | TOTAL (ALL) |
|-----------------|-----------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | VDS | | | |
| Retirements | 0.8% | 3.8% | 3.9% | 1.3% | 0.0% | 0.4% | 0.4% | 1.7% | 0.7% | 0.9% |
| Other Reasons | 0.2% | 0.6% | 0.0% | 0.2% | 0.0% | 2.2% | 3.0% | 0.0% | 2.1% | 1.2% |
| Turnover | 1.0% | 4.4% | 3.9% | 1.5% | 0.0% | 2.6% | 3.3% | 1.7% | 2.8% | 0.7% |





The graph above reflects staff turnover rates in the last five quarters. The overall rate has decreased from 2.6 % in the previous quarter to 0.7%. Further analysis is ongoing for each staff group to understand contributory factors and inform required actions.

Total Wholetime turnover has decreased from 2.6% to 1.5%. However, it is important to recognise that the 102 deferred leavers can opt to leave SFRS giving four weeks' notice and the 266 employees in-scope of the pension remedy and may choose to retire earlier than anticipated when pension changes take effect October 2023.

On Call turnover has increased; from 2.4% in quarter 2 to 2.6% in quarter 3 for RDS and from 1.4% in quarter 2 to 3.3% in quarter 3 for Volunteers. There are historical challenges with On-Call retention which are being prioritised by the National On-Call Leadership Forum.

OC turnover has decreased from 6.6% in quarter 2 to 1.7% in quarter 3 as the increase in retirements following the pension changes levels out. The noted decrease in OC Staff turnover can be attributed to several factors, including reduced numbers of staff eligible to retire and the review and improvement of selection processes within OC.

Support staff turnover decreased from 3.5% in quarter 2 to 2.8% in quarter 3 with reasons for leaving categorised on the exit questionnaires returned as personal reasons and retirements.

Section 2

2.1 This section focuses on data in relation to the following objective:

Support, promote and monitor the development of a diverse workforce and inclusive culture, aligned with SFRS values

2.1.1 Total number of grievance cases concluded within six weeks

There was a decrease from 7 to 4 grievance cases submitted in this quarter. From this, 4 were concluded within 6 weeks and 2 appeals were received. 2 cases related to a breach of policy and 2 related to a breach of dignity and integrity.

2.1.2 Total number of discipline cases concluded within six weeks

There have been 8 new discipline cases commenced within quarter 3, with a further 11 cases carried over from previous quarters. This is lower than the new cases presented at quarter 2. The main reasons for the 8 new cases are Breach of the Code of Conduct and Breach of Contract. From these cases, 1 case concluded within 6 weeks, 3 concluded within 14 weeks and the remaining 4 cases will carry over to the next quarter. The reasons for the delays in completing cases was mainly due to employees' absence, the festive period and annual leave.

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

The number of cases of bullying and harassment within this quarter was less than 5. The cases were split between investigations from both grievance and disciplinary processes.

Section 3

3.1 This section focuses on data in relation to the following objective:

Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles

3.1.1 Top three reasons for management referrals

In this reporting period there were a total of 632 appointments attended with Occupational Health (OH) Practitioners. 227 of these were new management referrals.

These figures are comparable to the previous quarter.

The top three reasons for new management referrals were:

1. Psychological – Stress and Mental Health – 93 (41%)
2. Musculoskeletal – 72 (32%)
3. Circulatory – 8 (4%)

The top three reasons are the same as in the previous reporting period. All other reasons accounted for the remaining 54 referrals (23%).

There was a reduction of 1 referral for psychological conditions compared to the previous reporting period. This has remained largely consistent over the past 12 months and data will continue to be monitored.

In comparison to quarter 2 2022/23 the number of referrals due to work related stress has dropped by 28% (39 to 28). Individuals roles are the leading reason for work related stress referrals followed by relationships. The number of referrals due to non-work related stress has increased by 26% (39 to 49). The leading reason for non-work related stress referrals are relationships followed by bereavement. The increase in non-work related referrals could reflect the time of year or be the product of increased awareness of support services available. The number of referrals due to mental health has remained constant between periods at 16.

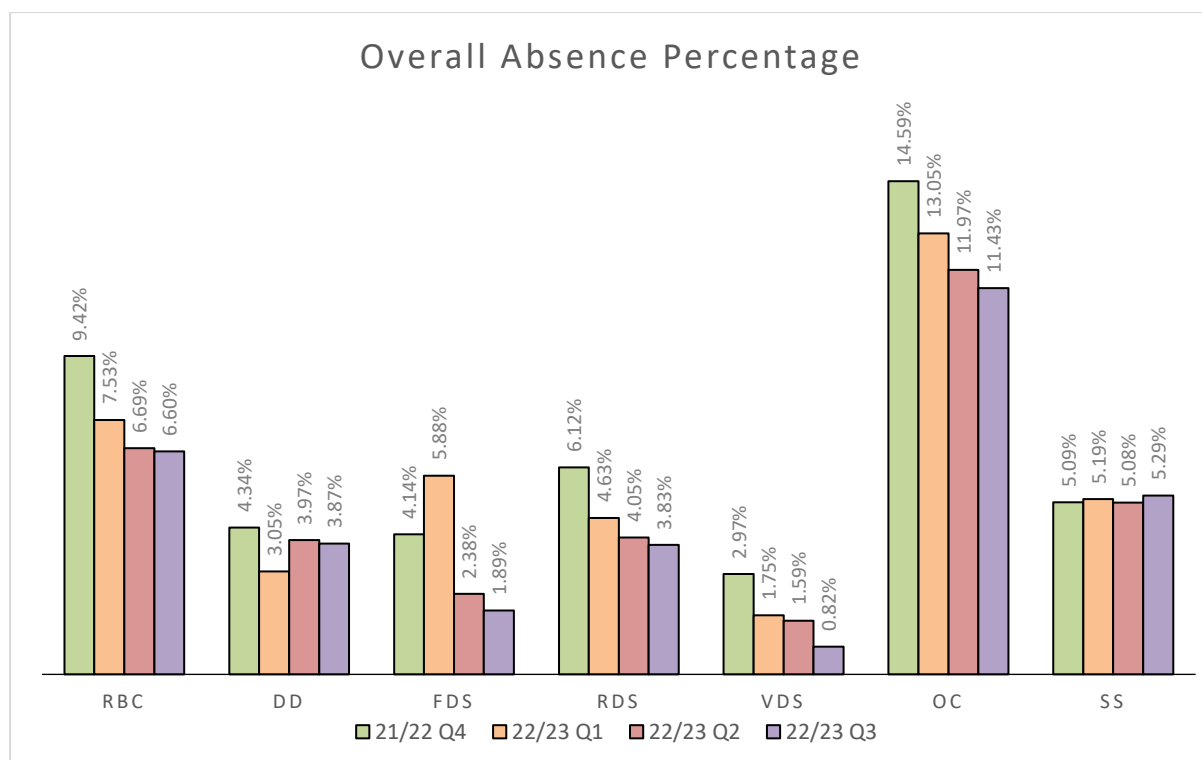
There has been a 17% reduction in the number of musculoskeletal (MSK) injury referrals compared to the previous reporting period (87 to 72) and a decrease of 1% (73 to 72) compared to the same period of the previous reporting year. The delivery of MSK Injury Prevention Workshops established in quarter 2 has continued into quarter 3.

These sessions aim to support staff in prevention and management of musculoskeletal (MSK) injuries. Work remains ongoing to introduce an in-house physiotherapy service and it is anticipated this will be established late in quarter 4 2022/23 or early in quarter 1 2023/24. MSK data will continue to be analysed to assess the impact of this new service.

The third leading reason for referral was circulatory conditions which is consistent with the previous reporting period. This would include issues related to the heart, high blood pressure or blood clotting. The total number of referrals is relatively low in comparison to psychological and MSK conditions and there are no obvious trends or patterns that would be cause for concern or action currently.

3.1.2 Overall absence percentage

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|---|-------|-------|-------|--------------|-------|-------|--------|-------|--------------|
| Overall Absence (work days lost versus work days available) | 6.60% | 3.87% | 1.89% | 5.64% | 3.83% | 0.82% | 11.43% | 5.29% | 4.47% |



The average overall absence percentage for all SFRS working days lost in quarter 3 is 4.47% which is a decrease of 0.2% compared to the previous quarter.

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

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|---|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| Short-Term Absence (work days lost versus work days available) | 3.22% | 0.99% | 0.72% | 2.57% | 1.19% | 0.06% | 4.65% | 1.97% | 1.67% |

This table shows the percentage of workdays lost due to short-term absence as a percentage of workdays available. There has been a very slight increase in the absence rate, in short-term absence across all employee groups of 0.06% in this quarter.

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

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|--|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| Long-Term Absence (work days lost versus work days available) | 3.38% | 2.88% | 1.17% | 3.07% | 2.64% | 0.77% | 6.77% | 3.32% | 2.79% |

This table shows the percentage of workdays lost due to long-term absence as a percentage of workdays available. There has been a very slight decrease in long-term absence across all employee groups of 0.26% in this quarter.

3.1.5 Short-term absence by top three absence reasons

| Short Term Sick - Top 3 Reasons | Respiratory | Musculoskeletal | Stomach or Bowel | Other | TOTAL |
|---------------------------------|-------------|-----------------|------------------|-------|-------|
| RBC | 1650 | 688 | 388 | 548 | 3274 |
| DD | 135 | 49 | 7 | 54 | 244 |
| FDS | 50 | 6 | 1 | 47 | 104 |
| RDS | 1308 | 890 | 284 | 548 | 3029 |
| VDS | 9 | 5 | - | - | 14 |
| OC | 179 | 32 | 48 | 91 | 350 |
| SS | 394 | 100 | 90 | 256 | 840 |
| Total Working Days Lost | 3724 | 1770 | 818 | 1543 | 7854 |
| Number of Employees | 936 | 299 | 306 | 298 | 1839 |

3.1.6 Long-term absence by top three absence reasons

| Long Term Sick - Top 3 Reasons | Musculoskeletal | Psychological | Surgical | Other | TOTAL |
|--------------------------------|-----------------|---------------|----------|-------|-------|
| RBC | 1423 | 1079 | 334 | 605 | 3441 |
| DD | 286 | 106 | 38 | 277 | 707 |
| FDS | - | 128 | - | 41 | 169 |
| RDS | 3671 | 1192 | 599 | 1228 | 6689 |
| VDS | 191 | - | - | - | 191 |
| OC | 121 | 112 | - | 276 | 509 |
| SS | 280 | 788 | 117 | 229 | 1414 |
| Total Working Days Lost | 5972 | 3404 | 1088 | 2656 | 13119 |
| Number of Employees | 152 | 97 | 32 | 78 | 359 |

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

Within the OC, it is noted that there continues to be a decrease in the number of long-term psychological cases, compared to the previous quarter for days lost by 81, as evidenced above in long-term absence. There has also been a decrease in days lost within the OC for MSK reasons by 20 days. The Human Resource Business Partner (HRBP) is continuing to support the new Management Team within the OC to address long-term absence.

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

MSK issues continue to be the main reason for long-term absence, however, the overall number of absences have decreased in this quarter by 19 employees, it is possible that this reduction is due to the introduction of MSK workshops in this quarter. For long-term psychological absences, this has increased overall in this quarter by 9 employees.

When comparing absence reasons, it is noted that psychological conditions is not present in the short-term table above, as it is not one of the top three reasons and this was the same for quarter 2. However, as indicated in the previous quarter, this data now includes COVID absences, which directly impacts upon the respiratory category.

Appendix 1 – Glossary of Terms

| | |
|-----------------|---------------------------------------|
| IA | Industrial Action |
| DD | Day Duty / Off Station |
| FDS | Flexi Duty System |
| FF | Firefighter |
| FTE | Full Time Equivalent |
| HRBP | Human Resource Business Partner |
| HW | Health and Wellbeing |
| MSK | Musculoskeletal |
| NMR | New Management Referral |
| OC | Operations Control |
| OH | Occupational Health |
| On-Call RDS/VDS | Retained and Volunteer Duty System |
| POD | People and Organisational Development |
| RBC | Resource Based Crewing |
| RDS | Retained Duty System |
| RDS FT | Retained Duty System Full Time |
| RSR | Resource Spending Review |
| SFRS | Scottish Fire and Rescue Service |
| TAG | Tactical Action Group |
| TOM | Target Operating Model |
| TSA | Training, Safety and Assurance |
| SS | Support Staff |
| VDS | Volunteer Duty System |
| WDS | Watch Duty System |



Report No: C/PC/10-23
Agenda Item 7.2

People Quarterly Management Information Report Quarter 4 2022 / 23

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Appendix 1 – Glossary of terms

Introduction

The performance of the Scottish Fire and Rescue Service (SFRS) is set out against the priorities established by Scottish Government in the Fire and Rescue Framework for Scotland 2022, which states “***The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to Workforce Planning; promoting the safety, health and wellbeing of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities that it serves.***” In turn these priorities have been identified in the SFRS Strategic Plan as “***We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.***”

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

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

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

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

Executive Summary

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

Significant focus continues to be applied to workforce planning and scenario modelling related to the impact of changes to Firefighter pension arrangements. Accounting for those in-scope for the Deferred Choice Underpin, BAU leavers forecasts and deferred leavers, there are more than 460 wholtime employees who could potentially leave the Service from October 2023. Monthly updates are provided to SLT to inform decision making on areas including wholtime trainee intakes and promotion campaigns. 48 Wholtime Trainee Firefighters will commence training in May 2023, with numbers for the September intake also due to be confirmed in May.

The support staff vacancy rate has risen to over 12% as a consequence of ongoing recruitment and retention challenges. A number of workstreams are ongoing to address these challenges, including work on the Service's approach to job evaluation, improvements to the pay and reward framework, targeted use of Market Allowances, and a review of attraction and selection approaches. These challenges were discussed in a Risk Spotlight at the March People Committee meeting and regular updates are provided to the SLT.

Absence rates remain broadly stable overall, with a continued reduction in the absence rate in OC. An ongoing programme is in place to support OC colleagues and management teams. While MSK injuries remain one of the main reasons for short- and long-term absence, there was a reduction in this absence type in quarter 4. As part of the MSK strategy an in-house physio capability will be introduced in Quarter 1 to improve our prevention approach and facilitate quicker recovery times.

Section 1

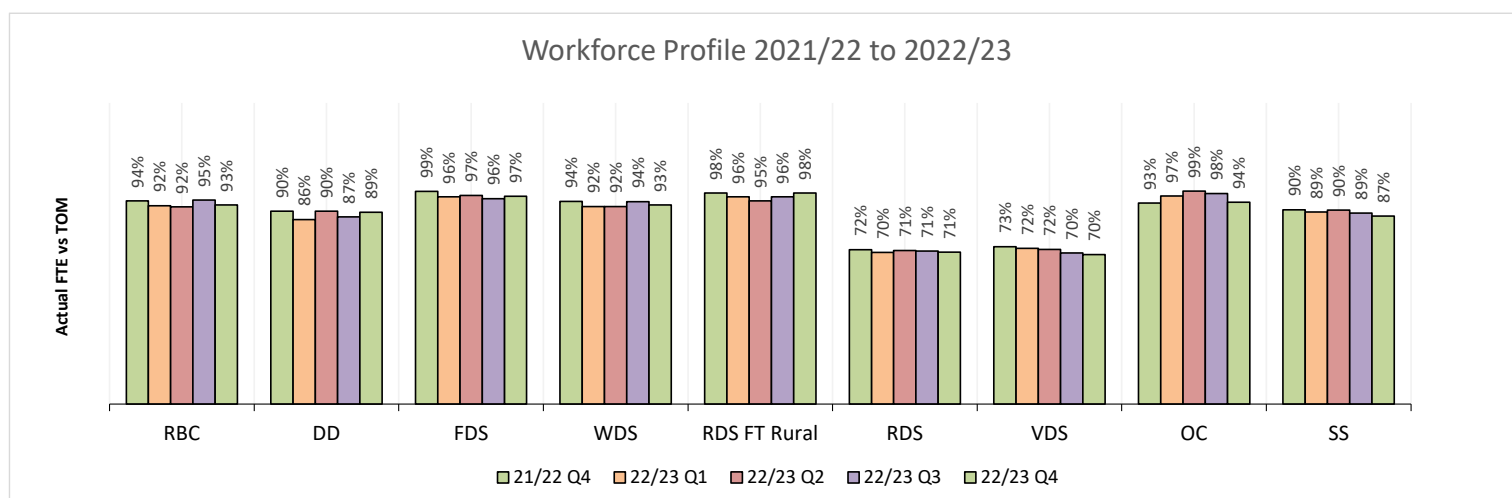
1.1 This section focuses on data in relation to the following objective:

Strengthen and continually review our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

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

| EMPLOYEE GROUP | Wholetime (WDS) | | | | | On Call | | | OC | SS | TOTAL (ALL) |
|--|-----------------|-----|-----|----------|-----------|--------------|------|-----|-----|-----|-------------|
| | RBC | DD | FDS | Trainees | TOTAL WDS | RDS FT Rural | RDS | VDS | | | |
| Target Operating Model (FTE) | 3021 | 356 | 256 | | 3633 | 55 | 3309 | 384 | 170 | 857 | 8408 |
| Initiatives, Projects and Capital Funded | | 10 | 14 | | 24 | | | | 9 | 112 | 145 |
| Actual (FTE) | 2798 | 326 | 261 | 103 | 3488 | 54 | 2336 | 267 | 168 | 847 | 7160 |
| Actual (Headcount) | 2799 | 327 | 261 | 103 | 3490 | 55 | 2739 | 267 | 172 | 897 | 7620 |

As at 31 March 2023, SFRS employed 7048 people, equating to a headcount of 7654. The variance between the number of employees and actual headcount is reflective of where staff hold more than one role (dual contract). In addition to the figures in the above table; 21 employees are on external Secondment (including union duties), 9 on Career Breaks and 4 in Partnership Initiative funded posts.



Workforce Planning continue to actively monitor the leavers profile against the Target Operating Model (TOM), to inform actual and potential reporting projections on workforce requirements, to enable forums and management teams to make evidence led decisions to mitigate any impact to operational resilience. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.

1.1.2 Number of staff vacancies by FTE

| EMPLOYEE GROUP | Wholetime (WDS) | | | | On Call | | | OC | SS | TOTAL (ALL) |
|----------------|-----------------|----|-----|-----------|--------------|-----|-----|----|-----|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | VDS | | | |
| Vacancy (FTE) | 121 | 40 | 9 | 169 | 1 | 973 | 117 | 11 | 122 | 1393 |

1.1.3 Percentage Staff vacancies

| EMPLOYEE GROUP | Wholetime (WDS) | | | | On Call | | | OC | SS | TOTAL (ALL) |
|----------------|-----------------|-------|------|-----------|--------------|-------|-------|------|-------|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | VDS | | | |
| Vacancy (%) | 4.0% | 10.9% | 3.3% | 4.6% | 1.8% | 29.4% | 30.5% | 6.1% | 12.6% | 16.3% |

Wholetime and On-Call vacancies continue to be reported via relevant governance groups (Senior Leadership Team (SLT) and National On-Call Leadership Forum) with recruitment approaches determined within established processes to manage vacancies.

It is recognised that a significant number of Flexi Duty Officers are in scope of the pensions remedy and therefore could potentially leave earlier than forecast. Ongoing analysis will inform the required sequence of promotional processes required within 2023/24. In the interim, current holding pools established from previous processes are being utilised to meet forecast requirements and will remain under review to ensure resilience.

The next planned intake for external transferees will be in May 2023 (1 x CC, 2 x WC), leaving a holding pool of 6 who have confirmed interest in future intakes. Engagement with external candidates indicate that issues regarding market/cost of living challenges remain a barrier, despite offering relocation packages.

Forty-eight Wholetime Firefighter trainees have commenced initial training in May 2023 (landing at station in August 2023). The SLT are provided with a monthly Strategic Workforce Overview paper to make evidence-based decisions on WTFF recruitment numbers and this will determine the September intake. This is aligned to ongoing analysis of the projected impact of the pensions remedy on the wholetime leavers profile, any potential review of the TOM linked to the Service Delivery Model Programme and the implications of the Resource Spending Review (RSR).

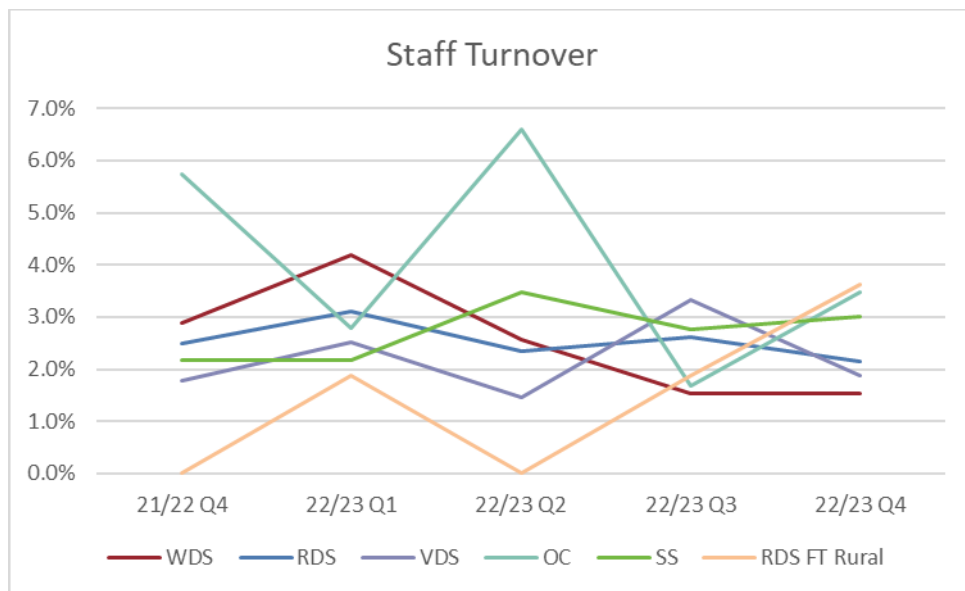
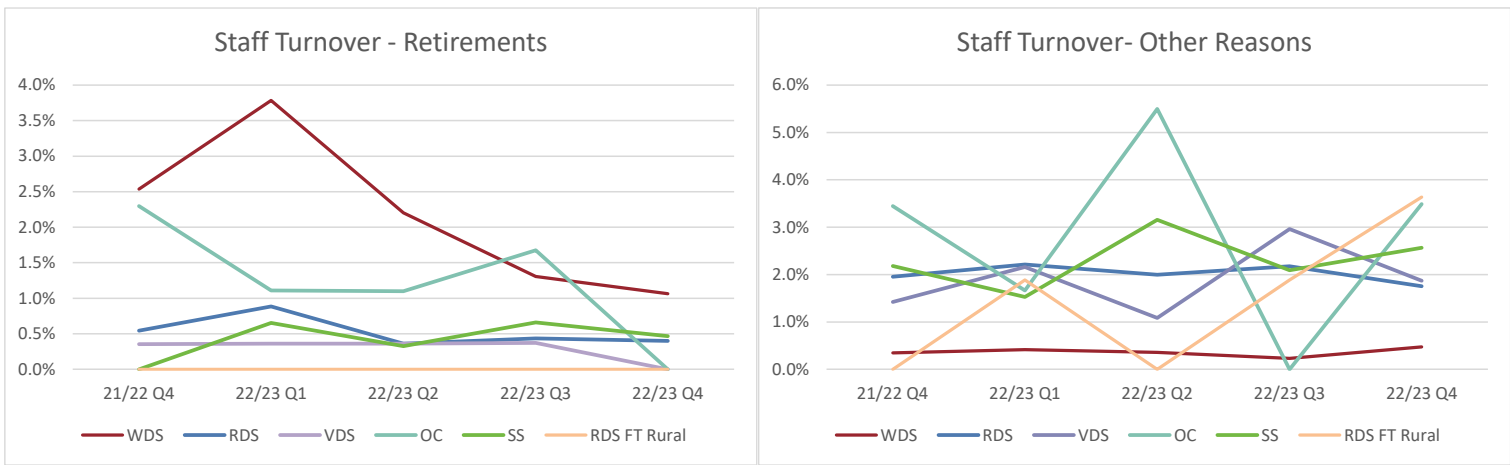
On-Call recruitment is progressing aligned to the agreed project plan, with the next intakes scheduled for May and June. The People Directorate continue to support the On-Call Improvement Programme to embed improvements to the recruitment and selection (R&S) process to support attraction and recruitment. In recognising challenges to attraction and significant costs incurred by applicants, particularly in more remote and rural areas a 12-month pilot will commence in April that will see applicants reimbursed for costs in excess of £50 that are actually and necessarily incurred through attendance at each On-Call recruitment event.

Operations Control (OC) vacancies have increased from 2.2% to 6.1% in quarter 4, due to various factors including OC staff resignations, staff movement to wholetime roles, death in service and retirements. Recruitment plans in place for Control Firefighter roles have been revised pending a structure review, with 3 trainees due to commence at Edinburgh Control in May and an appropriate holding pool held for future progression once plans have been adjusted.

Support staff vacancies have increased from 11.1% to 12.5% since last quarter, largely in response to the spending review, as all support staff vacancies are subject to review and approval by SLT to fill these. Due to ongoing market conditions we continue to experience difficulties in attracting and onboarding applicants across various roles. Agile working arrangements are promoted within adverts to promote flexible working arrangements are available. A review of support staff reward and benefits arrangements has taken place to ensure terms and conditions remain competitive including promotion and review of market allowances, review of approach to incremental progression and development pay, and approval of additional employee benefits which will be introduced in quarter 1 and 2 (for all staff) to improve the overall benefits package on offer.

1.1.4 Percentage Staff turnover by employee group

| EMPLOYEE GROUP | Wholetime (WDS) | | | | On Call | | | OC | SS | TOTAL (ALL) |
|-----------------|-----------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------|
| | RBC | DD | FDS | TOTAL WDS | RDS FT Rural | RDS | VDS | | | |
| Retirements | 0.6% | 2.4% | 4.2% | 1.3% | 0.0% | 0.4% | 0.0% | 0.0% | 0.5% | 0.7% |
| Other Reasons | 0.5% | 0.9% | 0.0% | 0.2% | 3.6% | 1.8% | 1.9% | 3.5% | 2.6% | 1.3% |
| Turnover | 1.1% | 3.3% | 4.2% | 1.5% | 3.6% | 2.2% | 1.9% | 3.5% | 3.1% | 2.0% |



The graph above reflects staff turnover rates in the last five quarters. There has been a small decrease in the overall rate has increased from 2.1% in quarter 3 to 2.0% in quarter 4.

Total wholetime turnover remains at 1.5% in quarter 4. However, it is important to recognise that 116 deferred leavers can opt to leave SFRS giving four weeks' notice and 268 employees in-scope of the pension remedy may choose to retire earlier than anticipated when pension changes take effect in October 2023. This, in addition to the 64 business as usual (BAU) leavers forecast and 14 projected resignations totals 462 wholetime personnel who can leave SFRS by December 2023.

On-Call turnover has decreased from 2.6% in quarter 3 to 2.2% in quarter 4 for RDS and from 3.3% in quarter 3 to 1.9% in quarter 4 for Volunteers. Whilst this reduction is welcomed, there are historical challenges with On-Call retention which continue to be prioritised by the National On-Call Leadership Forum to support this in the longer term.

OC turnover has increased from 1.7% in quarter 3 to 3.5% in quarter 4 due to various factors including OC staff terms and conditions, staff movement to wholetime roles, Death in Service and retirements. Further analysis will be undertaken to inform required actions.

Support staff turnover increased from 2.8% in quarter 3 to 3.1% in quarter 4 largely due to the implementation of the revised People Directorate structure, which seen a number of personnel with temporary contracts exit the Service.

Section 2

2.1 This section focuses on data in relation to the following objective:

Support, promote and monitor the development of a diverse workforce and inclusive culture, aligned with SFRS values

2.1.1 Total number of grievance cases concluded within six weeks

The number of grievances submitted in this quarter remained the same as quarter 3, in which there was 4 grievance cases submitted. From this, all were concluded within 6 weeks and 1 appeal was received. All 4 cases related to various breaches of policy, such as reallocation of leave and disciplinary policy.

2.1.2 Total number of discipline cases concluded within six weeks

There have been 17 new discipline cases commenced within the quarter. This is higher than the new cases presented at quarter 3 by 5 cases. The main reasons for the 17 new cases are Breach of the Code of Conduct and Breach of Contract. Issues linked to the Code of Conduct will be address through management development activities and planned work around SFRS culture and values. From these cases, 1 case concluded within 6 weeks, 5 concluded within 14 weeks, 2 cases were completed after 14 weeks and the remaining 9 cases will carry over to the next quarter. The reasons for the delays in completing cases was mainly due to employees' absence and complexities of the case.

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

The number of cases of bullying and harassment within this quarter was less than 5. Due to the nature of the complaints received, the cases were investigated via the grievance and disciplinary processes.

Section 3

3.1 This section focuses on data in relation to the following objective:

Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles

3.1.1 Top three reasons for management referrals

Data presented in this section pertains to the period from 1st January 2023 to 17th March 2023. Between the period from 18th March to 31st March Health and Wellbeing (HW) transitioned to a new wellbeing management system and during this period appointments were mainly limited to supporting employees in crisis. This means that it was not possible to collate data for the period and that the figures are not directly comparable with data reported for previous periods. Wellbeing will continue to develop and embed the new system management during quarter 1 and continue to explore and develop how we extract data and use this to report. Due to recent resource challenges, there has been some delay in progressing the further development of the new system which may impact on the data produced in quarter 1 2023/24.

Between 1st January and 17th March there were 175 new management referrals. The top three reasons for referral were:

1. Psychological (Stress and Mental Health) – 81 (46%)
2. Musculoskeletal – 54 (31%)
3. Endocrine, nutrition, metabolic and immunity – 6 (3%)

The two leading causes of referral are the same as in previous reporting periods. Whilst the third top reason has changed from circulatory in quarter 3 to endocrine, nutrition, metabolic and immunity in this period.

All other reasons accounted for the remaining 34 referrals.

In comparison to the previous quarter the number of referrals due to psychological conditions has increased from 41% to 46%. However, the total number of psychological referrals remain below that seen in quarter 2 (81 compared to 93).

23 psychological referrals were for mental health conditions and 58 due to stress.

There has been a rise in referrals due to mental health from 16 in quarter 3 to 23 in this period, despite its overall shorter duration.

There is no reason to believe incidence of mental health conditions is increasing. It is believed this increase is a product of more staff seeking support for these conditions.

Of the 58 stress referrals, 34 were due to non-work-related stress and 24 due to work-related stress.

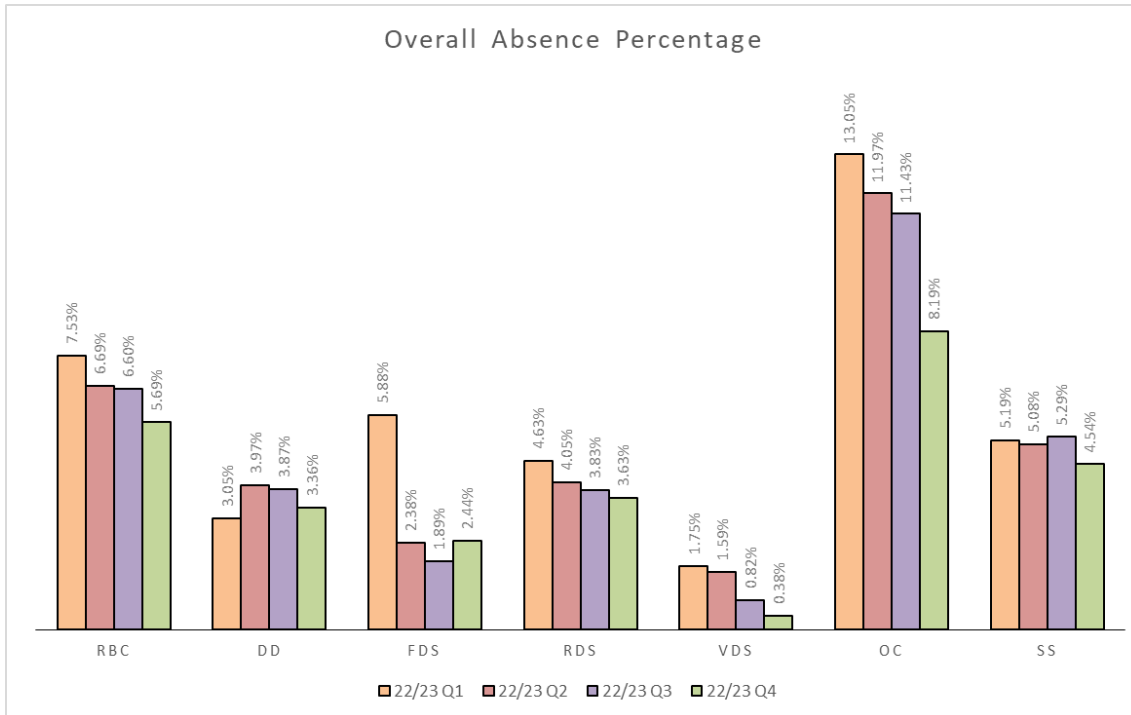
The leading reason for non-work-related stress referrals was relationships (17). The leading reason for work-related stress was role (8) These reasons are consistent with the previous quarter.

There appears to have been a reduction in musculoskeletal injury referrals compared to the previous reporting period, irrespective of the shorter period of data collection in quarter 4. There were 54 musculoskeletal referrals in this reporting period compared to 72 in quarter 3 and 74 in the same period of 2021/22. The most common type of MSK injury was lower limb soft tissue injuries such as strains and sprains. An in-house physiotherapy service will be established within quarter 1 2023/24 to support rehabilitation of staff suffering from work related injuries and to contribute to injury prevention initiative within the Service.

The third leading reason for referral was endocrine, nutrition, metabolic and immunity which accounted for just 3% of all referrals. It is believed that the change in this third leading reason for referral is due to normal variation in figures and that there are no trends or patterns that would give rise for concern and action in relation to this.

3.1.2 Overall absence percentage

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|---|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| Overall Absence (work days lost versus work days available) | 5.69% | 3.36% | 2.44% | 4.91% | 3.63% | 0.38% | 8.19% | 4.54% | 4.03% |



The average overall absence percentage for all SFRS working days lost in quarter 4 is 4.03% which is a decrease of 0.4% compared to the previous quarter. It is noted that absence has slightly decreased across staff groups for both short-term and long-term absence, as shown below, particularly within the OC which has reduced from 11.34% in quarter 3 to 8.19% in this quarter. However, it has slightly increased in long-term for the WDS group.

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

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|--|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| Short-Term Absence (work days lost versus work days available) | 2.37% | 1.09% | 0.77% | 1.96% | 1.23% | 0.00% | 3.16% | 1.49% | 1.45% |

This table shows the percentage of workdays lost due to short-term absence as a percentage of workdays available. There has been a very slight decrease in the absence rate, in short-term absence, across all employee groups of 0.22% in this quarter.

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

| EMPLOYEE GROUP | RBC | DD | FDS | TOTAL WDS | RDS | VDS | OC | SS | TOTAL (ALL) |
|--|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| Long-Term Absence (work days lost versus work days available) | 3.32% | 2.27% | 1.66% | 2.95% | 2.41% | 0.37% | 5.03% | 3.05% | 2.58% |

This table shows the percentage of workdays lost due to long-term absence as a percentage of workdays available. There has been a very slight decrease in long-term absence within all staff groups apart from WDS, although the increase for this group is minimal. This has resulted in an overall decrease of 0.21% in this quarter.

3.1.5 Short-term absence by top three absence reasons

| Short Term Sick - Top 3 Reasons | Respiratory | Musculoskeletal | Stomach or Bowel | Other | TOTAL |
|---------------------------------|-------------|-----------------|------------------|-------------|-------------|
| RBC | 930 | 589 | 358 | 607 | 2483 |
| DD | 89 | 58 | 29 | 116 | 292 |
| FDS | 55 | 16 | 31 | 27 | 129 |
| RDS | 1186 | 813 | 279 | 754 | 3032 |
| VDS | - | - | - | 1 | 1 |
| OC | 113 | 14 | 41 | 61 | 229 |
| SS | 241 | 145 | 105 | 235 | 726 |
| Total Working Days Lost | 2614 | 1634 | 841 | 1801 | 6890 |
| Number of Employees | 650 | 262 | 283 | 318 | 1513 |

3.16 Long-term absence by top three absence reasons

| Long Term Sick - Top 3 Reasons | Musculoskeletal | Psychological | Respiratory | Other | TOTAL |
|--------------------------------|-----------------|---------------|-------------|-------------|--------------|
| RBC | 1325 | 894 | 219 | 1040 | 3478 |
| DD | 187 | 140 | 92 | 186 | 605 |
| FDS | 54 | 136 | 49 | 38 | 277 |
| RDS | 3328 | 1106 | 473 | 1040 | 5947 |
| VDS | - | - | 90 | - | 90 |
| OC | 132 | 74 | 23 | 135 | 364 |
| SS | 206 | 772 | 65 | 440 | 1483 |
| Total Working Days Lost | 5232 | 3122 | 1011 | 2879 | 12243 |
| Number of Employees | 148 | 90 | 26 | 94 | 358 |

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

Within the OC, it is noted that there continues to be a decrease in the number of long-term psychological cases, compared to the previous quarter for days lost by 38, as evidenced above in the long-term absence data. The People Adviser is continuing to support the new Management Team within the OC to address both short and long-term absence. Wellbeing offered bespoke support to OC colleagues following both the Jenner's incident and the sudden bereavement of a colleague. Wellbeing have also engaged with OC management to consider how we can better support the wellbeing of OC colleagues going forward. In quarter 1 wellbeing are planning to offer delivery of the 'Healthy Lifestyle and Nutrition Project' with control OC colleagues with initial interest encouraging.

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

The data for this quarter shows us that there is evidence of a reduction in absence when compared to the previous reporting quarter. This may be as a result of the ongoing proactive health promotion work. However, it is not possible to draw conclusive inferences or trends based upon the data from one quarter alone. Wellbeing will continue to analyse this data going forwards for trends and patterns. MSK issues continue to be the main reason for long-term absence, however, the overall number of absences have decreased in this quarter by 4 employees. It is possible that this reduction is due to the introduction of MSK workshops in this quarter. For long-term psychological absences, this continued to decrease in this quarter by 9 employees.

Appendix 1 – Glossary of Terms

| | |
|-----------------|------------------------------------|
| BAU | Business as Usual |
| DD | Day Duty / Off Station |
| FDS | Flexi Duty System |
| FF | Firefighter |
| FTE | Full Time Equivalent |
| HW | Health and Wellbeing |
| MSK | Musculoskeletal |
| OC | Operations Control |
| On-Call RDS/VDS | Retained and Volunteer Duty System |
| R&S | Recruitment and Selection |
| RBC | Resource Based Crewing |
| RDS | Retained Duty System |
| RDS FT | Retained Duty System Full Time |
| RSR | Resource Spending Review |
| SFRS | Scottish Fire and Rescue Service |
| TOM | Target Operating Model |
| SLT | Strategic Leadership Team |
| SS | Support Staff |
| VDS | Volunteer Duty System |
| WDS | Watch Duty System |



Report No: C/PC/11-23

Agenda Item: 7.3

| | | | | | | | | |
|------------------------|--|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to: | | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | | 8 JUNE 2023 | | | | | | |
| Report Title: | | TRAINING, SAFETY AND ASSURANCE DIRECTORATE PERFORMANCE AND RISK REPORT Q4 2022-23 | | | | | | |
| Report Classification: | | For Scrutiny | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | | |
| 1.1 | The purpose of this report is to provide a high-level overview of the Training, Safety and Assurance (TSA) Directorate Performance and Risk Report Q4 2022-23, for scrutiny. | | | | | | | |
| 2 | Background | | | | | | | |
| 2.1 | This report outlines the performance measures collated by the TSA Directorate against the Priorities set out by Scottish Government in the Fire and Rescue Framework for Scotland 2022 which states “ 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. ” In turn these priorities have been identified in the SFRS Strategic Plan 2022-25. | | | | | | | |
| 3 | Main Report/Detail | | | | | | | |
| 3.1 | For ease of reference, this report has two distinct sections; one for Training and the other for Safety and Assurance, each section reports on key metrics, risk, performance and analysis and are attached to this report within the Appendix. | | | | | | | |
| 4 | Recommendation | | | | | | | |
| 4.1 | To scrutinise the report and provide feedback as necessary. | | | | | | | |
| 5 | Key Strategic Implications | | | | | | | |
| 5.1 | Risk | | | | | | | |
| 5.1.1 | To ensure risk movement is monitored and actions taken to mitigate this at a Function level. | | | | | | | |
| 5.2 | Financial | | | | | | | |
| 5.2.1 | There are no financial implications arising from the content of this report. | | | | | | | |

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| | | |
|----------|--|--|
| 5.3 | Environmental & Sustainability | |
| 5.3.1 | There are no environmental & sustainability implications arising from the content of this report. | |
| 5.4 | Workforce | |
| 5.4.1 | The purpose of this report is to strengthen performance managements and drive improvement of our workforce. | |
| 5.5 | Health & Safety | |
| 5.5.1 | There are no health and safety implications arising from the contents of this report. | |
| 5.6 | Health & Wellbeing | |
| 5.6.1 | There are no health and wellbeing implications arising from the contents of this report. | |
| 5.7 | Training | |
| 5.7.1 | To ensure we have personnel maintain their currency within required training requirements for their role. | |
| 5.8 | Timing | |
| 5.8.1 | Presented on a quarterly basis in order to scrutinise performance against the Key Performance Indicator's as set out in the Performance Management Framework. | |
| 5.9 | Performance | |
| 5.9.1 | To strengthen performance managements arrangements and drive improvement. The report details the agreed targets and how we monitor our progress against these throughout the quarter/reporting year. | |
| 5.10 | Communications & Engagement | |
| 5.10.1 | To ensure performance and risk is discussed at all levels and the content of this reports shared to the relevant forums. | |
| 5.11 | Legal | |
| 5.11.1 | There are no legal implications arising from the contents of this report. | |
| 5.12 | Information Governance | |
| 5.12.1 | DPIA completed No. | |
| 5.13 | Equalities | |
| 5.13.1 | EHRIA completed No. | |
| 5.14 | Service Delivery | |
| 5.14.1 | To support and drive improvement across the Service in order to positively impact upon the delivery of our services to the communicates of Scotland. | |
| 6 | Core Brief | |
| 6.1 | Not applicable. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Andy Watt, Director of Training, Safety and Assurance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.3 | Rationale: | The content of this paper demonstrates the approach being taken and the quarterly reporting against performance and risk, in order to continue to take corrective action where possible/necessary. |

| | | |
|---|--|--|
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A - TSA Directorate Performance and Risk Report Q4 2022-23 | |
| Prepared by: | Ally Cameron, Area Commander, Training Function and Teresa Kelly, Deputy Head of Safety and Assurance. | |
| Sponsored by: | Andy Watt, Assistant Chief Officer Director of Training Safety and Assurance | |
| Presented by: | Chris Getty, Area Commander Training Function and Jim Holden, Head of Safety and Assurance. | |
| Links to Strategy and Corporate Values | | |
| <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. Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.</p> | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>National Safety & Assurance Board (Safety & Assurance Performance Section only)</i> | <i>22 June 2023</i> | <i>For Scrutiny</i> |
| <i>Training Continuous Improvement Board (Training Performance Section only)</i> | <i>7 June 2023</i> | <i>For Scrutiny</i> |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Scrutiny</i> |



TRAINING SAFETY & ASSURANCE DIRECTORATE

PERFORMANCE AND RISK REPORT

QUARTER 4 2022-23

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1. Introduction

The purpose of this report is to provide a high-level overview of the Training, Safety and Assurance (TSA) Directorate Performance and Risk Report Q4 2022-23. 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. This will enable key stakeholders and owners, to identify areas which can be discussed and what improvement actions are required.

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

- Work progressing well with the review of Training Strategy 2020-25 following the new SFRS Strategic Plan 2022-25 going live at end of 2022, and now aligning to SFRS Strategic Plan timeframes moving forward.
- Work continues in preparation for running of KPIs for 2023/24 which were also discussed at a joint People and Service Delivery Committee workshop in March. This will include moving over to Power BI dashboard for Q1 2023/24, reporting at a higher level and is something that will continue to be a journey and evolve from lessons learned. Fundamentally it is essential that LSO areas continue to review the performance of their teams in detail and any areas where the Training Function can be of further assistance is highlighted through the management structures in place.
- As of April 2023, Training now holds a quarterly Performance and Risk focused meeting which all Training Function SC's and GC's attend. The primary intention being to increase the understanding, focus and mindset towards improving performance and reducing risk, together with the many benefits that are associated with that, Ff Safety being at the very top of that list.
- pdrPro and LCMS overview provided to PPFT Project team over 2 engagement sessions. Meeting agreed to review functional specifications for training systems. Expression of Interest (EOI) issued to suppliers on the Crown Commercial Services (CCS) framework. This is a key bit of work for the Training Function and the implications are significant. It is essential that any new systems can do more than what we currently have within our Training E-Systems.
- Covid backlog - recognised through our Reset, Recovery and Renew. A significant focus continues to be applied to key core skills – BA, CFBT and Tactical Ventilation, combined with the contaminants risk. This priority has meant establishing a dedicated team led by a Group Commander within the Training Function, with Strategic support from the wider Directorate Management Team, the team's role is to develop and implement a Strategy to improve this risk critical area, which has been made a top priority.



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- Training Needs Analysis (TNA) 2023/24 - Dedicated TNA page now within the Training Function section on iHub. TNA Communication update contained with the SFRS weekly communications brief sent out on the 4th of April. Courses for training year 2023/24 Q1 now being delivered across the Service. Scheduling of courses for Q2, Q3 and Q4 (where known) now underway. Report generated regarding competencies in core skills of BA, CFBT and TV to highlight the current positions within SDA's and give more focused direction around staff competencies and the number of courses required in each SDA.
- Central staffing collaborative restructure is progressing well. The Note of Interest (NOI) process was initiated on the 3rd of May with a 14-day notice period for applications from within the existing Training Administration Team. The structure for Central Staffing Team C is now in place awaiting the completion of the interview / professional discussion process. Process adaptation and development continues as we move towards Central Staffing Team C creation. Implementation is likely to be summer 2023.

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

- Development of a guidance review procedure and legal register
- Review of welfare arrangements at Compartment Fire Behaviour Training Centre at Dundee Airport
- Major review of Provision and Use of Work Equipment Regulations (PUWER) Management Arrangements
- Agreed plan for Operational Assurance Reporting and Recording System improvements following end user feedback
- Agreed forward plan for the development of TASS
- Completion of 2022/23 OA Audits and development of 2023/24 OA Station Audit programme
- Progression of the Organisational Learning Group supporting the completion closure of over 54 actions and 6 action plans linked to Debriefs and Investigation Reports

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 SPOCs 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</p> | <p>Localised Training delivery for both Acquisition and Refresher courses being used for all courses that local facilities allow. Instructor restructure process now complete in the NSDA. Instructor restructure process now starting in the ESDA, WSDA to start from Q2 2023 /24.</p> <p>Training courses now scheduled for. Dedicated TNA page now on iHub. TNA update email sent out to all LSO's. Further TNA update sent out within SFRRS weekly communications. Courses for Q1 now being delivered across the Service. Scheduling of courses for Q2, Q3 and Q4 (where know) now under way. Quarterly review meeting within each LSO Area now scheduled.</p> <p>All courses currently being reviewed to see that the allocated number of student places are adequate or could be increased to</p> | <p>SR5</p>  |  |

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|---|--|---|---|---|
| | requirements of the TNA and additional requirements from above. | <p>ensure maximum efficiency and effectiveness of course delivery. Further liaison scheduled with LSO Areas to ensure that all courses run at maximum capacity.</p> <p>Current vacant training positions within the National structure being looked at to see where they could be converted into a post for re-engagement establishing non-uniformed instructors' roles in certain locations.</p> | | |
| Develop and facilitate implementation of an in-house Health and Safety Management Information System (HSMIS). | <p>2 modules from Phase 1 complete with 1 module live.</p> <p>Work commenced on development of a further 4 modules.</p> <p>Delay in going live due to refining of the management reporting functionality within each module.</p> | <p>SA Arrangements have been reviewed to ensure legislative compliance out with the electronic Health and Safety Management System</p> <p>Forward plan has now been agreed with ICT to progress development of HSMIS modules during 2023-24, commencing in Q3.</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 Q4 2022-23 figures for the 5 Core skills of BA, Fire Behaviour, Tactical Ventilation, RTC/Extrication, Casualty Care, Incident Command and Knots, Ladders and pumps show a slight increase when compared with the previous quarters.

We provide ongoing support for distance training by making our learning content available on various platforms, ensuring that individuals can maintain their core skill competency. This support extends to offline solutions, allowing users with limited broadband connections to access the learning content.

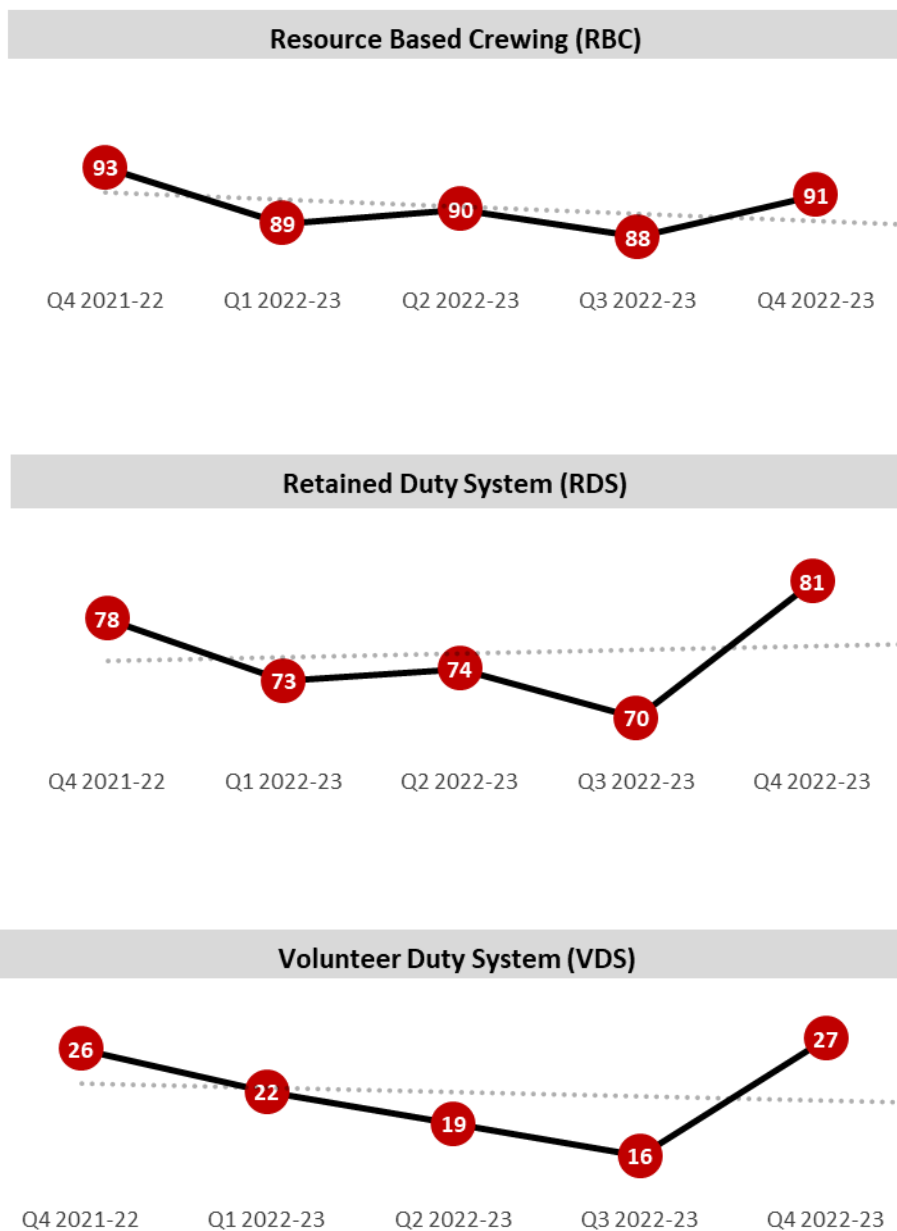


Figure 1: Operational Core Skills

This bar chart (Figure 2) complements Figure 1 and uses a RAG status for the period headlined (Q3&Q4 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 Q3&Q4 2022-23



Figure 2: Core Competence – Bar Graph

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

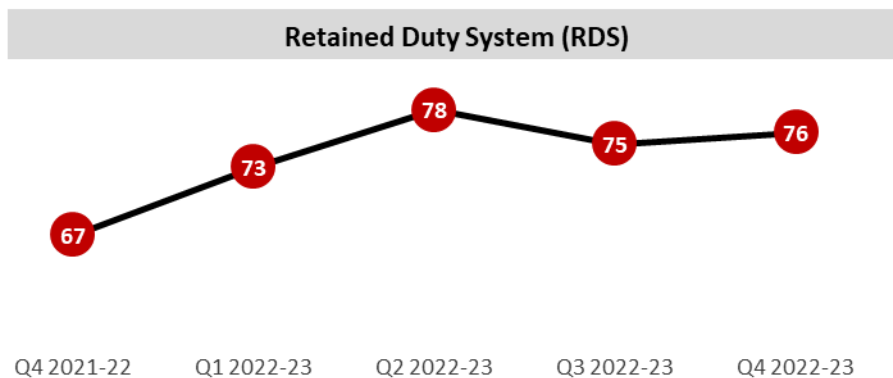
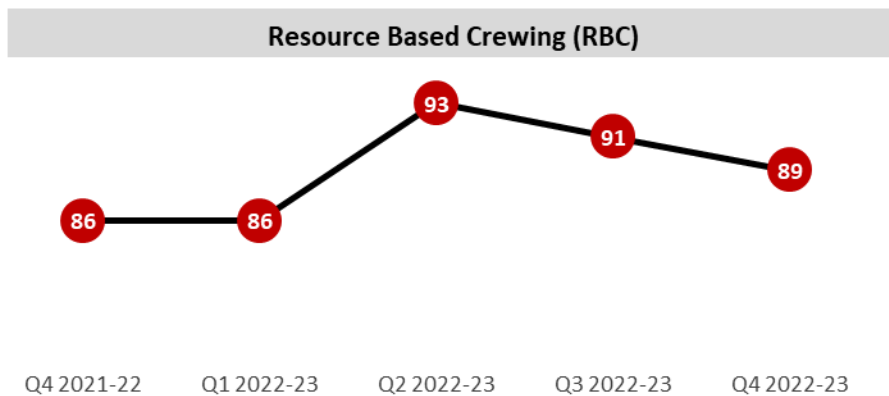
Advanced Modules, Support Modules and any new packages on Emerging Risks will be populated into the schedule by the Training Function on a Quarterly basis using a risk-based approach. The Operational Competence Strategy Group (OCSG) have responsibility for prioritising and scheduling Advanced modules, Support Modules, and any new packages on Emerging Risks for the upcoming Quarters. The OCSG is currently chaired by an Area Commander from the Training Function and has representatives from a range of Functions and Service Delivery Areas across the Service. Q4 Modules included High Rise, Lifts/ Escalators and Cyber Security.

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The Q4 data for Resource Based Crewing (RBC) reveals a minor decline compared to the preceding quarter. Nevertheless, there is a noteworthy upturn in both the Retained Duty system (RDS) and Volunteer Duty System (VDS) when compared to the previous quarter. Of particular note is the encouraging rise in performance for VDS personnel.

The redesign of the learning content for RDS and VDS Staff, which incorporates video and streamlines learning objectives, continues to be well-received. These modifications have resulted in a decrease in training time and an increase in efficiency, allowing training resources to be directed towards enhancing performance throughout the Service.

The continuous assistance given by the Learning and E-Development Team in enabling learners to access content remotely has been positively received. Additionally, maintaining regular communication with Service Delivery Area (SDA) partners is still aiding in supporting personnel.



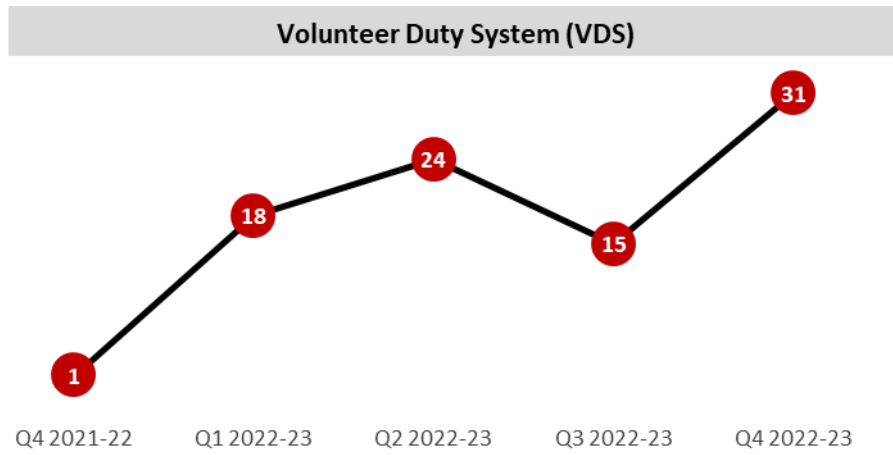


Figure 3: Advanced, support and emerging risks module

This bar chart (Figure 4) to complement Figure 3 again uses a RAG status for the period headlined (Q3&Q4 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:

Advanced, support and emerging risks modules Q3&Q4 2022-23



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

The Q4 2022/23 Flexi Duty Officer (FDO) TFOC demonstrates a slight improvement compared to the previous quarter, despite the ongoing difficulties resulting from staff turnover within the FDO staffing group due to retirements and impact in relation to the pension remedy.

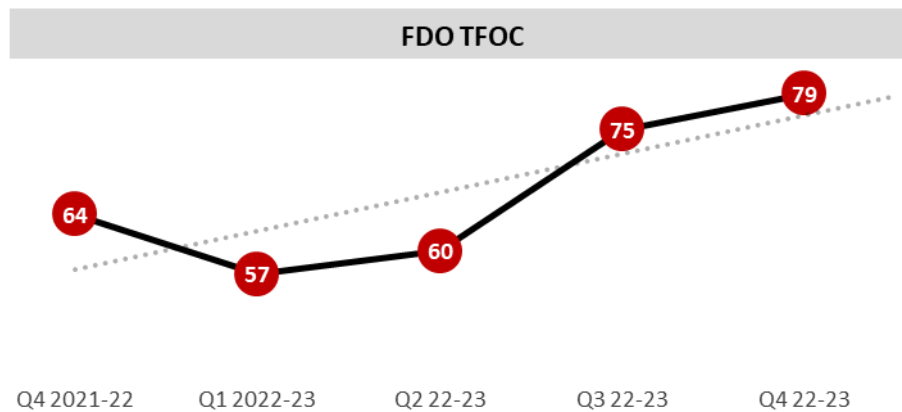


Figure 5: FDO TFOC

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

Incident Command Competence across the majority of duty groups continue to show a high level of performance with the National Incident Command Team continuing to support personnel and quality assure 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 Duty Systems.

The decline in performance for ICL1 across the VDS (Figure 6) has been mainly attributed to a single LSO Area. The Area has identified this shortfall and a programme of training and assessment is now underway to rectify this for Q1 reporting. The Local Area training team will provide fortnightly updates on the progress of the programme. It is worth noting that due to the small numbers involved in VDS Incident Command, any shortfall will translate to a large drop in the percentage of the total. More context to these figures has been requested for future reports.

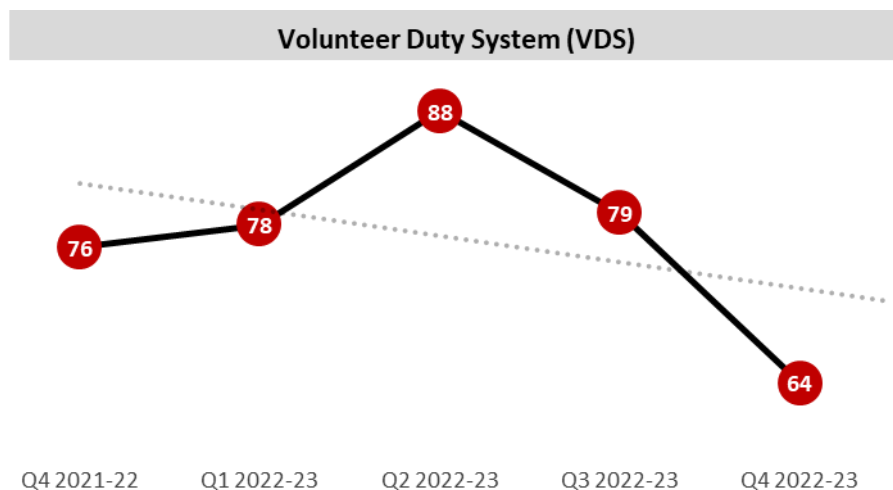
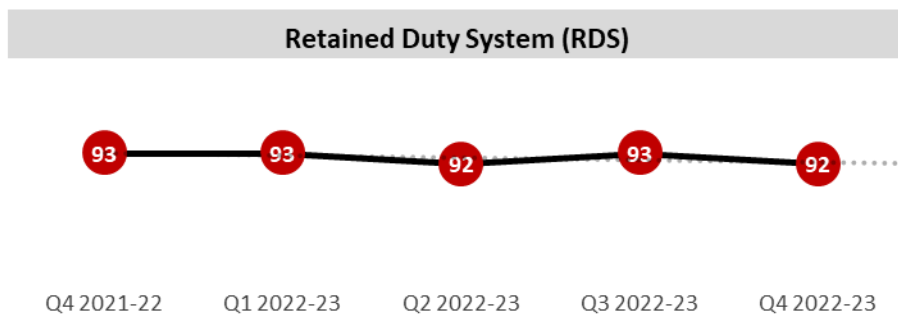
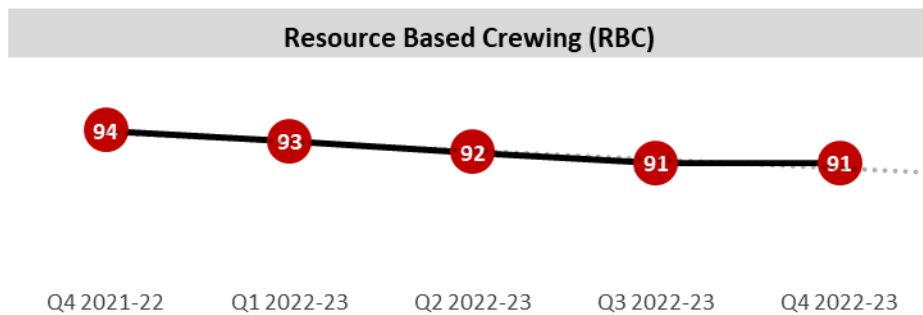
ICL2/3/4 competency targets are now back to pre-covid levels with the programming of the refresher courses tracking the currency requirements. Any shortfalls are due to unavoidable short notice or pre planned cancellations which are rescheduled as soon as practicably possible.

The current figures are consistent with previous quarters however with the current pay rise and pension remedy, may impact on the overall number of Incident Commander across the Service at all levels, but cannot be determined at this time. The Training Function are working alongside

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Workforce planning to prepare for this eventuality by building up resilience at ICL2 level and the work mentioned with regard the ICL1 modular delivery will assist in mitigating the impact at ICA and ICL1 level across these Duty patterns.

A new on-line Incident Command web-based training package which is currently being considered aims to further assist to improve access for volunteer areas thus potentially improving their ability to complete this risk critical training and thereby improve performance. Research into the best provider to meet all of SFRS demand's is currently ongoing and in the early stages of a procurement process.



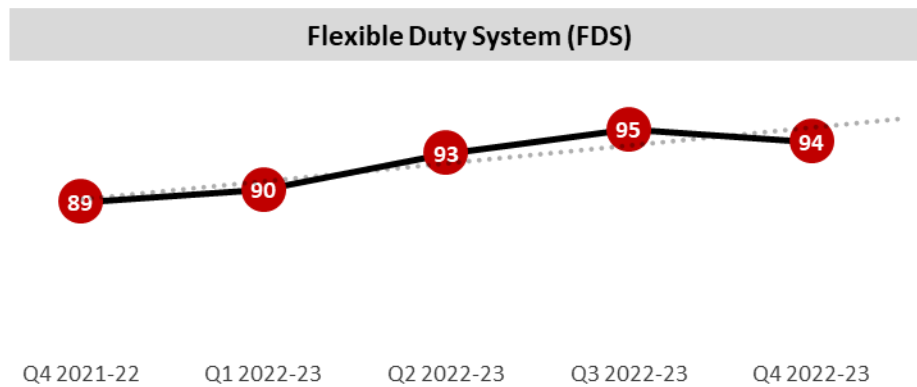


Figure 6: Incident Command Competence

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

Competency across all Specialist Rescue capabilities continues to progress following the impact of unforeseen pension changes, retirements and recent promotion process leading to staff promotions or transfers. All Specialist Rescue courses are under review to highlight any efficiencies that can be made promoting more efficient use of training resources, enhanced training delivery and improving collaboration with our blue light partners. Localised Training delivery is also being used for all courses that local facilities allow.

With regard to Heavy Rescue (HR) training, the number of personnel who require to be Heavy Rescue Operator trained increased due to all USAR stations requiring to have Heavy Rescue capability, this happened in Q1 2022- 23 hence the larger drop in % from Q4 2021/22 to Q1 2022/23 onwards. Note this has been highlighted within the table below by a demarcation line.

In Q4 there was a small decrease, due to retirements and transfers. As a result, an extra HR course is now scheduled within Training year 2023 / 24 to maintain the TOM for all HR stations. To further enhance the HR competencies within stations the maximum number of students on a HR course has been increased from 12 to 18, but only where there is sufficient Instructional staff to facilitate. This increase will further enhance competency levels in the pursuit of achieving the revised operating model. In Q4 CPD courses were also run locally at Dumfries ensuring all staff competencies were maintained. CPD courses are currently scheduled for all HR Stations on a 3 yearly basis as part of the specialist skills refresher programme, due to current competencies no further CPD courses are due to be scheduled until 2024.

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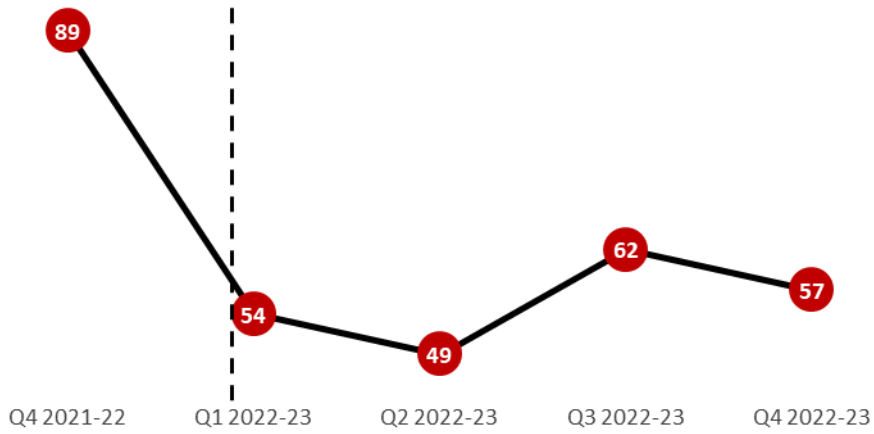
Water rescue maintains a high level of competence with over performance figures linked to the request of SLT to have every trainee assigned to a water rescue station fully trained within two weeks of completing foundation course and a change to the Standard Operating Procedure regarding the number of operators required for a boat crew. The introduction of VHF radio courses for all 20 stations is now underway in Q4. A new combined Swift and Flood Rescue Boat Operator and Royal Yachting Association level 2 with VHF Short Range Certificate within the same course has been completed and will continue as a course efficiency/improvement. Knowledge Applied Training Assessment (KATA) sessions remain for station currencies and Tactical Advisors course development has also commenced in Q4.

Urban Search and Rescue (USAR) competence has seen an overall gradual improvement although the figures indicate a slight decrease in Q4. The delivery of a series of USAR Technician acquisition and trench courses are now being delivered at maximum candidate capacity, where possible, to expedite the return to pre-pandemic levels. Further acquisition courses have also been scheduled which will further enhance competency levels. The USAR team have started their upskilling (which is aligned to the slight decrease in Q4) at Outreach Rescue (Wales) for confined space instructor courses. They have also completed their Moreton on Marsh Fire Service College for tunnelling and shoring course. The removal of the training collapsed structure simulator has impacted upon course delivery over the last 3 quarters. A full report has been submitted and is currently going through our Executive governance structures, with a view to improve the existing USAR facilities, meantime a USAR facilities working group has been created to support this work.

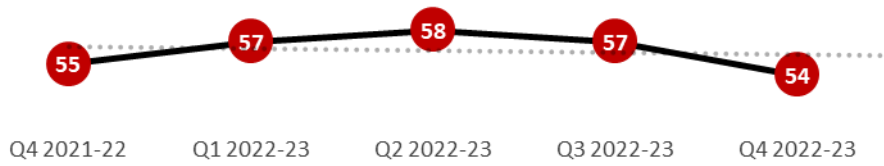
Mass Decontamination competency has seen a slight increase in performance compared to Q3 which is due to the increase in trench and operators' courses however this is expected to improve going forward following further upskilling of personnel with Courses at Moreton on Marsh and Outreach Rescue in Wales.

Rope rescue competency have remained constant in Q2, Q3 and Q4 with ongoing communications with the Rope Rescue Station Commanders. The purpose being to select the most suitable personnel for each station, with a targeted training approach for each watch.

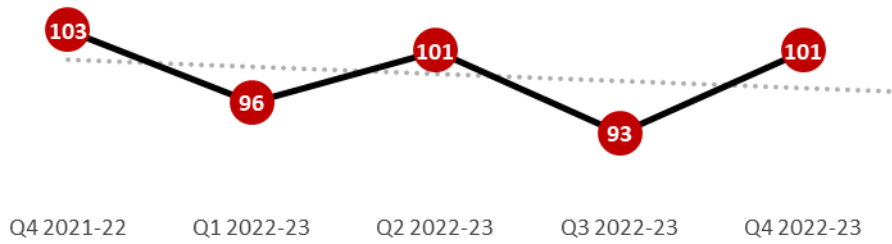
Heavy Rescue



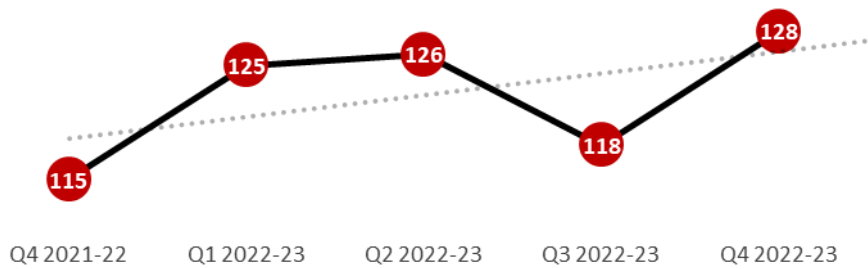
Urban Search and Rescue



Mass Decontamination



Water Rescue - Level 3



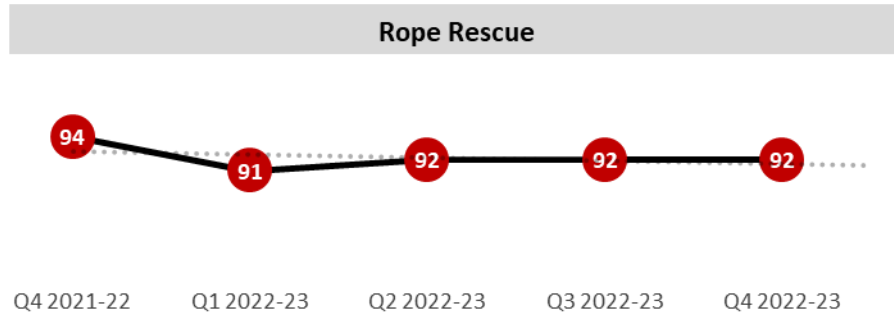


Figure 7: Specialist Rescue Competence

4. Health and Safety Analysis

4.1 Health and Safety Improvement Plan

There is 1 overarching SFRS HS Improvement Plan. It is supported by 10 bespoke plans, 1 for each Directorate. The Q4 2022/2023 completion status is denoted in the table below (Table 1).

| HEALTH AND SAFETY IMPROVEMENT PLAN PROGRESS REPORT | | | | | | | |
|---|--|----------------------------|-----------------------------------|--------------------------------|-----------------|-----------------|-----------------|
| QUARTER 4 2022-23 | | | | | | | |
| | | | | Outstanding Actions Q4 2022-23 | | | |
| | Total No of Actions Year to Date (YTD) | No of Actions Complete YTD | % Progress Towards Completion YTD | 0-20% Complete | 21-40% Complete | 41-70% Complete | 71-99% Complete |
| Scottish Fire and Rescue Service | 124 | 97 | 78% | 13 | 0 | 1 | 13 |
| Service Delivery Areas (SDA)/Directorates | | | | | | | |
| North SDA (NSDA) | 21 | 21 | 100% | 0 | 0 | 0 | 0 |
| East SDA (ESDA) | 20 | 20 | 100% | 0 | 0 | 0 | 0 |
| West SDA (WSDA) | 19 | 18 | 95% | 0 | 0 | 0 | 1 |
| Finance and Contractual Services (FCS) | 26 | 25 | 96% | 0 | 0 | 1 | 0 |
| People (PE) | 36 | 36 | 100% | 0 | 0 | 0 | 0 |
| Prevention and Protection (P&P) | 36 | 33 | 92% | 0 | 0 | 1 | 2 |
| Operations (OP) | 33 | 21 | 64% | 12 | 0 | 0 | 0 |
| Strategic Planning, Performance and Communications (SPPC) | 23 | 23 | 100% | 0 | 0 | 0 | 0 |
| Training, Safety and Assurance (TSA) | 108 | 95 | 88% | 11 | 2 | 0 | 0 |
| Service Development (SD) | 24 | 24 | 100% | 0 | 0 | 0 | 0 |

Table 1: Health and Safety Improvement Plan Progress Quarter 4 2022-23

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Overall 78% (97 of 124) of 2022/23 are complete. When comparing the percentage completion within the same period in the previous reporting year (71%), a 7% increase is noted. The NSDA, ESDA, PE, SPPC and SD completed 100% of their overall actions for 2022-23 with significant progress noted in WSDA (95%), FCS (96%) and P&P (92%).

A slight reduction in performance is noted in Operations and Training, Safety and Assurance. This can be attributed to challenges related to staffing and proposed industrial action planning.

Of the 27 outstanding actions, analysis shows 48% (13 of 27) are over 70% complete. The completion of these actions will be monitored in the 2023/24 improvement plan.

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

4.2 SFRS HEALTH AND SAFETY DASHBOARD

Health and Safety (HS) Performance – 2022-23

Key Performance Indicator (KPI) Totals with 4-Year Average Trend Comparisons 2019-20 – 2022-23

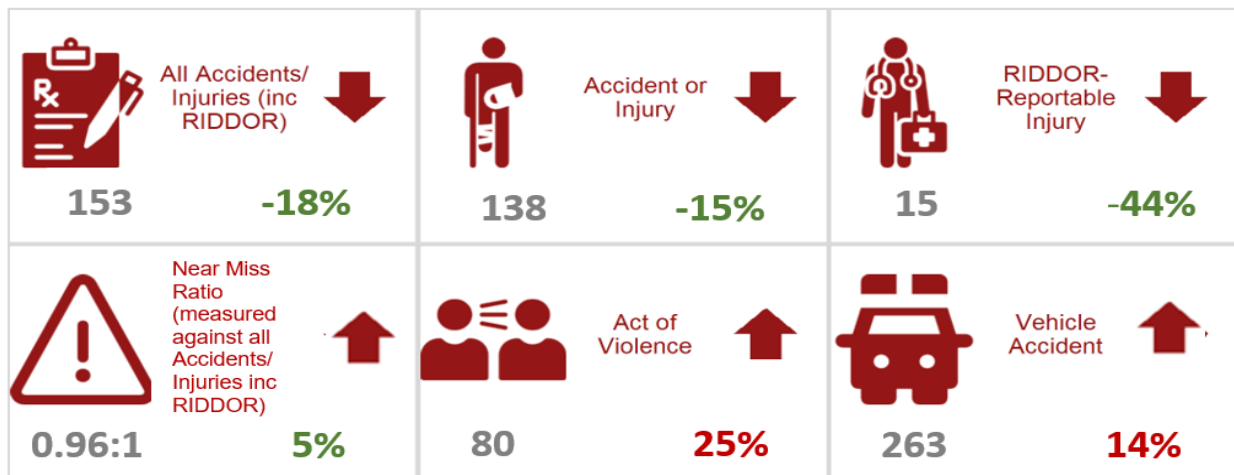


Figure 1: Trend Comparisons Year-To-Date

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 Q4 each year from 2019-20 onwards.

| Event Type | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------------------|------------|------------|------------|------------|
| Injury (excluding (RIDDOR)) | 186 | 139 | 138 | 138 |
| RIDDOR-Reportable Injury | 26 | 17 | 9 | 15 |
| Near Miss | 199 | 148 | 152 | 147 |
| Act of Violence | 56 | 69 | 76 | 80 |
| Vehicle Accident | 249 | 221 | 275 | 263 |
| Total | 716 | 594 | 650 | 643 |

Table 2: Trend Comparisons Year-To-Date

The table below shows year-to-date activity of all accidents/injuries (inc RIDDOR) at the end of Q4 each year from 2019-20 onwards.

| Activity | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------|------------|------------|------------|------------|
| Operational | 81 | 68 | 61 | 59 |
| Non-Operational | 62 | 40 | 47 | 55 |
| Training | 69 | 48 | 39 | 39 |
| Total | 212 | 156 | 147 | 153 |

Table

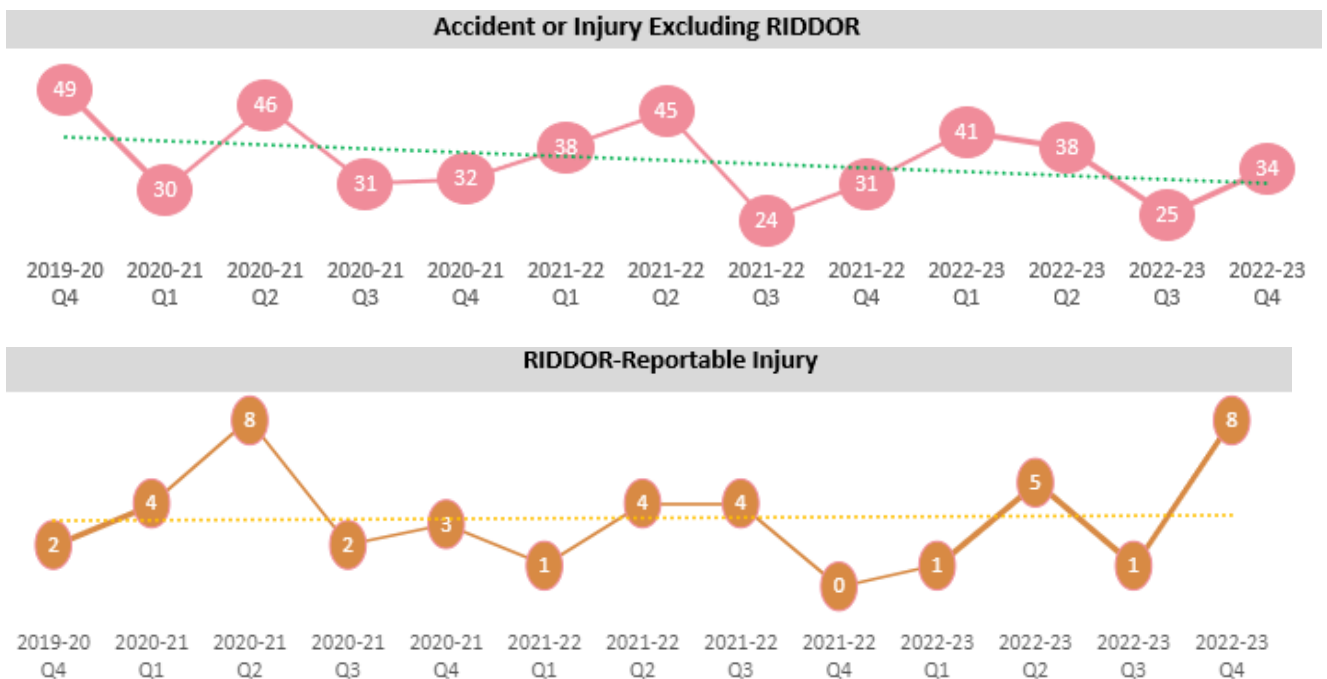
3: Activity Trend Comparisons Year-To-Date

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

4.3 SFRS PERFORMANCE OVERVIEW

Health and Safety Key Performance Indicators – Q4 2019-20 to Q4 2022-23

The panel charts below show the overall quarterly totals from Q4 2019-20 to Q4 2022-23. The dotted line on each panel gives an indication of overall trends over a 3-year period. These may differ from the trend arrows on the summary infographic which are based on comparisons of cumulative totals averaged over 2-year periods.



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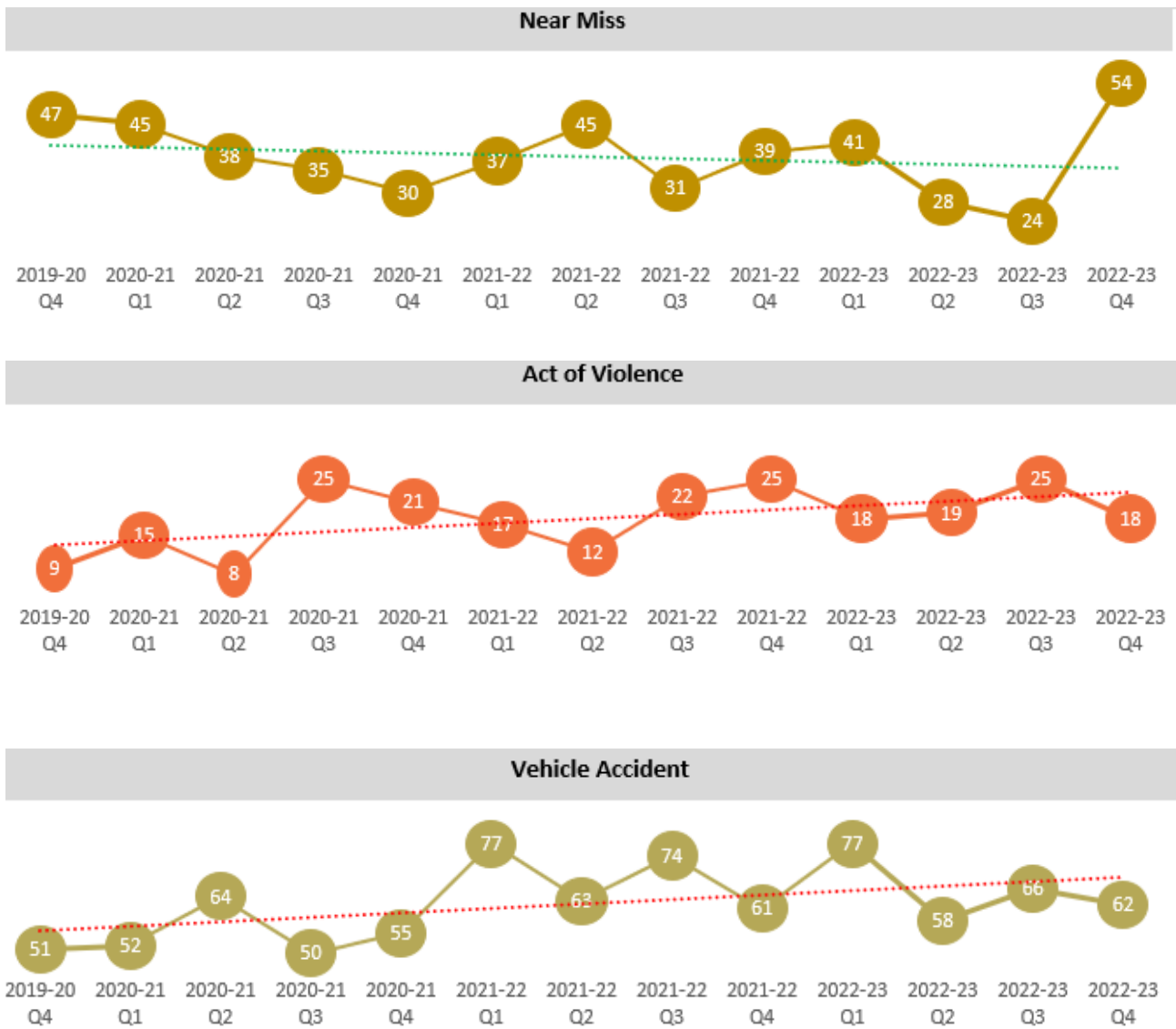


Figure 2: Quarterly KPI Totals Q4 2019-20 to Q4 2022-23

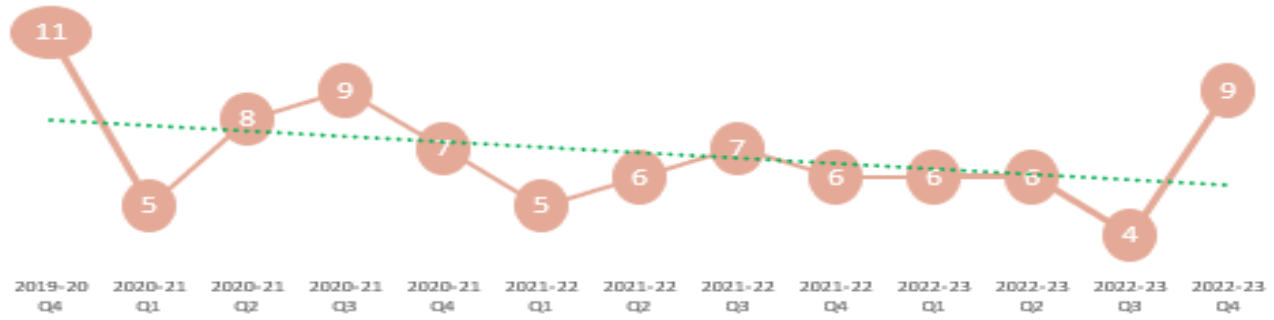
The 4-year period denotes the following:

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

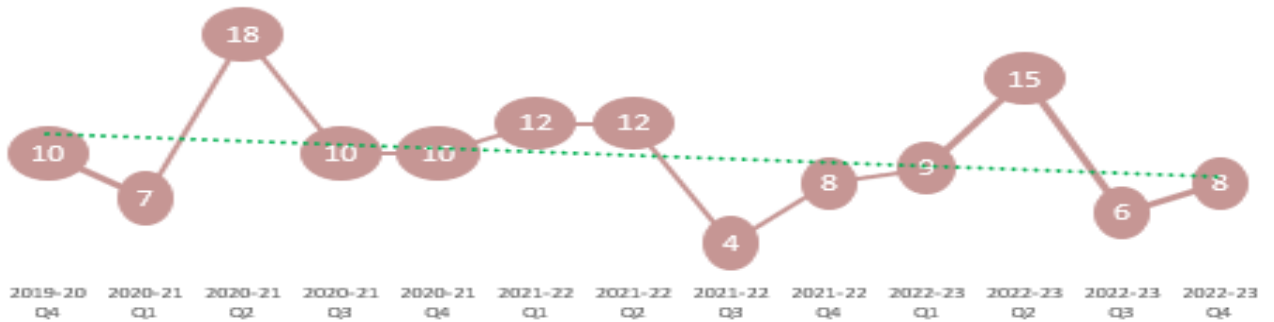
All key performance indicators are considered in the event type sections.

SDA/Directorate Accidents/Injuries (excluding RIDDOR) – Q4 2019-20 to Q4 2022-23

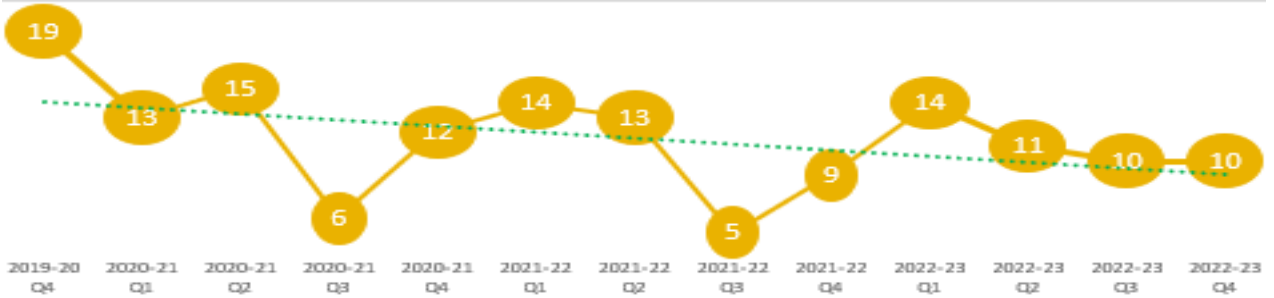
North



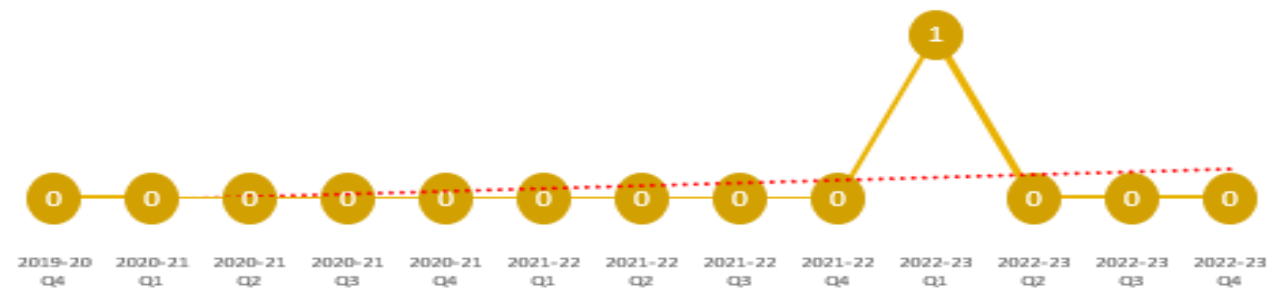
East



West



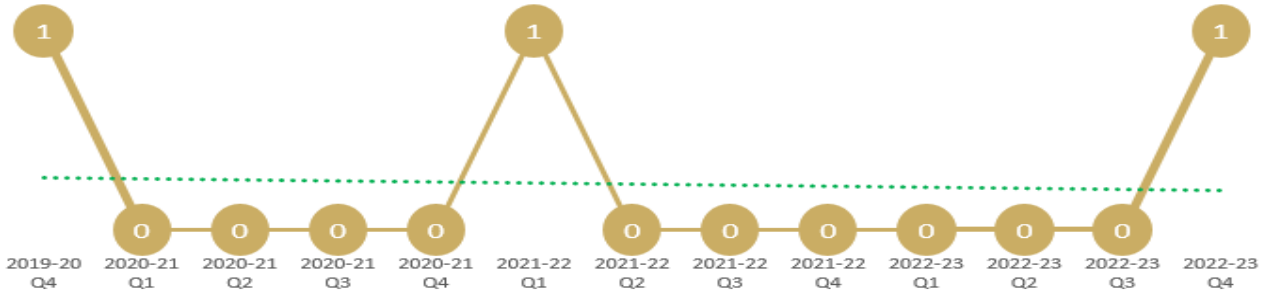
Strategic Planning, Performance and Communications



Finance and Contractual Services



People



Operations



Service Development



Training Safety and Assurance



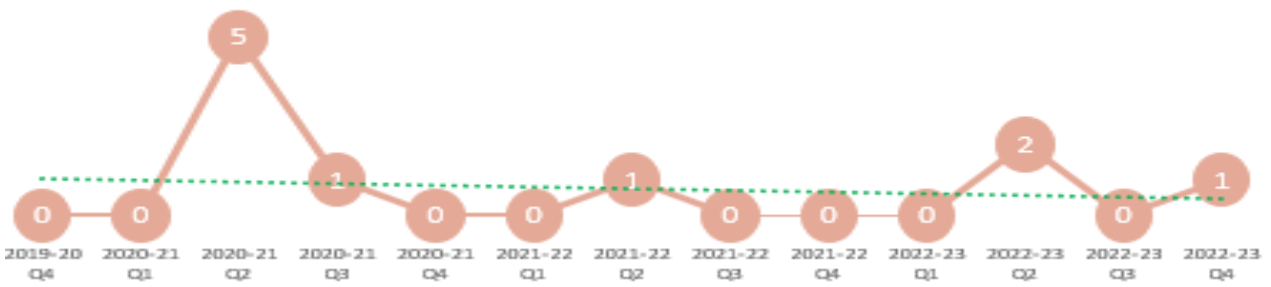
Figure 3: SDA/Directorate AI Q4 2019-20 to Q4 2022-23

An improvement over the 4-year period is seen in the North, East, and West SDAs and the POD, and TSA Directorates/Functions where there has been a reduction of all accidents/injuries (excluding RIDDOR) recorded. SPPC, FCS, Ops and SD show an increase, albeit the numbers are low and P&P has had no accidents/injuries (excluding RIDDOR) recorded in the 4-year period.

When considering Q4 data with the same quarter previous reporting year, the North SDA saw a 33% (9 to 6) decrease, the East SDA remained static (8), the West SDA saw a 11% (9 to 10) increase, FCS saw a 300% increase (1 to 4), POD saw a 100% (0 to 1) increase, SD saw a 100% (0 to 1) increase and TSA saw a significant decrease of 86% (7 to 1) in accidents/injuries (excluding RIDDOR).

RIDDOR Reportable Accidents/Injuries – Q4 2019-2020 to Q4 2022-23

North



East

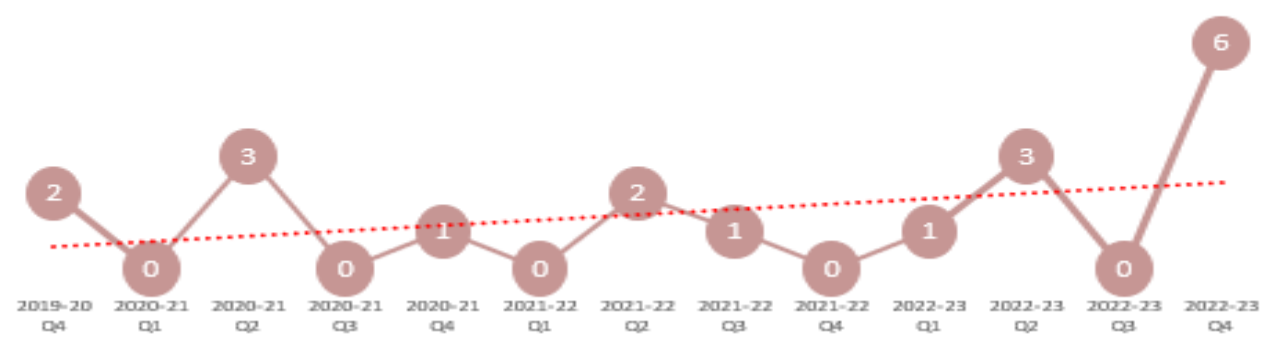




Figure 4: SDA/Directorate RIDDOR Reportable Accidents/Injuries Q4 2019-20 to Q4 2022-23

In Q4 there were 8 RIDDOR reportable accidents/injuries compared to 0 during the same quarter the previous reporting year. 87% (7 of 8) were categorised as over 7-day absence of which 57% (4 of 7) occurred at operational incidents all of which are subject to an ongoing significant investigation. The remaining 43% (3 of 7) occurred during non-operational activities, all resulted in MSK injuries: 1 lower limb, 1 upper limb and 1 back.

The remaining RIDDOR reportable accident/injury was a fatality RIDDOR and is subject to an ongoing Significant Investigation.

There is an improvement over the 4-year period in the North SDAs, the West SDAs and the TSA Directorate, where there has been a reduction of all RIDDOR reportable accidents/injuries. The East SDA shows an increase in all RIDDOR reportable accidents/injuries. This can be attributed to an increase in RIDDOR reportable accidents/injuries reported in Q4 (0 to 6) of which 83% (5 of 6) are subject to an ongoing Significant Investigation. Ops, SPPC, People, P&P, FCS and SD have had no RIDDOR reportable events in the 4-year period.

Operational Accidents/Injuries Q4 2019-20 to Q4 2022-23 (Including RIDDOR)

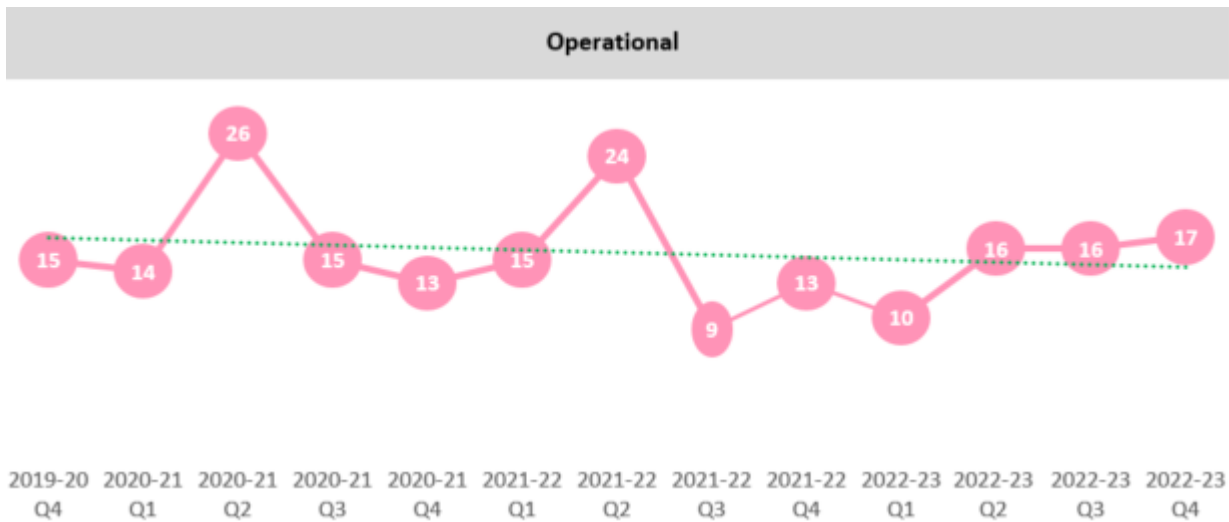


Figure 5: Operational Accidents/Injuries Q4 2019-20 to Q4 2022-23

The Operational Accident/Injury (AI) trend is gradually decreasing over the 4-year period.

During Q4 2022-23, 29% (5 of 17) of operational AIs were recorded at primary fires compared to 54% (7 of 13), numerically remains a decrease of 2 when compared to the same quarter previous reporting year. 40% (2 of 5) were associated with musculoskeletal (MSK) injuries, 1 upper limb injury, and 1 lower limb injury. The remaining 3 events resulted in a head injury, a burn to hand, and a wrist injury.

12% (2 of 17) occurred at secondary fires, numerically remaining consistent in the same quarter previous reporting year. 1 event was associated with an MSK upper limb injury and the remaining event resulted in dust entering an eye.

18% (3 of 17) occurred at a false alarm compared to 15% (1 of 13), numerically an increase of 2 when compared to the same quarter previous reporting year. This can be attributed to an increase (2) in the mobilisation phase of the operational incident. 1 event was associated with an MSK lower limb injury, 1 with an injury to the forehead, and the remaining event was as a result of a slip on black ice with no injury.

12% (2 of 17) occurred during special service incidents, a decrease of 11% and a numerical increase of 1 when compared to the previous reporting year. A MSK lower limb injury occurred at a flooding incident and resulted in a knee injury. The remaining event occurred whilst using a door enforcer to gain entry to a property, which resulted in bruising to the hand.

The remaining 29% (5 of 17) are subject to an ongoing Significant Investigation.

Non-Operational Accidents/Injuries – Q4 2019-20 to Q4 2022-23 (Including RIDDOR)

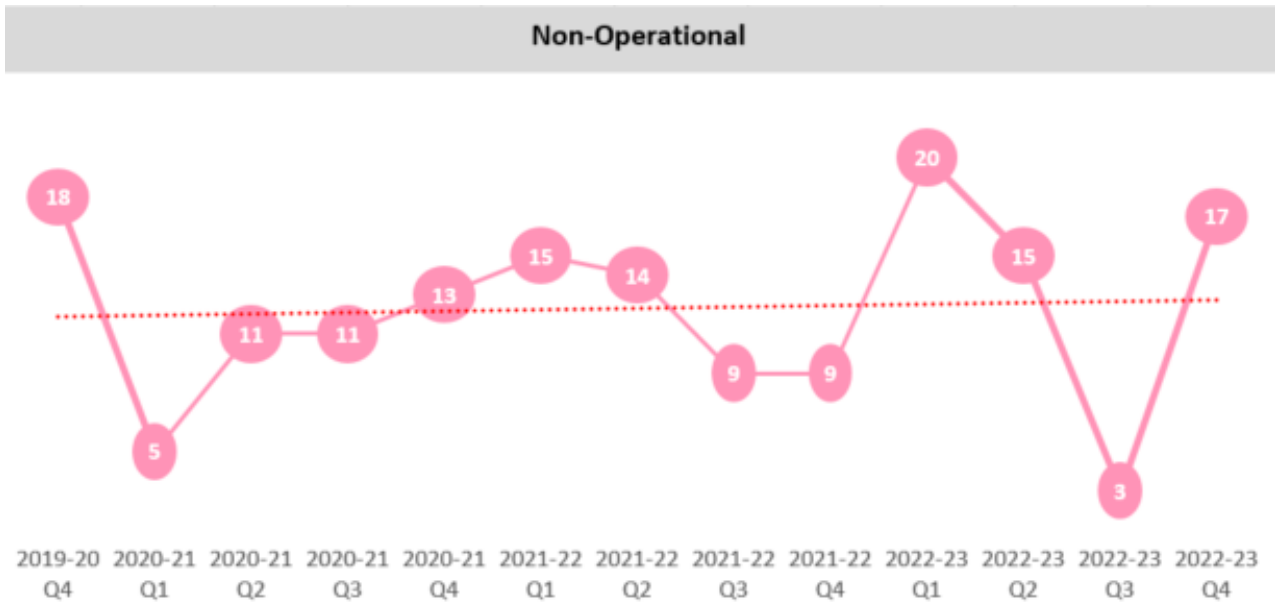


Figure 6: Non-Operational Injuries Q4 2019-20 to Q4 2022-23

The Non-Operational AI trend is gradually increasing over the 4-year period.

Compared to Q4 data from the previous reporting year, there has been an 89% increase (9 to 17).

71% (12 of 17) of accidents/injuries reported involved uniformed staff, representing a 16% increase, and a numerical increase of 7 in this category when compared to the same quarter previous reporting year. 29% (5 of 12) resulted in MSK injuries, 2 back, 2 lower limbs, and 1 upper limb. Of the remaining 71% (7 of 12), 57% (4 of 7) involved impact with a moving object which resulted in 2 hand injuries, 1 eye injury, and 1 cut to the leg. 29% (2 of 7) involved sharp objects which resulted in 1 hand injury and 1 injury to the foot. The remaining event involved a trip that resulted in a cut to the head.

The remaining 29% (5 of 17) involved support staff, representing a 15% decrease, numerically an increase of 1 in this category when compared to the same quarter previous reporting year. 2 events involved slips/trips which resulted in a leg injury and a head injury, 1 event involved body movement which resulted in an MSK back injury, 1 event involved the use of a knife which resulted in a cut to the hand, and the remaining event involved an object entering an eye.

Training Accidents/Injuries – Q4 2019-20 to Q4 2022-23 (Including RIDDOR)

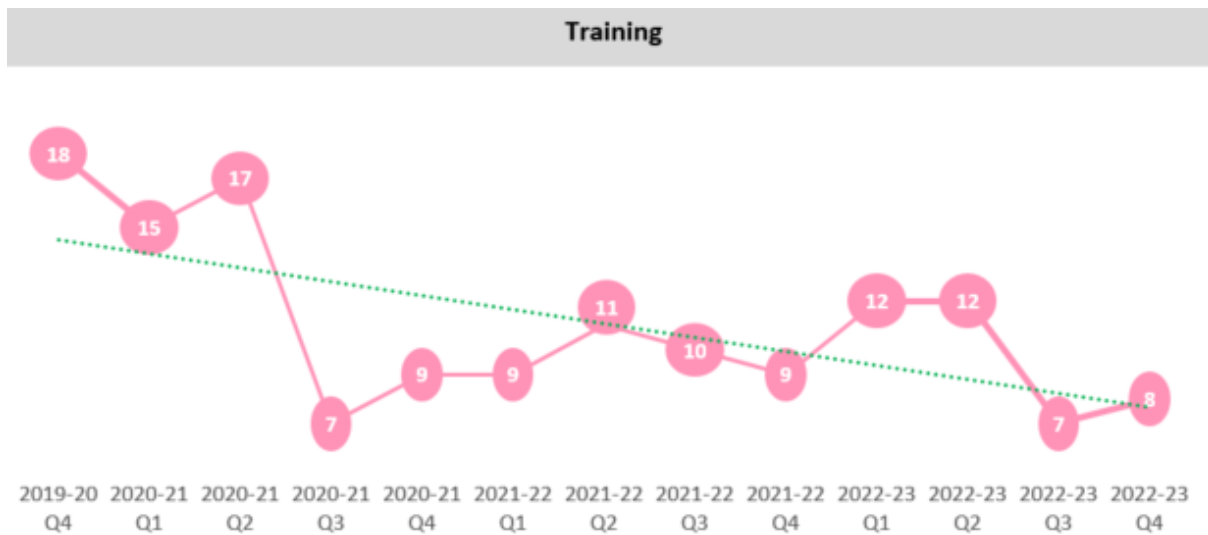


Figure 7: Training Injuries Q4 2019-20 to Q4 2022-23

There is a significant improvement in training-related accidents/injuries over the 4-year period.

When considering Q4 data, 63% (5 of 8) of training related accidents/injuries occurred during refresher training, representing a 4% decrease and a numerical decrease of 1 for the same quarter previous reporting year. 63% (5 of 8) of accidents/injuries are categorised as initial training, representing a 4% increase and a numerical decrease of 2 when compared to the same quarter previous reporting year.

88% (7 of 8) occurred during SDA led training, representing an increase of 55% in this category when compared to the same quarter previous reporting year, a numerical decrease of 4. 43% (3 of 7) occurred during ladder drills, 1 resulted in an MSK back injury whilst pitching the ladder, 1 resulted in knee injury whilst lifting the ladder, and the other resulted in a thumb injury whilst extending the ladder. 29% (2 of 7) occurred during Breathing Apparatus (BA) training, 1 resulted in MSK upper limb injury whilst carrying out a door procedure exercise, and the other resulted in a burn injury whilst carrying out a hot BA exercise. 14% (1 of 7) occurred during water rescue training and resulted in an MSK upper limb injury whilst swimming over a simulated strainer. The remaining 14% (1 of 7) occurred whilst undertaken fitness activities and resulted in a calf injury.

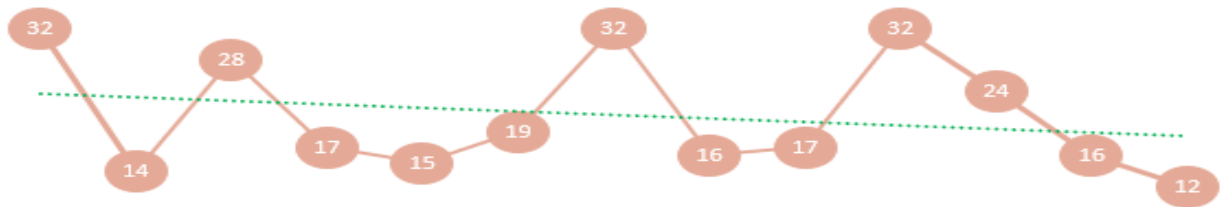
With consideration to SDA led training, the East shows 100% decrease (1 to 0), the North SDA shows a 100% increase (1 to 2), and the West SDA shows a 400% increase (1 to 5) when compared to the same quarter in previous reporting year.

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The National training data shows that numerically the training accidents/injuries remain consistent (1) when compared to the same quarter previous reporting year. This event occurred during BA training and resulted in an MSK lower limb injury whilst moving a through compartment doorway in a crouched position.

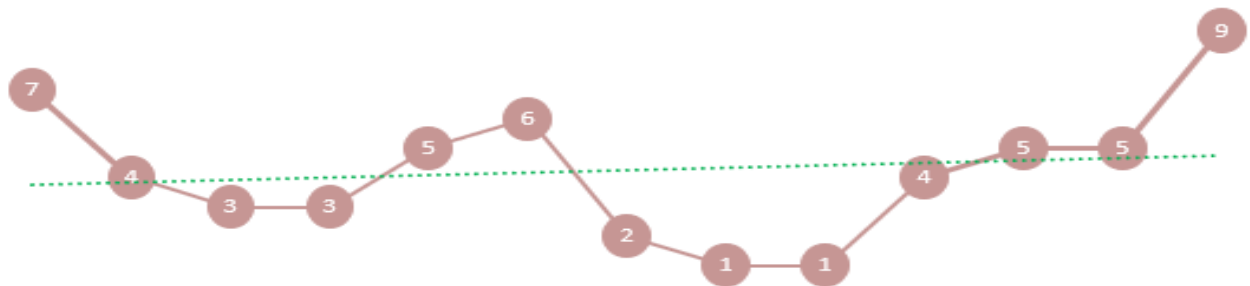
Working Days Lost Due to Health and Safety Events by SDA/Directorate – Q4 2019-20 to Q4 2022-23

Nil



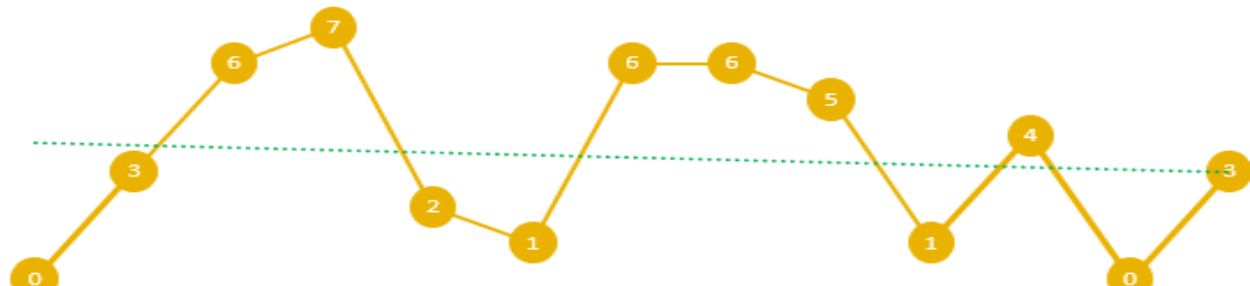
2019-20 Q4 2020-21 Q1 2020-21 Q2 2020-21 Q3 2020-21 Q4 2021-22 Q1 2021-22 Q2 2021-22 Q3 2021-22 Q4 2022-23 Q1 2022-23 Q2 2022-23 Q3 2022-23 Q4

1-3



2019-20 Q4 2020-21 Q1 2020-21 Q2 2020-21 Q3 2020-21 Q4 2021-22 Q1 2021-22 Q2 2021-22 Q3 2021-22 Q4 2022-23 Q1 2022-23 Q2 2022-23 Q3 2022-23 Q4

4-6



2019-20 Q4 2020-21 Q1 2020-21 Q2 2020-21 Q3 2020-21 Q4 2021-22 Q1 2021-22 Q2 2021-22 Q3 2021-22 Q4 2022-23 Q1 2022-23 Q2 2022-23 Q3 2022-23 Q4

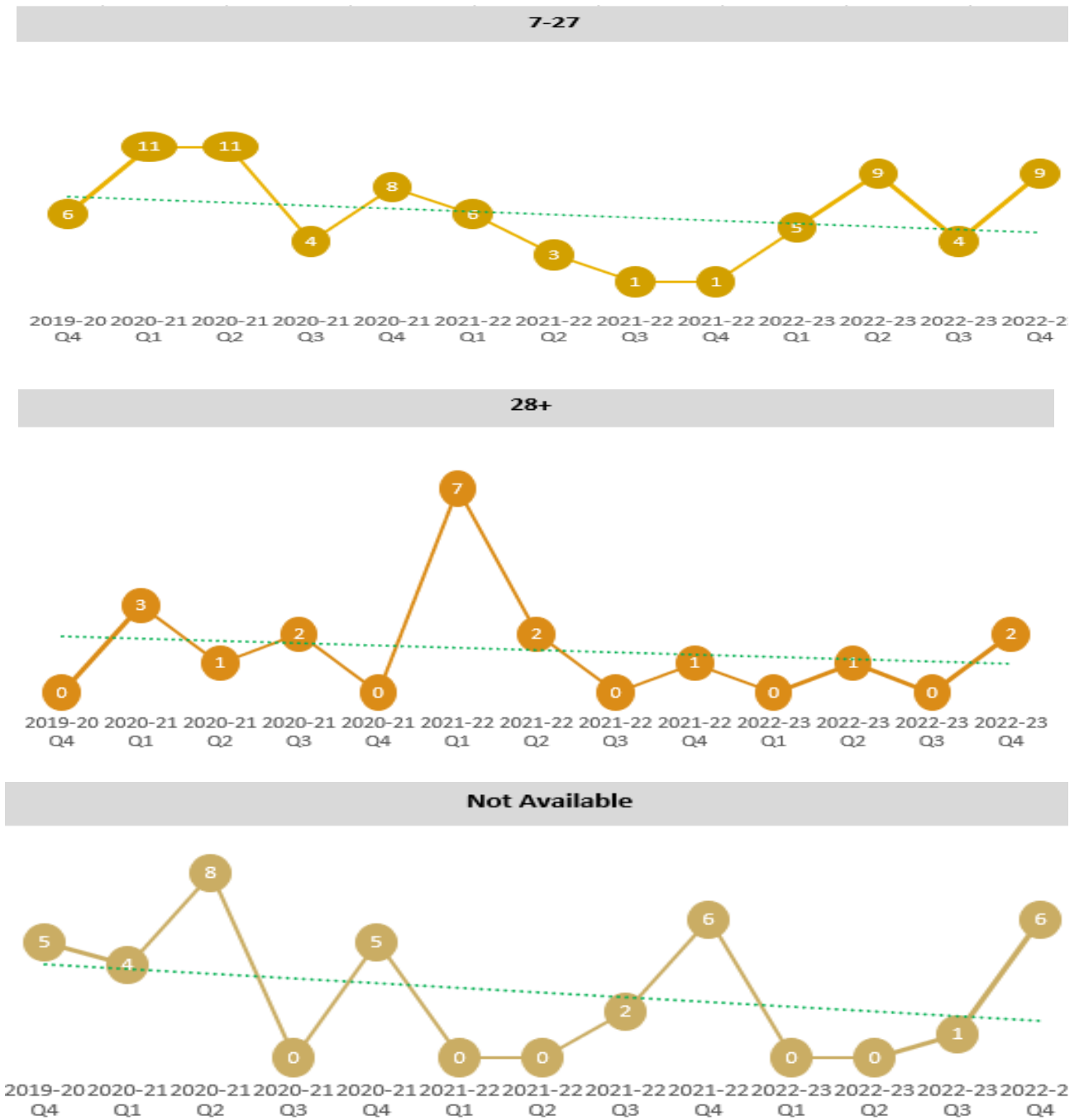


Figure 8: Working Days Lost Q4 2020-21 to Q4 2022-23

There were 9 accidents/injuries aligned to the 7-27-day absence pattern, representing an 800% increase (1 to 9) when compared to the same quarter in the previous reporting year. 56% (5 of 9) of these events are linked to MSK injuries e.g. 2 lower limbs, 2 upper limbs, and 1 lower back injury. The remaining 44% (4 of 9) are subject to an ongoing Significant Investigation.

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When considering the Q4 injuries 4-6 day and 1-3-day absence patterns indicates that 42% (5 of 12) of these events are linked to musculoskeletal (MSK) injuries e.g. 2 lower limbs, 1 upper limb, and 2 back injuries.

5% (2 of 42) of accidents/injuries during Q4 were categorised in the 28+ days absence pattern. Both events resulted in MSK upper limb injuries. There has been no loss of time attributed to the fatality reported to the Health and Safety Executive (HSE).

There continues to be a number of Health and Safety events with no information available. This can be attributed to on-going investigations. Therefore, the trend line indicated in the other absence categories above may not be wholly reflective of actual performance.

3 Most Common Accidents/Injuries by Causation—Q4 2021-22 against Q4 2022-23

| Q4 2021-22 | | Q4 2022-23 | |
|-------------------------------|---|-------------------------------|---|
| Slips, Trips and Falls | 9 | Manual Handling/Body Movement | 9 |
| Manual Handling/Body Movement | 8 | Impact (moving object) | 6 |
| Impact (stationary object) | 3 | Slips, Trips and Falls | 6 |

Table 4: 3 Most Common Accidents/Injuries by Causation Q4 2021-22 to Q4 2022-23

The most common cause of accidents/injuries during Q4 was manual handling/body movement accounting for 21% (9 of 42) of the total reported. This represents a decrease of 5% in this category when compared to the same quarter previous reporting year, however, numerically an increase of 1. Further analysis of manual handling/body movement accidents/injuries shows that 22% (2 of 9) occurred whilst attending operational incidents 1 resulted in MSK upper limb injury, and 1 resulted in a hand injury. 33% (3 of 9) occurred whilst undertaking non-operational activities, all resulted in MSK injuries 2 to the back and 1 upper limb injury. 1 related to closing an offside locker, 1 whilst moving a wheel for an appliance, and the remaining event related to moving pieces of equipment from an appliance locker. 45% (4 of 9) occurred whilst undertaking training activities, 2 related to ladder drills which resulted in 1 MSK back injury and 1 knee injury, 1 related to a BA exercise which resulted in an MSK lower limb injury, and the remaining event related to a calf injury whilst carrying out a fitness exercise.

During Q4, slips, trips and falls (STF) accounted for 14% (6 of 42) of all accidents/injuries reported. This represents a 1% increase in this category when compared to the same quarter previous reporting year, and a numerical decrease of 2. 33% (2 of 6) accidents/injuries occurred whilst attending operational incidents. 1 event involved tripping over a station pavement which resulted in an MSK lower limb injury and the remaining event involved slipping on ice which resulted in pain only. 67% (4 of 6) occurred whilst undertaking non-operational activities. 2 events involved trips

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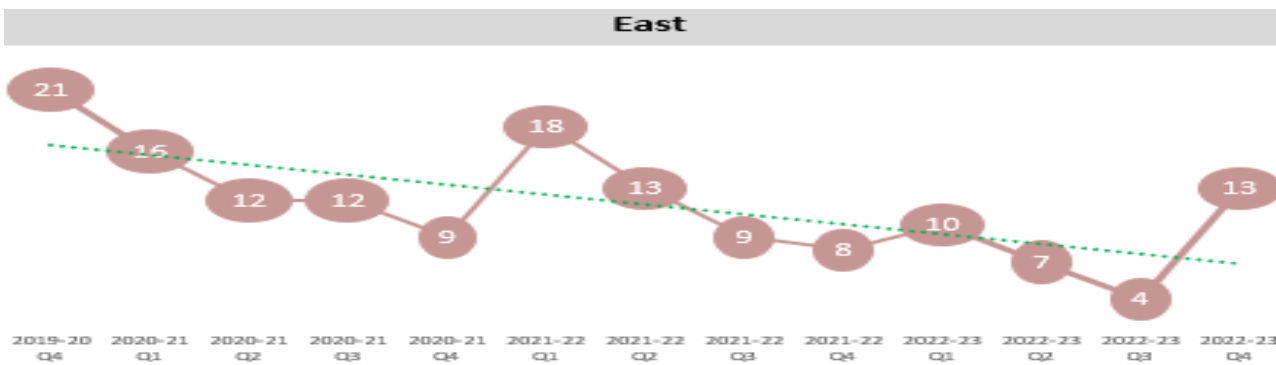
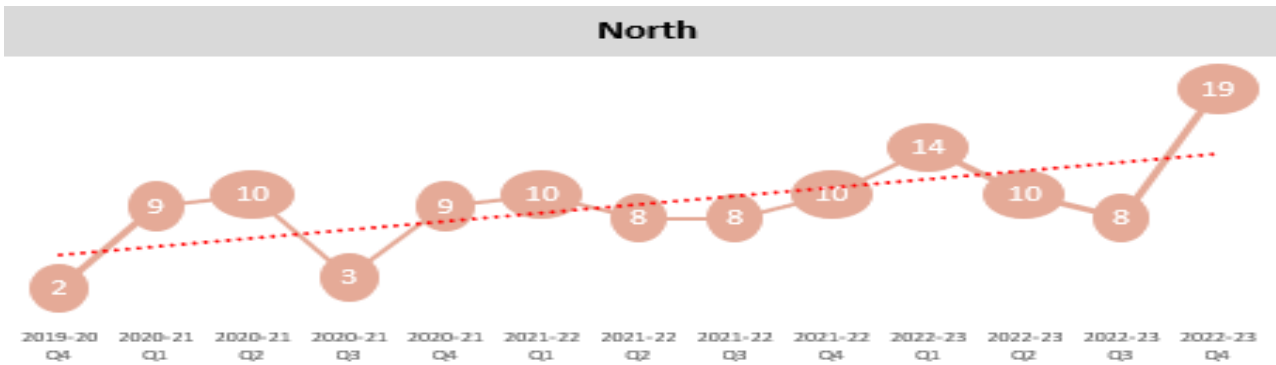
within station premises which resulted in an MSK lower limb injury, and a leg injury, 1 involved a trip in the hose room which resulted in a bump to the head, and the remaining event involved a trip up a stairway which resulted in bruising to the head.

During Q4, impact with a moving object accounted for 14% (6 of 42) of all accidents/injuries reported. This represents a decrease of 15% in this category when compared to the same quarter in the previous reporting year, and a numerical decrease of 3.

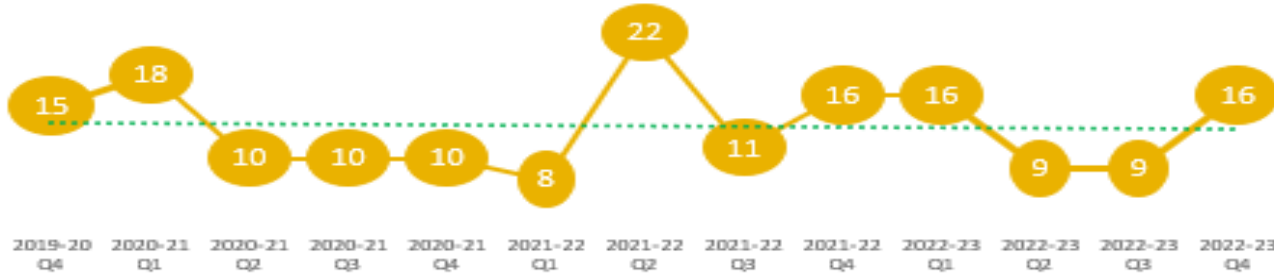
17% (1 of 6) of impact with moving object injuries occurred whilst attending an operational incident and resulted in an eye injury due to particles entering the facemask and visor.

83% (5 of 6) of impact with moving object injuries occurred whilst undertaking non-operational activities, 2 involved being hit by doors, which resulted in injuries to the hand, 2 involved debris entering eyes 1 whilst working underneath a vehicle, and the other whilst cleaning fit kit. The remaining event involved a piece of equipment falling from an appliance locker which resulted in a cut to the leg.

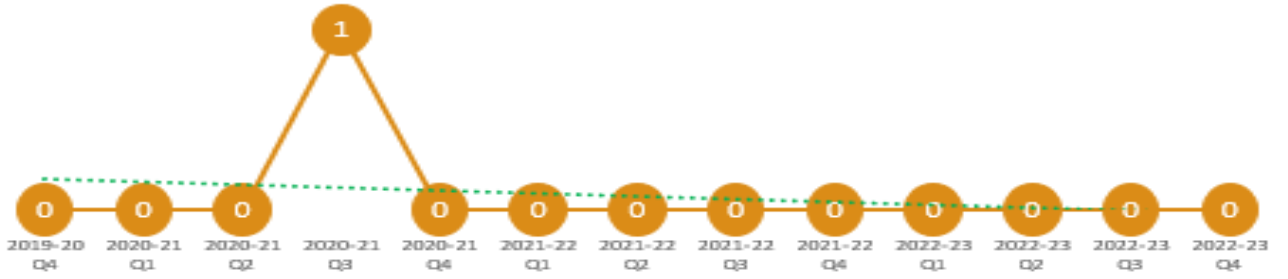
Near Misses by SDA/Directorate – Q4 2019-20 to Q4 2022-23



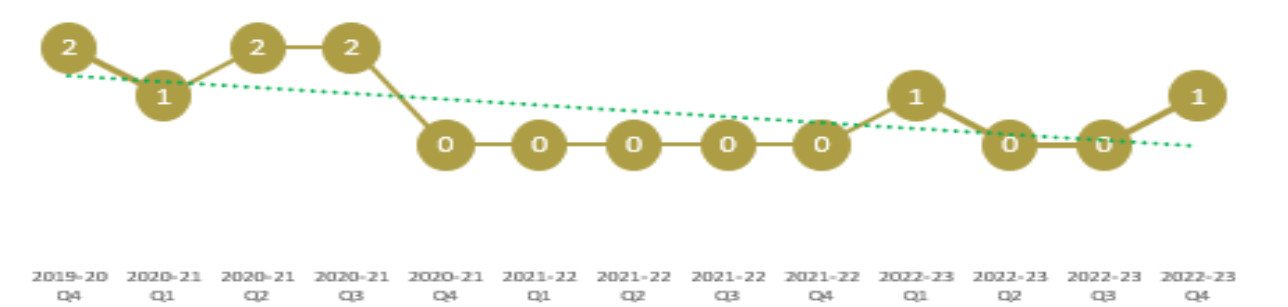
West



Finance and Contractual Services



Operations



Service Development





Figure 9: Near Misses by SDA/Directorate Q4 2019-20 to Q4 2022-23

There were 54 near misses recorded this quarter, with 42 accidents/injuries (inc RIDDOR) recorded, showing an increase in frequency of 1.29:1 compared with 1.26:1 in the same quarter the previous reporting year.

Over the 4-year period, the North SDA and SD show a steady increase in the reporting of near misses. The East and West SDAs, FCS, Operations, and TSA show a decrease in the reporting of near misses. People and SPPC had no reportable near miss events in the 4-year period.

Operational near misses accounted for 32% (17 of 54) of the total reported, representing a 9% increase and a numerical increase of 8 when compared to the same quarter in the previous reporting year. A further 33% (18 of 54) occurred during non-operation activities, which remained consistent in this category when compared to the same quarter in the previous reporting year, however, with a numerical increase of 8. To conclude, 35% (19 of 54) of all near misses reported during Q4 were associated with training activities, a decrease of 9% in this category, however a numerical increase of 2 when compared to the same quarter in previous reporting year.

Further analysis shows that of the 17 operational near misses reported, 59% (10 of 17) occurred at primary fires, representing a 15% increase from the same quarter in the previous reporting year, and a numerical increase of 5. 29% (5 of 17) occurred at false alarms representing a 18% increase from the same quarter in the previous reporting year, and a numerical increase of 4. Finally, 12% (2 of 17) occurred at a secondary fire, representing a 1% increase from the same quarter in the previous reporting year, a numerical increase of 1.

18% (3 of 17) involved Breathing Apparatus (BA) sets, 2 resulted in sets going into free flow, and 1 involved a BA strap that had snapped. 12% (2 of 17) involved smoke emanating from appliances (brakes) and 12% (2 of 17) involved noise from appliance sirens. There were no other trends identified with the remaining near misses.

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50% (9 of 18) of non-operational near misses were related to equipment e.g. hose, hydrant lids, ICT equipment, turnout system and kettle, representing an increase of 27% from the same quarter in the previous reporting year.

A further 17% (3 of 18) of non-operational near misses related to property issues e.g. fly zapper and electrical sockets, representing a decrease of 6%, from the same quarter in the previous reporting year, however, numerically remaining consistent. Finally, 17% (3 of 18) related to appliance lockers e.g. a locker tray and a hand grinder fell out of the appliance lockers and the throttle lever detached from the switch housing within appliance locker.

There was no trend identified with the remaining 2 near misses.

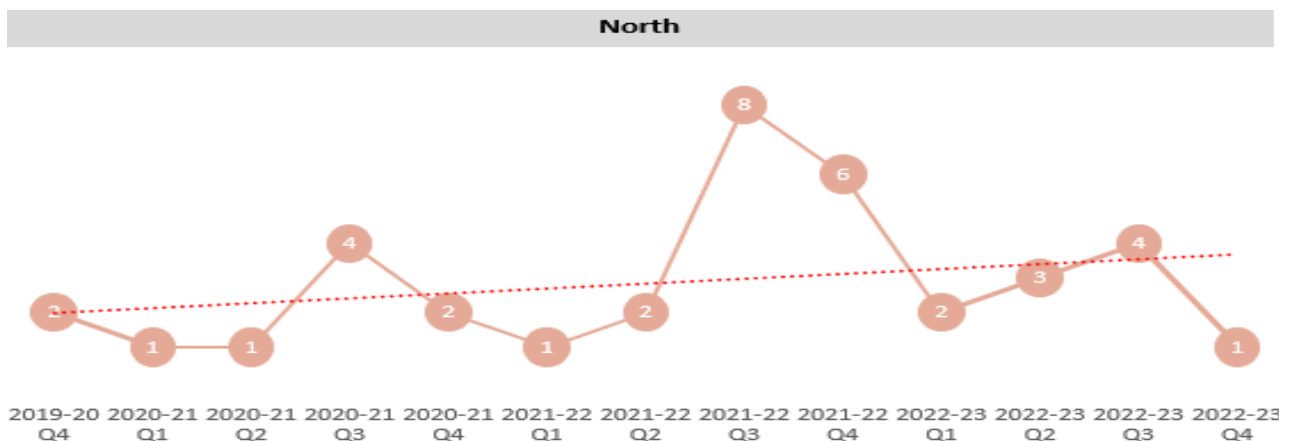
79% (15 of 19) of all training near misses reported during Q4 occurred during SDA led training, representing an 8% increase in this category compared to the same quarter in the previous reporting year and numerically an increase of 3. All were associated with refresher training.

The most common types of SDA led training being carried out when a near miss event occurred was during BA associated training, accounting for 75% (10 of 15), 70% (7 of 10) related to leaks from cylinders/pressure reducers (6), and 1 involved a free flow.

The National Training data shows a 20% (5 to 4) decrease in training near misses when compared to the same quarter previous reporting year. 3 events were associated with initial training and 1 with refresher training.

50% (2 of 4) occurred during Safe Work at Height (SWAH)/Practical Selection training. Both events involved fall arrest equipment. 25% (1 of 4) occurred during BA Tac Vent Compartment Fire Behavior Training (CFBT), and involved BA set going into free flow. The remaining event occurred during a ladder drill.

AOV by SDA/Directorate – Q4 2019-20 to Q4 2022-23



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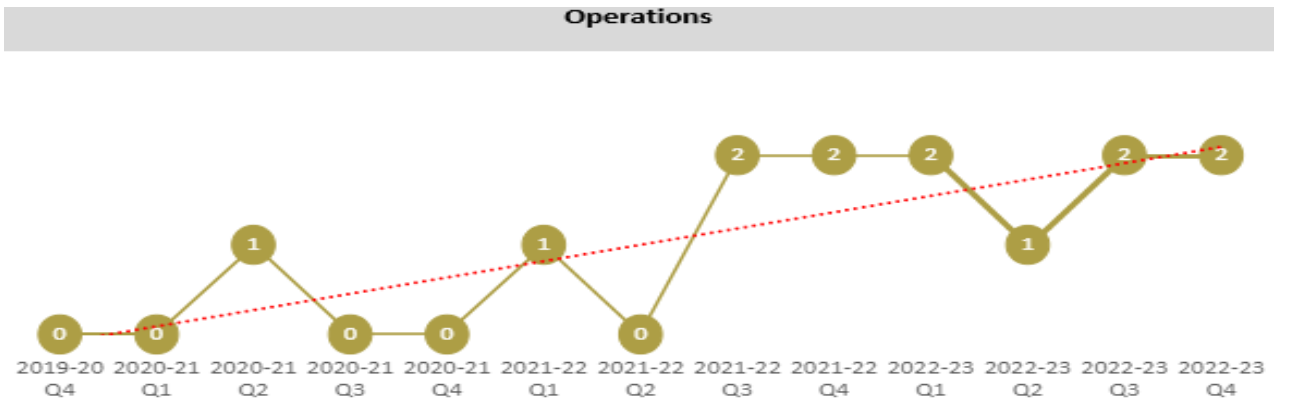
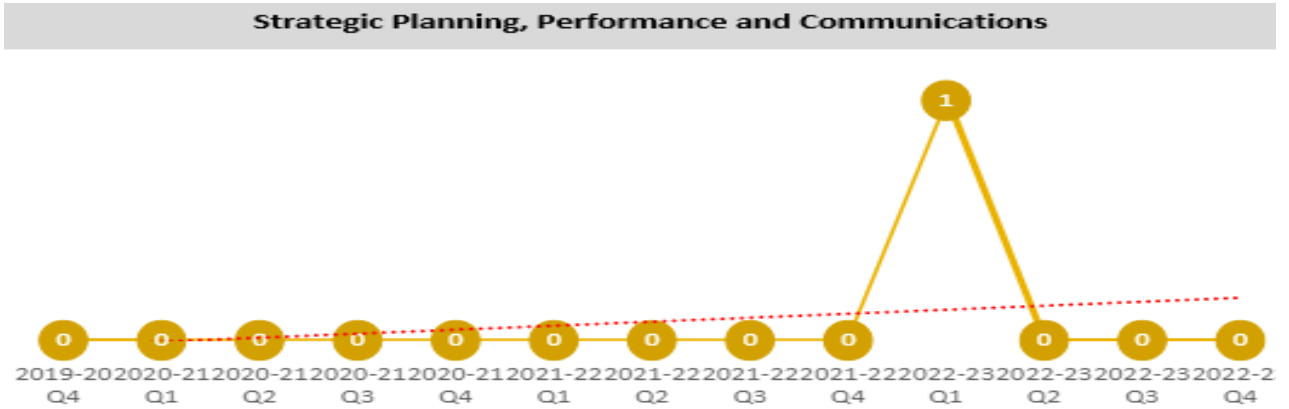
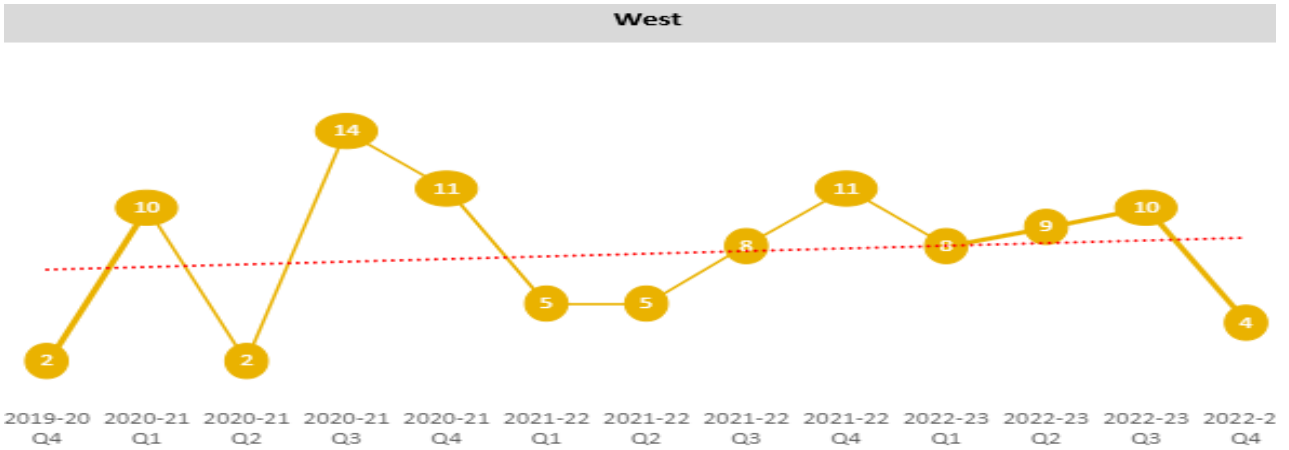
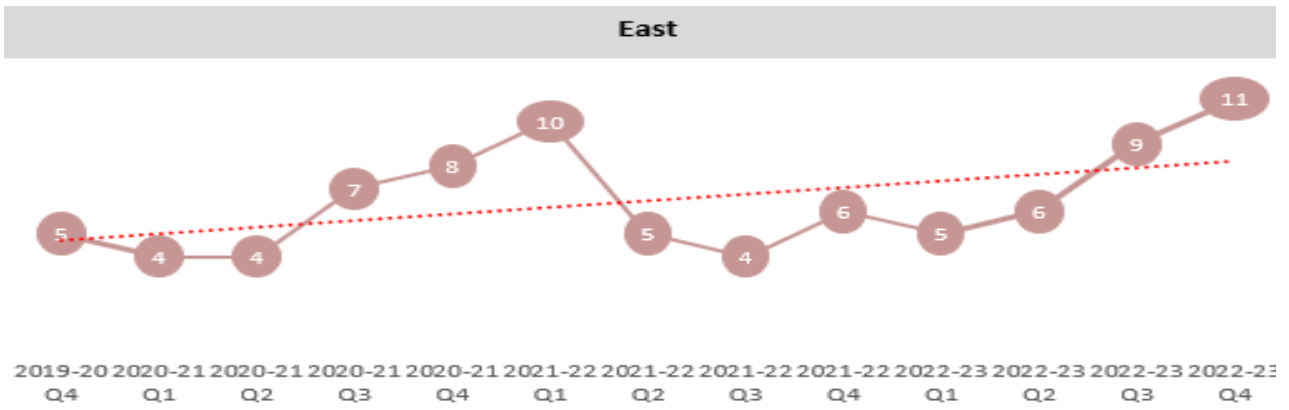


Figure 10: AOV by SDA/Directorate Q4 2019-20 to Q4 2022-23

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There has been a steady increasing trend of AOVs reported over a 4-year period within the SFRS. In Q4 2020-21, there was a significant rise in AOVs and there has been a consistent increase since. All SDAs, Ops, and SPPC showed an increasing trend and FCS, People, P&P and SD had no reportable AOV events in the 4-year period.

When compared to the same quarter in the previous reporting year, a 28% decrease (25 to 18) is noted within SFRS.

The North SDA shows an 83% decrease (6 to 1) when compared to the same quarter in the previous reporting year. This event occurred within the Highland LSO Area, and numerically remains consistent when compared to the same quarter the previous reporting year.

The East SDA shows an 83% increase (6 to 11) when compared to the same quarter in the previous reporting year. 9% (1 of 11) occurred in the City of Edinburgh LSO, a 58% decrease when compared to the same quarter the previous reporting year, and a numerical decrease of 3.

55% (6 of 11) of AOVs occurred in the Falkirk West Lothian LSO, a 22% increase when compared to the same quarter the previous reporting year, and a numerical increase of 4. 27% (3 of 11) occurred in Stirling, Clackmannanshire and Fife LSO Area, numerically an increase of 3 when compared to the same quarter the previous reporting year. The remaining event occurred within Midlothian, East Lothian and Scottish Borders LSO Area, numerically an increase of 1 when compared to the same quarter in the previous reporting year.

The West SDA shows a 63% decrease (11 to 4) when compared to the same quarter in the previous reporting year. 75% (3 of 4) occurred within Glasgow City LSO Area, a 48% increase when compared to the same quarter in the previous reporting year, however numerically remained consistent. The remaining event occurred within East Renfrewshire, Renfrewshire, and Inverclyde, a 2% decrease when compared to the same quarter in the previous reporting year, and numerically a decrease of 2.

Operations remain consistent at 2 when compared to the same quarter in previous reporting year.

89% (16 of 18) occurred during operational activities, 63% (10 of 16) involved verbal abuse, and 31% (5 of 16) related to missiles/rocks/bottles/objects being thrown at crews. The remaining event related to a personal assault on a member of the operational crew.

56% (9 of 16) occurred at secondary fires, an 8% increase in this category when compared to the same quarter in the previous reporting year, numerically remained consistent. 19% (3 of 16) occurred at false alarms, a 5% increase when compared to the same quarter in the previous reporting year, and numerically remained consistent. 12.5% (2 of 16) occurred at a primary fire, an 6% decrease when compared to the same quarter in the previous reporting year, a numerical

decrease of 2. The remaining 12.5% (2 of 16) events occurred during special service incidents, a 6% decrease when compared to the same quarter in the previous reporting year, and a numerical decrease of 2.

11% (2 of 18) occurred during non-operational activities, both involved verbal abuse associated with a teleph1 call to Operations Control.

67% (12 of 18) of AOVs requested Police attendance and 33% (6 of 18) are considered as Reportable under the Emergency Workers (Scotland) Act 2005. Due to partnership working, SFRS Falkirk and West Lothian LSO worked with SFRS CAT Team and Police Scotland to reduce AOV against SFRS in a hot spot areas and as a result a total of 7 individuals were charged with various offences such as culpable and reckless conduct and willful fire raising etc.

There were no injuries reported in Q4 relating to AOVs.

Vehicle Accidents by SDA/Directorate – Q4 2019-20 to Q4 2022-23

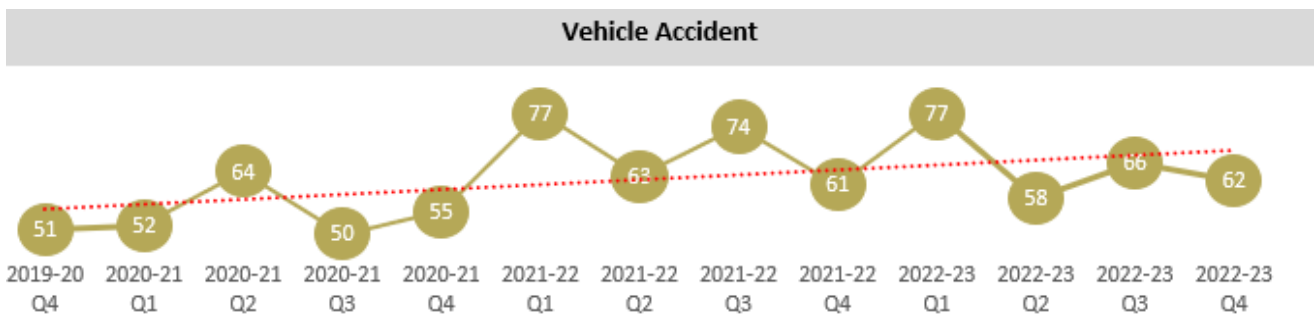


Figure 11: Vehicle Accidents by SDA/Directorate Q4 2019-20 to Q4 2022-23

There has been a steady increasing trend of vehicle accidents reported over a 4-year period.

During Q4, 53% (33 of 62) of all vehicle accidents reported were attributed to operational incidents, representing an 8% decrease from the same quarter in previous reporting year, numerically a decrease of 4 is noted. A further 44% (27 of 62) were attributed to non-operational activities, representing a 13% increase from the same quarter in the previous reporting year, numerically an increase of 8 is noted. Finally, 3% (2 of 62) were accidents attributed to training, representing a 5% decrease from the same quarter in the previous reporting year, and a numerical decrease of 3.

56% (35 of 62) were as a result of low-speed manoeuvres, a 7% increase from the same quarter in the previous reporting year, and a numerical increase of 5. 43% (15 of 35) of low-speed manoeuvres occurred within appliance bays/station yard, a 10% increase from the same quarter in the previous reporting year, and a numerical increase of 5. 23% (14 of 62) occurred under blue light conditions, a 2% decrease from the same quarter in the previous reporting year, with a

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numerical decrease of 1. 100% (14 of 14) occurred during the mobilising phase of the operational incident, representing an increase of 13%, numerically an increase of 1 from the same quarter in the previous reporting year. 15% (9 of 62) occurred during normal road speeds, representing a 3% decrease from the same quarter in the previous reporting year, and numerically a decrease of 2. 5% (3 of 62) had insufficient information.

81% (50 of 62) occurred while the vehicle was moving forward, a 6% increase from the same quarter in the previous reporting year, and a numerical increase of 4. 13% (8 of 62) occurred while the vehicle was reversing, a 2% decrease from the same quarter in the previous reporting year, and numerically a decrease of 1. 3% (2 of 62) had insufficient information.

16% (10 of 62) of vehicle accidents involved the use of Driving Assistants, a 4% decrease from the same quarter in previous reporting year, and a numerical decrease of 2. 48% (30 of 62) of vehicle accidents required Driving Assistants to be in position, however 67% (20 of 30) noted that Driving Assistants were not used. This represents an 8% increase from the same quarter in previous reporting year, and a numerical increase of 3. 2% (1 of 62) had insufficient information.

69% (43 of 62) hit something fixed or stationary, this represents a 5% increase in this category from the same quarter in previous reporting year, and a numerical increase of 4. 30% (13 of 43) involved hitting a stationary vehicle, a 3% increase in this category when compared to the same quarter in previous reporting year, with a numerical increase of 3. 47% (20 of 43) involved street furniture e.g. fences, bollards, walls, signs, bushes, trees, junctions, barriers, kerbs and verges, a 4% decrease from the same quarter in previous reporting year, numerically remaining consistent when compared to the same quarter in previous reporting year. 19% (8 of 43) involved appliance bay doors, a 1% increase in this category when compared to the same quarter in previous reporting year, with a numerical increase of 1.

There were no injuries reported in Q4 relating to vehicle accidents.

4.4 CLAIMS

The following table outlines claims settled in Quarter 4 2022/23 associated with health and safety standards within the SFRS:

| Claim Type | No. of Claims | Total Cost | Reason(s) for Settlement |
|--------------------|---------------|-------------|---|
| Employee liability | 2 | £6,238.65 | <ul style="list-style-type: none"> 1 claim, issues identified surrounding the management of the incident; and 1 claim repudiated. |
| Vehicle accidents | 71 | £107,608.18 | <ul style="list-style-type: none"> 61 claims settled; and 10 claims resettled. |

Table 5: Settled Claims Q4 2022-23

4.5 EVENT REPORTING TIMESCALES

Events Reported More Than 2 Weeks After Occurring – Q4 2019-20 to Q4 2022-23

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

Table 6: Events Reported More Than 2 Weeks After Occurring – Q4 2021-21 to Q4 2022-23

An increase of 3 is noted when comparing Q4 2022/23 with the same quarter previous reporting year.

Events Reported Out with the Occurring Quarter – Q4 2019-20 to Q4 2022-23

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

Table 7: Events Reported Out with the Occurring Quarter – Q4 2021-22 to Q4 2022-23

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An increase of 1 is noted in events reported out with the occurring Q4 2022/23 when comparing to the same quarter previous reporting year.

4.6 SIGNIFICANT EVENTS

The table below shows the number of ongoing significant investigations and the status of the associated investigation 2022/23.

Ongoing Significant Investigations



| 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 | 07.07.23 |  | |
| 23.01.23 | Jenners, Edinburgh | HOF James Holden | TBC |  | |

Table 8: Ongoing 2022/23 Significant Investigations

5. GLOSSARY OF TERMS

| | |
|----------------------|--|
| Accident/Injury Rate | The total number of reported accidents/injuries divided by total number of employees multiplied by 100 to give the accident injury rate per employee |
| AOV | Acts of Violence |
| BA | Breathing Apparatus |
| COVID-19 | Coronavirus Pandemic |
| CPD | Continual Professional Development |
| DD | Detached Duties |
| ESDA | East Service Delivery Area |
| FCS | Finance and Contractual Services Directorate |
| FF | Firefighter |
| FTE | Full-time Equivalent |
| HSE | Health and Safety Executive |
| ICL | Incident Command Level |
| ICT | Information Communications Technology |
| IP | Injured Person |
| Kronos | The Wholetime ICT availability system |
| LDP | Leadership Development Programme |
| LfCP | Leadership for Change Programme |
| LNA | Learning Needs Analysis |
| LSO | Local Senior Officer |
| MORR | Management of Occupational Road Risk |
| MPD | Maintenance Phase Development |
| MSK | Musculoskeletal |
| MTA | Marauding Terrorist Attack |
| NILO | National Inter-Agency Liaison Officer |
| NSDA | North Service Delivery Area |
| NTC | National Training Centre |
| NWR | Non - Work Related |
| OCSG | Operational Competence Strategy Group |
| OHCA | Out of Hospital Cardiac Arrest |
| POD | People and Organisational Development Directorate |
| Q1 | Period 1 April – 30 June |
| Q2 | Period 1 July – 30 September |
| Q3 | Period 1 October – 31 December |
| Q4 | Period 1 January – 31 March |

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| | |
|--------|---|
| 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 |
| Ops | Operations 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/12-23
Agenda Item: 8

| | | | | | | | |
|------------------------|---|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS | | | | | | |
| Report Classification: | For Scrutiny | Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this paper is to present members of the People Committee (PC) with an update on the action plan, which has been developed in response to the 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. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service. | | | | | | |
| 2.2 | Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers. | | | | | | |
| 2.3 | Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report. | | | | | | |
| 2.4 | In line with the new thematic process agreed in May 2020, once approved certain action plans will be presented to PC on a quarterly basis to scrutinise progress. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | The PC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans. A summarised update on the 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 | Training of RDS Personnel | | | | | | |
| 3.2.1 | The HMFSI report on the Training of RDS Personnel was published in March 2020. The action plan contains a total of 37 actions to address the 22 recommendations raised. The Action Plan is attached as Appendix B . | | | | | | |
| 3.2.2 | There are two remaining actions within this Action Plan which have been deferred since inception (6.1 & 16.1). Both of these deferred actions form part of the scoping and considerations for the Service Delivery Model Programme (SDMP). | | | | | | |

| | |
|----------|--|
| 3.2.3 | <p>PC members are asked to review and agree the following:</p> <ul style="list-style-type: none"> • Actions 6.1 and 16.1: It is proposed that these actions are closed. This work will continue as business as usual and as part of an existing project (respectively) and will continue to be monitored and reported through agreed governance routes. |
| 3.2.4 | <p>If approved by members of PC, the Action Plan will be marked as fully complete and a formal closing report will be presented to members at the next reporting period.</p> |
| 3.3 | <p>Health and Safety</p> |
| 3.3.1 | <p>The HMFSI report on Health and Safety: An Operational Focus was published in April 2022. The action plan contains a total of 17 actions to address the 8 recommendations raised. The Action Plan is attached as Appendix C.</p> |
| 3.3.2 | <p>Of the live actions, 15 have a green RAG status and 7 of these have been completed within the reporting period (R2.1, R2.2, R2.3, R2.4, R3.2, R6.1, R6.4)</p> |
| 3.3.3 | <p>PC members are asked to note the following:</p> <ul style="list-style-type: none"> • Action R1.1: A proposed due date of September 2023 has been provided to allow for dependencies between Information Governance and the development of the new SharePoint host site. • Action R5.1: A proposed due date of December 2023 has been provided. The slip in timescales was due to competing priorities. • Action R5.2: A proposed due date of September 2023 has been proposed. The slip in timescales was due to unexpected secondments within Safety and Assurance impacting upon capacity for delivery. • Action R5.3: A proposed due date of March 2024 has been proposed. This action is reliant on ICT developing an LCMS module and this work is planned for Quarter 4 of 2023/24. • Action R6.3: This action has been marked as red due to the slip in original timescale and the requirement for further discussion and decision to be made regarding action owner. |
| 3.3.4 | <p>The overall RAG rating for this action plan is green and is estimated as 70% complete. (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</p> |
| 4 | Recommendation |
| 4.1 | <p>Members of the PC are invited to:</p> <ul style="list-style-type: none"> • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix A. • Scrutinise the Training of RDS Personnel Action Plan, attached as Appendix B, and raise any concerns with the update provided. • Scrutinise the Health and Safety: An Operational Focus Action Plan, attached as Appendix C, and raise any concerns with the update provided. |
| 5 | Key Strategic Implications |
| 5.1 | <p>Risk</p> |
| 5.1.1 | <p>There are no risks associated with the recommendations of this report.</p> |
| 5.2 | <p>Financial</p> |
| 5.2.1 | <p>There are no financial implications associated with the recommendations of this report.</p> |
| 5.3 | <p>Environmental & Sustainability</p> |
| 5.3.1 | <p>There are no environmental implications associated with the recommendations of this report.</p> |

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| 5.4 5.4.1 | Workforce There are no workforce implications associated with the recommendations of this report. |
| 5.5 5.5.1 | Health & Safety There are no health and safety implications associated with the recommendations of this report. |
| 5.6 5.6.1 | Health & Wellbeing There are no health and wellbeing implications associated with the recommendations of this report. |
| 5.7 5.7.1 | Training There are no training implications associated with the recommendations of this report. |
| 5.8 5.8.1 | Timing Each relevant HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion. |
| 5.9 5.9.1 | Performance This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements. |
| 5.10 5.10.1 | Communications & Engagement There is no implication associated with the recommendations of this report. |
| 5.11 5.11.1 | Legal The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire (Scotland) Act 2005. |
| 5.12 5.12.1 | Information Governance A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider. |
| 5.13 5.13.1 | Equalities An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRAs. |
| 5.14 5.14.1 | Service Delivery There are no service delivery implications associated with the recommendations of this report. |
| 6 | Core Brief |
| 6.1 | Not applicable. |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) |
| 7.1 | Director: Mark McAteer, Director of Strategic Planning, Performance and Communications |
| 7.2 | Level of Assurance: (Mark as appropriate) Substantial/ Reasonable / Limited / Insufficient |
| 7.2 | Rationale: Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan. |

| | | |
|---|--|---|
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A – Audit and Inspection Dashboard | |
| 8.2 | Appendix B – Training of RDS Personnel Action Plan Update | |
| 8.3 | Appendix C – Health and Safety: An Operational Focus Action Plan Update | |
| Prepared by: | Kirsty Jamieson, Planning and Performance Officer | |
| Sponsored by: | Bruce Farquharson, Head of Training | |
| Presented by: | Chris Getty, Head of Training Delivery Jim Holden, Head of Safety and Assurance | |
| Links to Strategy and Corporate Values | | |
| Our audit and inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public. | | |
| Governance Route for Report | Meeting Date | Report Classification / Comments |
| <i>Senior Management Board</i> | <i>17 May 2023</i> | <i>For Recommendation</i> |
| <i>People Committee</i> | <i>08 June 2023</i> | <i>For Scrutiny (Training of RDS Personnel and H&S)</i> |

Audit and Inspection Overview Dashboard

APPENDIX A

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 |
|-----------|--|--------------------|----------|------------------|---------------|--------------|-------------|-------------|-------------|----------|----------|---------|-------------|-----------|--------------|------|------------|---------|
| Mar-20 | Training of RDS Personnel | PC | Mar-23 | | 31 | May-23 | Aug-23 | 0 | 0 | 0 | 27 | 0 | 0 | 0 | 4 | 0 | 100% | Closing |
| Dec-20 | Planning and Preparedness for COVID Review | SDC | May-26 | | 15 | May-23 | Aug-23 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 3 | 0 | 100% | Closing |
| Apr-22 | Health and Safety: An Operational Focus | PC | Sep-23 | - | 18 | May-23 | Aug-23 | 0 | 10 | 0 | 7 | 0 | 0 | 1 | 0 | 0 | 70% | Closing |
| Sep-22 | Firefighting in Highrise Buildings | SDC | TBC | - | 8 | May-23 | Aug-23 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30% | Yellow |

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% | Inactive |

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 |

In Draft

Closed Audit and Inspection Action Plans

| 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 | HMFSI - Performance Management Systems | SDC | Jul-20 | | 32 | May-20 | N/A | 0 | 0 | 0 | 26 | 0 | 2 | 4 | 0 | 0 | 100% | Closed |
| Jul-17 | HMFSI - 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 | HMFSI - Fire Safety Enforcement | SDC | Mar-20 | Dec-21 | 20 | Mar-23 | N/A | 0 | 0 | 0 | 19 | 0 | 0 | 0 | 0 | 1 | 100% | Closed |
| May-18 | Audit Scotland - Scottish Fire and Rescue Service Update | ARAC | Dec-21 | Nov-21 | 36 | Feb-23 | N/A | 0 | 0 | 0 | 33 | 0 | 0 | 0 | 1 | 2 | 100% | Closed |
| Feb-19 | HMFSI - Provision of Operational Risk Information | SDC | Mar-22 | Dec-22 | 25 | Feb-23 | N/A | 0 | 0 | 0 | 20 | 0 | 0 | 0 | 5 | 0 | 100% | Closed |
| May-19 | HMFSI - Management of Fleet and Equipment | SDC | Mar-22 | | 38 | May-22 | N/A | 0 | 0 | 0 | 32 | 0 | 0 | 6 | 0 | 0 | 100% | Closed |
| Feb-20 | LAI - 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 | LAI - Edinburgh City | N/A | Apr-21 | N/A | 11 | Dec-22 | N/A | 0 | 5 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 100% | Closed |
| Aug-20 | HMFSI - 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 |
| Mar-21 | HMFSI - Assessing the Effectiveness of Inspection Activity | ARAC | - | - | 0 | - | - | - | - | - | - | - | - | - | - | - | - | Closed |
| May-21 | LAI - 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 | LAI - 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 |
| May-22 | SMARTEU Covid 19 Structured Debrief Summary | - | Mar-23 | | 7 | Mar-23 | N/A | 0 | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 100% | Closed |

HMFSI TRAINING OF RDS PERSONNEL - ACTION PLAN PROGRESS

| | |
|---------|-------------|
| Updated | Next Update |
| May-23 | Aug-23 |

| HMFSI Recommendation | Action Ref | Action Description | Action Owner | Due Date | Revised Due Date | Status | Progress Update Commentary | % Complete | Completion Date | RAG | Evidence |
|---|------------|---|-------------------|----------|------------------|--------------|---|------------|-----------------|-------|----------|
| 6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment). | 6.1 | Agree process with LSOs on the allocation of training modules for each station should be aligned to the station risk profile, vehicle and equipment available. | GC Stuart Watson | Mar-21 | | Moved to BAU | <p>15 February 2023: This element forms part of the scoping of the Service Delivery Model Programme (SDMP). This action remains deferred until the identification of station profiling is complete.</p> <p>17 May 2023: This recommendation has been fully considered by the Training Management Team and discussed with Local Senior Officers and Service Delivery Area Training Leads. The Training restructure has now concluded in the North and is being progressed in the East, 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 Local Senior Officer areas to identify local needs and incorporate these into a revised delivery program by the Function. This work will now fall within the new training vision workstreams that encompass local skills and equipment in local areas and therefore this action should be considered for closure.</p> <p>There is clear evidence that the HMFSI recommendation has been given due regard and the training vision workstream is now underway for 2023/24. This will be progressed as business as Usual and reported to Training Continuous Improvement Board. The action is green and 100% complete.</p> | 100% | | Green | |
| 16. High Reach Appliance Training - consider crewing the high reach appliance with members of staff using different crewing model. | 16.1 | SDMP's Station and Appliances Review Project and the associated Demand Based Duty Systems Project to consider options crewing the high reach appliance with members of staff using a different crewing model within the scope of their respective projects. | AC Andrew Gierthy | Mar-23 | Sep-23 | Moved to BAU | <p>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.</p> <p>17 May 2023: It is proposed that this item is moved to Business as Usual. There is evidence that the action and the related HMFSI recommendation have been fully considered. This action may be informed by outputs from the Service Delivery Model Programme, however, decisions regarding changes will reside with the Operations Function. Progress will continue to be monitored and reported through agreed governance routes and this work will continue as business as usual as part of an existing project or workplan.</p> <p>The action is green and 100% complete.</p> | 100% | | Green | |

APPENDIX C

HMFSI Management of Health and Safety: An Operational Focus - Action Plan Progress
 Action Plan Owner: Jim Holden, Head of Safety and Assurance

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| Updated | Next Update |
| May-23 | Aug-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 | Sep-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/Tablets. 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. 17 May 2023: The ability to deliver and evaluate the benefits of the Document Conversion Project prior to sharing the findings/outcomes with other Directorates and Training, Safety and Assurance, are dependent on the availability and accessibility of new technologies due to be delivered between the 'In Vehicle Solutions Group' and the 'Emergency Services Network' Project. A pilot of a secondary tablet in frontline appliances will be undertaken in the Falkirk and West Lothian Local Senior Officer Area for a six-week period starting in April/May 2023. Post pilot, a wider roll out will be considered and the Document Conversion Project will be able to be accessed and assessed at that point. Following an embedding process an evaluation will be undertaken by Operations and lessons learned/good practice shared. Dependencies with Information Governance and the development of a new SharePoint host site will also dictate the Document Conversion Project delivery date. Neither of the above are within the influence of Operations. This action has moved from green to amber due to the slip in original timescales. A revised due date from March 23 to September 23 has been proposed. | 50% | | Amber | |
| 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 | | Complete | 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. 17 May 2023: Alternative approach to addressing this action has been agreed which includes completed reviews of Dynamic Risk Assessment / Analytical Risk Assessment arrangements, training, and the development of Safety Culture Strategy in 2022/23. See evidence column. This action is green and complete. | 100% | | Green | Upon review of Head of Function, the Management of Operational Risk Policy and Operational Guidance is no longer required as further evidence and updates have been made, including update of: Incident Command Policy and Operational Guidance, Operational Aide Memoir, Breathing Apparatus Policy and Operational Guidance and urgent instruction for requirement to complete Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA). Further work regarding the LCMS package remains ongoing. |
| | R2.2 | Review the LCMS package for Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA). | Teresa Kelly, Deputy Head of Safety and Assurance SC Ben Carlin (Health and Safety) | Mar-23 | | Complete | 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. 17 May 2023: The review of the LCMS packages relating to ARA/DRA was completed in Quarter Q4 2022/23. | 100% | | 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. 17 May 2023: Launched in April 2022, the Training for Operational Competence Framework now includes a dedicated LCMS packages for all operational levels. This includes a dedicated 'Risk Assessments at Operational Incident' module with specific content relating to DRA/ARA along with Incident Command Assessment that focuses specifically on this area. Combined it provides clarity on how and why to complete an DRA/ARA, as this is an essential element that contributes towards Firefighter safety. The design of this new LCMS content now makes it achievable across all Operational staff Groups, which is a key element to its success. This action is green and complete. | 100% | Feb-23 | Green | LCMS |
| | 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. 17 May 2023: Established in April 2022, the Operational Competence Strategy Group now provides a platform that reviews the Training for Operational Competence based on risk, with content that integrates the principles of ARA/DRA relevant to the subject matter being covered. This aligns to the principles of the 'Risk Assessments at Operational Incident module'. This action is green and complete. | 100% | Feb-23 | Green | LCMS |

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| <p>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.</p> | <p>R3.1</p> | <p>Determine risk critical information required for GETAC tablets to ensure that this information is provided to crews.</p> | <p>AC Craig McGoldrick, Operations</p> | <p>Sep-23</p> | <p>In Progress</p> | <p>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. 17 May 2023: Determination of 'Critical Information' will be an ongoing process managed through the Document Conversion Process, this element of the recommendation and action can be considered complete as this will be Business as Usual. The provision of the information will be reliant and dependent on the outcome of work owned by the In Vehicle Solutions Project, the Emergency Services Network Project and Information Governance work to development a new SharePoint host site which will allow real time access to risk critical information. Based on feedback from the above stakeholder, it is viable that the action will be completed by the due date. This action is green and on track for completion by the proposed due date.</p> | <p>75%</p> | | | |
| | <p>R3.2</p> | <p>Determine Operational Intelligence information required for GETAC tablets to ensure that risk critical information provided to crews.</p> | <p>AC Craig McGoldrick, Operations</p> | <p>Sep-23</p> | <p>Complete</p> | <p>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. 17 May 2023: It is proposed that this action is closed as complete. All Operational Intelligence documentation was reviewed in 2022. The process to gather risk critical Operational Intelligence, using the Operational Intelligence Generic Information Note and supporting systems, is reflected in the information available to crews. A performance framework was developed by the Operational Intelligence team which has a focus on the Operational Intelligence reporting toolkit. The first review period is due to provide outcomes/findings in June 2023. Areas for improvements will be translated into Area based support by the Operational Intelligence team. In terms of the action the available and correct risk critical information is being provided to crews. This action is green and complete.</p> | <p>100%</p> | <p>May-23</p> | | |
| <p>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.</p> | <p>R4.1</p> | <p>Health and Wellbeing Team to review Post Incident Support Procedure to determine the need for automatic activations criteria and process.</p> | <p>Justin Smithson, Clinical Lead</p> | <p>Jun-23</p> | <p>In Progress</p> | <p>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 Conity system to trigger and monitor PISP and possibly link exposures to iTren via boomey. 17 May 2023: The work of the Post Incident Support Procedure review group continues through engagement with the group members which should ensure broad representation across the organisation. The last meeting of this group to inform the review of this policy is scheduled for 17 May 2023. The revised policy will then commence its governance journey in Quarter 2 2023/24. This action remains green and on target for completion by proposed due date.</p> | <p>60%</p> | | | |
| <p>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.</p> | <p>R5.1</p> | <p>Health & Safety Department to liaise with Service Delivery Areas to identify the cultural barriers that prevent Near Miss reporting.</p> | <p>Teresa Kelly, Deputy Head of Safety and Assurance</p> | <p>Mar-23</p> | <p>Dec-23</p> | <p>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. 17 May 2023: The Health and Safety Executive Climate Tool was presented to the Functional Management Team as a way of identifying cultural barriers that prevent Near Miss Reporting. This was rejected due to cost and the development of an alternative internal climate survey was deferred due to other strategic priorities. Work has recommenced on the survey and it is expected to be developed in Quarter 1, issued in Quarter 2 and analysed in Quarter 3. This action is amber due to the slip in timescale. A proposed due date of December 2023 is proposed.</p> | <p>50%</p> | | | |
| | <p>R5.2</p> | <p>Consider process to ensure that outcomes and lesson learned from Near Miss reporting are made widely available to staff.</p> | <p>Teresa Kelly, Deputy Head of Safety and Assurance</p> | <p>Mar-23</p> | <p>Sep-23</p> | <p>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. 17 May 2023: Safety and Assurance is developing a Communications Strategy to ensure effective communication of lessons learned. There has been a slight delay in delivering this work due to capacity issues following unexpected secondments within Safety and Assurance. A proposed due date of September 2023 has been provided.</p> | <p>60%</p> | | | |

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| | R5.3 | Develop improvement/suggestion scheme and a hazard reporting system including feedback methods. | Teresa Kelly, Deputy Head of Safety and Assurance | Mar-23 | Mar-24 | In Progress | 15 February 2023: 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. 17 May 2023: A Hazard Reporting Form has been developed and is pending testing on appropriate software system. Currently awaiting further instruction on how this can be saved within a group environment and not linked to one owner. A meeting was held on 14 February 2023 to confirm that ICT will develop a Think, Act, Stay Safe module for hazard reporting in Quarter 4 of 2023/24. As such, a proposed due date of March 2024 has been proposed. | 70% | | | |
| 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 | | Complete | 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 out with 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. 17 May 2023: Propose to consider transfer/closure of this action. There is clear evidence that the recommendation has been given due regard. The project has been underway for a number of years, with major aspects required to reach completion remaining out with the control of SFRS. It is recommended that this recommendation is closed off as 'business as usual' as it features on the People and Organisational Development Directorate Plan for 2022/23 and will be monitored accordingly. On the assumption that this recommendation is agreed, the action has been marked green and 100% complete. | 100% | May-23 | | |
| | 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 | | Complete | 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. 17 May 2023: Propose to consider this action completed/closed. Provision of supervision (Operations) is provided via the SFRS incident response Control Operating Procedure (COP), Flexi Duty Officer (FDO) and Mobilising Control Operating Procedure and supported by the mentoring and monitoring roles undertaken during any incident as per the During Incident Operational Assurance General Information Note, the recording of which is managed through the SFRS OARRS process (link provided in Evidence). Provision of management support was enhanced in 2021 with the addition of On Call Support Watch Commanders. Any additional support is determined and delivered by the Local Senior Officer Area Management Teams and is beyond the remit of Operations. This action is green and is now complete. | 100% | May-23 | | Home Page - Operational assurance (oarrs.azurewebsites.net) |
| | R6.3 | Consider methods to increase visibility /presence of Flexi-Duty Officers at On Call stations. | AC Craig McGoldrick, Operations Propose transfer of action to Service Delivery, as LSO Area Flexi Duty Officers (FDOs) are not aligned to Operations Function. | 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. 17 May 2023: Propose transfer of action to Service Delivery, as Local Senior Officer Area Flexi Duty Officers are not aligned to Operations Function. This issue will be discussed at the next Operational Learning Group and this plan will be updated in the next reporting period. This item has been marked as red due to the slip in original timescale and the requirement for further discussion and decision to be made regarding action owner. | 0% | | | |
| | R6.4 | Consider options for sharing knowledge and information with On Call staff and confirming competence. | AC Craig McGoldrick, Operations | Mar-23 | | Complete | 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. 17 May 2023: An On Call dedicated SharePoint site was created which provided a single source for information (see link in Evidence). The site has a number of links to Frequently Asked Questions and engagement tools, including an 'Issues and Innovations Log' where best practice is shared by stations for consideration of the NOCLF. In relation to competence this is captured either through Training, Safety and Assurance business as usual i.e. LCMS/PDR Pro/TFOC or via our Operational Assurance processes. This action is green and complete. | 100% | Mar-23 | | On Call Firefighters National Site - Home (sharepoint.com) |

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| <p>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.</p> | R7.1 | <p>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)</p> | <p>Roddy Mackinnon, Scottish Equipment Manager</p> | Sep-23 | | In Progress | <p>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. 17 May 2023: SFRS are currently developing an electronic Vehicle Inventory Check system with ICT. This system is currently being operated in some stations and will continue to develop and roll out across the Service. This action is green and on track for completion by the proposed due date.</p> | 20% | | | |
| <p>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.</p> | R8.2 | <p>Develop process to ensure targeted messaging methods are available.</p> | <p>AC Craig McGoldrick, Operations</p> | Jun-23 | | In Progress | <p>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. 17 May 2023: Following dialogue with Safety and Assurance, a joint review of Operational Assurance processes and Frontline Support Communications will be undertaken. A revised process will be developed which offers: - Direct targeted feedback via OARRS - Operational Learning generated with additional context which highlights the origin of the driver for change/improvement/learning - Organisational Learning Communications Strategy which celebrates success This action remains Green and on track for the development of a process by the proposed completion date.</p> | 10% | | | |
| <p>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.</p> | R8.1 | <p>Consider actions captured in R1, R3, C17, C18,C22.</p> | <p>N/A</p> | N/A | | Cancelled | <p>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.</p> | | | | |



Report No: C/PC/13-23

Agenda Item: 9

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| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | COMMITTEE ASSURANCE STATEMENT 2022/23 | | | | | | |
| Report Classification: | For Decision | Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to present the People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) Assurance Statement 2022/23, outlining evidence of how the Committee supports the effective functioning of the Board. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | The Committee Assurance Statement supports the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this, feeds into the Annual Governance Statement. This statement has changed its title this year, from Value Added Statement to Committee Assurance Statement, in line with the continuing implementation of our Good Governance Framework. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 30 June 2022. The Committee Assurance Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence. | | | | | | |
| 4 | Recommendation | | | | | | |
| 4.1 | The Committee is requested to approve the contents of the PC/RANSC Committee Assurance Statement 2022/23 as set out in Appendix A and provide feedback as necessary. | | | | | | |
| 5 | Key Strategic Implications | | | | | | |
| 5.1 | Risk | | | | | | |
| 5.1.1 | The PC is aware that the success of any organisation is critically related to the commitment and skill of its employees, and to its adherence to the culture and values it espouses and the importance that this is supported moving forward. | | | | | | |
| 5.2 | Financial | | | | | | |
| 5.2.1 | The PC supported the work of the RANSC to lead negotiations on behalf of the employer for the harmonisation of RDS personnel terms and conditions and in respect of uniformed and support staff pay claims. | | | | | | |

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| 5.3 5.3.1 | Environmental & Sustainability There are no environmental and sustainability implications arising from this report. |
| 5.4 5.4.1 | Workforce The PC and RANSC review matters that relate specifically to the Scottish Fire and Rescue Service (SFRS) workforce. |
| 5.5 5.5.1 | Health & Safety This report highlights the PC/RANSC contribution towards improving the Health, Safety and Wellbeing of all staff. |
| 5.6 5.6.1 | Health & Wellbeing There are no Health and Wellbeing implications arising from this report. |
| 5.7 5.7.1 | Training There are no training implications arising from this report. |
| 5.8 5.8.1 | Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2022/23. |
| 5.9 5.9.1 | Performance Information contained within this report deems that there are no significant gaps in the performance of the PC or RANSC and its approach to scrutinising the monitoring and reporting arrangements of the SFRS. |
| 5.10 5.10.1 | Communications & Engagement This report provides an opportunity for PC members to review the contents and provide feedback prior to its inclusion as part of the Annual Report and Audited Accounts for 2022/23. |
| 5.11 5.11.1 | Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance. Monitoring the review of People and Organisational Development policies and Health and Safety policy management arrangements further ensures compliance with legislative changes. |
| 5.12 5.12.1 | Information Governance <i>DPIA completed Yes/No. If not applicable state reasons. No DPIA was required for this paper as it contains no personal information.</i> |
| 5.13 5.13.1 | Equalities <i>EIA completed Yes/No. If not applicable state reasons.</i> Covered by the SFRS Corporate Governance Arrangements 2023 EHRIA. |
| 5.14 5.14.1 | Service Delivery There are no service delivery implications arising from this report. |
| 6 | Core Brief |
| 6.1 | Not Applicable. |

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| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Richard Whetton, Head of Governance, Strategy and Performance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.3 | Rationale: | Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Committee Assurance Statement allows for the Committee to outline evidence of its effectiveness. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A – PC/RANSC Committee Assurance Statement 2022/23 | |
| Prepared by: | Kevin Murphy, Group Commander, Board Support Manager / Mhairi Wylie, Chair of the SFRS People Committee | |
| Sponsored by: | Mhairi Wylie, Chair of the SFRS People Committee Fiona Thorburn, Chair of the Remuneration, Appointments and Nominations Sub-Committee | |
| Presented by: | Mhairi Wylie, Chair of the SFRS People Committee | |
| Links to Strategy and Corporate Values | | |
| This links to all seven outcomes of the SFRS Strategic Plan 2022-25 and SFRS values. | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>RANSC</i> | <i>8 June 2023</i> | <i>For Information</i> |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Decision</i> |



**People Committee
&
Remuneration, Appointments and Nominations Sub-Committee**

Committee Assurance Statement

2022/23

1 Purpose

The purpose of this statement is to give an overview of the added value of the People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) over the period April 2022 – March 2023, in their roles as a Committee/Sub-Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

2 Background

The overall purpose of the PC and RANSC is to provide strategic advice and direction on matters affecting employees and to ensure that arrangements support the strategic aims and ethos of the SFRS.

3 Summary of the Committee's Work During 2022/23

Throughout the reporting period, the Committee has been keen to ensure that it focusses discussion, scrutiny and analysis around key aspects of work. Highlights of the work during the review period 2022/23 included:

- The continued monitoring of People and Organisational Development (POD) and Training, Safety and Assurance (TSA) performance and development through scrutiny, consideration and challenge of the reports and indicators provided.
- Workshops held on training improvement, in conjunction with the Service Delivery Committee (SDC) and separately to review key performance indicators for POD, the committee Terms of Reference (TOR) and its purpose.
- We continued to monitor and take assurance from the service around managing staffing levels, training and safety relating to operational delivery and the management of associated risks.
- The continued work to attract new talent and to support graduates and apprenticeships within the organisation.
- RANSC continued to lead negotiations on behalf of the employer around pay and terms and conditions, in respect of uniformed and support staff pay claims.
- The Employee Partnership Forum (EPF) continued to meet and discuss issues connected to gender and diversity.

The Committee/Sub-Committee reviewed their ToR in January 2023 to ensure its focus and responsibilities remained current and relevant. The proposed amendments to the ToR were subsequently agreed by the Board in April 2023.

4 Future Work Priorities of the Committee

The business which comes before the PC does not vary significantly from year to year and is primarily intended to obtain assurances on behalf of the Board, who are the statutory employer of all SFRS staff, regarding matters affecting employees. The RANSC formally report to the PC after each meeting. The business of the PC is set out in the ToR. These will be kept under review as necessary throughout 2023/24.

Reviews of the POD and TSA Quarterly Performance Reports and Committee Forward Plan feature regularly on the PC agenda and these enable future work priorities to be set. Work will continue in 2023/24 to support a review of the assurances received, and accounting for the new Performance Management Framework (PMF), as a new SFRS Strategic Plan 2022-25 has been agreed in response to the revised Fire and Rescue Framework produced by Scottish Government.

Work will continue to develop around gaining greater assurance and the efforts to build on increasing diversity to work towards a service that reflects the communities it serves. This includes understanding and taking assurance from the work to continue our journey around culture, inclusivity and positivity around both our workforce and work practices in everything we do.

Ongoing monitoring of the development of automated systems that allow for better data collection, analysis and literacy, taking assurance that the organisation continues to embrace opportunities to build in efficiency in the management and support of our staff.

Continued development of the Working Together Framework and the development and growth of the EPF participation and input.

Further enhancement of Talent Management and Development, particularly considering how we meet the ongoing skills and developmental needs of the organisation in a competitive market with a challenging resource picture.

5 Actions to Improve the Committee's Governance Arrangements

A workshop to discuss the purpose and effectiveness of the Committee was held in January 2023 to obtain the Committee members views in relation to current practices and to review the existing ToR. Overall, the conclusion was that the PC had the right skills and experience, was well led and well supported by POD and TSA colleagues, met with appropriate frequency, and provided good assurance to the Board.

The success of any organisation is critically related to the commitment and skill of its employees, and its adherence to the culture and values it espouses. These in turn are underpinned by the policies and procedures it has in place, the arrangements and opportunities for learning, training and development of staff so they may attain their full potential, and the quality of engagement and relations between the organisation and its representative bodies. The work of the PC and its RANSC seeks to assist the Chief Officer, the Strategic Leadership Team, POD Director and TSA Director and their teams to plan and deliver effective policies and actions in this regard and to provide appropriate assurance to the Board accordingly. It is recommended that the PC and RANSC continue to operate in this capacity and as felt necessary report matters to the Integrated Governance Forum for discussion amongst other Committee Chairs.

Mhairi Wylie
Chair of the People Committee

Fiona Thorburn
Chair of the Remuneration, Appointments and Nominations Sub Committee

May 2023



Report No: C/PC/15-23

Agenda Item: 10

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| Report to: | PEOPLE COMMITTEE | | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | | |
| Report Title: | SFRS MENTAL HEALTH AND WELLBEING PROVISION AND LIFELINES SCOTLAND TRAINING | | | | | | | |
| Report Classification: | For Scrutiny | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | | |
| | | A | B | C | D | E | F | G |
| 1 | Purpose | | | | | | | |
| 1.1 | To provide an overview of current Scottish Fire and Rescue Service (SFRS) mental health and wellbeing provision; an update on the future provision for Lifelines Scotland and further information on future plans for ongoing mental health training and support. | | | | | | | |
| 2 | Background | | | | | | | |
| 2.1 | It remains a strategic priority for the SFRS to prioritise the physical and psychological safety and wellbeing of staff through a vision which creates a more preventative approach and embeds a supportive culture which removes stigma; promotes the need to look after both physical and psychological health and provides early access to support and professional assistance. In response to this, the SFRS Mental Health Strategy was launched in June 2020. | | | | | | | |
| 2.2 | Responsibility for delivery of the Strategy and associated Action Plan sits with the Mental Health and Wellbeing Group (MHWG), currently chaired by the Head of People with the action plan led by the People Directorate Wellbeing Team (WT). | | | | | | | |
| 2.3 | The SFRS Action Plan contains the 13 commitments included in our Strategy, which have been aligned to the six commitments of the UK's Blue Light Together "Mental Health at Work Commitment" signed by the senior leaders of the emergency service bodies in the UK. This enables SFRS to measure its success, report on impact of what is delivered, be accountable to stakeholders, be able to compare with other Services and allows transparency through reporting. | | | | | | | |
| 2.4 | <p>The key areas of work included in the action plan are:</p> <ul style="list-style-type: none"> • Prioritising mental health in the Workplace by developing and delivering a systematic programme of activity; • Proactively ensuring work design and organisational culture drives positive mental health outcomes; • Promoting an open culture around mental health; • Increasing organisational confidence and capability; • Providing mental health tools and support; and • Increasing transparency and accountability through internal and external reporting. | | | | | | | |

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| <p>2.5</p> <p>2.6</p> | <p>Thematic sub-groups have been established by the MHWG to support delivery of the action plan and are a key element of how current health and wellbeing provision is delivered across SFRS; these being:</p> <ul style="list-style-type: none"> • Document and Process Review Group to provide scrutiny across SFRS plans, processes and policies to consider alignment to wellbeing. • Mental Wellbeing Champion Implementation • Suicide Prevention to oversee the implementation of the Suicide Prevention Action Plan. • Wellbeing and Inclusion; focussing on the delivery of education and preventative campaigns • Training and Development; to consider options for the delivery and integration of mental health and wellbeing training across the Service. <p>Sub-groups include representation from internal stakeholders and partner organisations to ensure effective engagement and enhance capability and understanding of local needs. A recent review of the effectiveness of the current structure and resourcing of the sub groups has been carried out by the MHWG and the outcomes will inform future plans.</p> |
| <p>3</p> | <p>Main Report/Detail</p> |
| <p>3.1</p> <p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p> <p>3.1.5</p> <p>3.1.6</p> | <p>Overview of Current SFRS Mental Health and Wellbeing Provision</p> <p>Continued delivery of the action plan enables SFRS to further develop a range of measures that strengthen our existing mental health and wellbeing provision, in support of the physical and psychological wellbeing of staff. Much of this work is done through strong collaborations with valued partners and includes:</p> <p>The Mental Wellbeing Champion programme now has 268 volunteers, 212 Champions and 57 Lead Champion volunteers; with 162 currently live. 25 are currently on a temporary hold due to work or personal commitments and the remainder to complete training prior to going live.</p> <p>A strong partnership with the Rivers Centre continues the delivery of post incident support arrangements. This process is currently under review to ensure it remains fit for purpose and awareness and engagement across the Service is high.</p> <p>SFRS have long established relationships with the charitable sector that form part of our current wellbeing provision. The relationship with both the Fire Fighter’s Charity (FFC) and the Family Support Trust remains a cornerstone of the support available for SFRS employees and their families. The partnership with FFC has recently led to strong collaborative delivery of several SFRS wellbeing and inclusion campaigns and the active promotion of the MFFC app. We also continue to develop our partnerships with Prostate Cancer UK, the Maggie’s Centre, Macmillan Cancer support and Andy’s Man Club; setting up local groups accessible to the wider community.</p> <p>The SFRS has had a long-standing and successful partnership with Service Chaplains who provide support particularly in the areas of post incident and for those affected by bereavement.</p> <p>Work has progressed in terms of how we respond to crisis, with Occupational Health appointments being immediately available to staff in crisis and a strengthened triage process now in place. Improving access to information and immediate signposting is key in terms of how effectively crisis is managed with a recently launched Urgent Mental Health Support area on the i-Hub and across our other e-platforms.</p> |

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| 3.1.7 | In partnership with Public Health Scotland (PHS) and University of Glasgow we have supported the development and testing of a 'Recognising and Responding to Distress' e-module (part of Scottish Government's Distress Brief Intervention Programme), that will be implemented in the near future. |
| 3.1.8 | The Agile Working Framework provides an informal approach and greater flexibility around working hours, time and location of work. This can have a positive effect on the wellbeing of many colleagues by enabling better life/work balance and changing the way people work. |
| 3.1.9 | External provision of the Employee Assistance Programme continues and provides face to face counselling, a 24/7 helpline and access to a range of app-based wellbeing information. |
| 3.2 | Mental Wellbeing Training Provision |
| 3.2.1 | Increasing organisational confidence and capability requires the ability to: <ul style="list-style-type: none"> • ensure staff are suitably prepared and educated to have effective conversations about mental health, and where to signpost for support • train managers to think about mental health in all aspects of their role and on how to support all aspects of mental health in the workplace. |
| 3.2.2 | Therefore education, training and support should be provided throughout the employment lifecycle particularly as part of induction, leadership development and in preparation for retirement, ensuring regular refresher training is also provided. |
| 3.2.3 | In 2016 the Scottish Government (SG) commissioned the NHS Rivers Centre for Psychological Support to develop a project to promote the resilience and wellbeing of Scotland's volunteer emergency responders. This was extended to SFRS, Police Scotland and the Scottish Ambulance Service. Lifelines Scotland is a national project aimed at supporting the emotional and psychological wellbeing of people working, volunteering or retired from the three emergency services in Scotland. Currently new uniformed recruits receive training and information that encompasses mental health and trauma support at induction from Lifelines and the Rivers Centre. |
| 3.2.4 | Working in partnership, the Lifelines team created a range of resources on self-care and peer support. The resources include: <ul style="list-style-type: none"> • The www.lifelinesscotland.org website and an introductory online training module 'Staying Well Road Trip'. To date the website has been viewed circa 11,335 times and 1928 staff have completed the road trip. • 3 training modules during employment for staff and managers aimed at supporting personal wellbeing as well as that of colleagues and teams (ranging from 3-6 hours each) • A further Post Trauma Support training module aimed primarily at operational colleagues, relating to the types of incidents they attend and to support the delivery of psychological first aid (6 hours) • General toolkits and resources to improve the mental wellbeing of SFRS employees and the wider SFRS family including eg youth volunteers, the families of our employees and retired employees are available via the website. |
| 3.2.5 | In addition to these resources, Lifelines Scotland provide expert clinical advice and input to the wider Mental Health Strategy and Action Plan as well as helping develop relationships and supporting access to other public health bodies and services. |
| 3.2.6 | Whilst evaluation data collated from attendees following Lifelines modules is overall very positive and the quality of the offering is not cause for concern, the Service has not yet fully evaluated the impact of all interventions aimed at improving mental health and as such is unable to fully evidence the return on investment. Whilst the feedback is very positive, |

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| | <p>SFRS has continued to face challenges in maximising attendance at the courses and a number have been cancelled or run with low attendance. The reasons for this include:</p> <ul style="list-style-type: none"> • Operational availability to support the release of staff to attend. • The capacity for on-call staff to attend courses during times which may impact primary employment. • Attendance is not mandatory and relies on employees volunteering to attend. • Anecdotal evidence of perceptions that the nature and style of the courses is similar to therapy groups. • The need to attend the courses in a specific order resulting in multiple cancellations • A lack of dedicated organisational capacity to align course content and duration with SFRS and employee needs as well as dedicated administrative resource to support the promotion of courses and general course administration. • A breakdown of attendance is attached as Appendix A. |
| 3.2.7 | <p>An objective of the Lifelines project was to work with Services to train in-house staff to deliver the modules and mainstream mental wellbeing education into existing training programmes. Work is currently underway within the People Directorate in collaboration with Lifelines on how we may be able to use the content to support a more modular approach to support availability and operational capacity; which would include self-directed learning and how we can educate and train staff throughout the employment lifecycle.</p> |
| 3.2.8 | <p>The establishment of Lifelines for the tri-services was initially part funded by SG with additional Business Case funding provided by SFRS; and investment from the Firefighters Charity (FFC) as follows: 2020 / 2021 (extended into 21/22 due to Covid) – SG £138k for the 3 emergency services, SFRS £11k, FFC £35K. 2022 / 23 – SFRS £83k, FFC £35k. (No funding from SG) April – September 2023 – Funded by SG April 2023– March 2024 – Funded by FFC £35k</p> |
| 3.2.9 | <p>There is currently no SFRS funding allocated to Lifelines beyond March 2023 and the Resource Spending Review (RSR) requires the Service to consider very carefully how best to invest for maximum value to employee Wellbeing. This is also understood to be the case in the other two emergency services. The FFC will provide £35k to support SFRS contribution to Lifelines this year. Whilst SG is unlikely to provide longer term funding, as they commissioned and invested in Lifelines, they are likely to seek assurance that SFRS will implement alternative solutions to continue to support the mental wellbeing of our workforce, further demonstrating the need for SFRS to continue its commitment to having appropriate solutions in place.</p> |
| 3.3 | <p>Current Investment in SFRS Mental Health and Wellbeing Provision</p> |
| 3.3.1 | <p>The total investment by SFRS in mental health provision is currently £280,576 (breakdown shown in appendix B). This excludes:</p> <ul style="list-style-type: none"> • The resource cost of the wider SFRS Wellbeing Team (except the one FTE) • Costs associated with the delivery of the Mental Wellbeing Champion Programme. (Whilst there is a model in place that evaluates the financial impact to the Service, the programme has not been established long enough to provide meaningful data for a full evaluation.) |
| 3.4 | <p>Future Provision</p> |
| 3.4.1 | <p>Considering the enhancements and growing breadth and maturity of the in-house and partnership provisions, and taking into account the wider financial context, the Strategic Leadership Team recently agreed:</p> <ul style="list-style-type: none"> • That until March 2024, subject to the People Directorate’s capacity that we would continue to collaborate with Lifelines to integrate content into our leadership |

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| <p>3.4.2</p> | <p>development programmes (LDPs) and a train the trainer programme will be delivered to SFRS staff to develop in-house capability to deliver mental health training.</p> <ul style="list-style-type: none"> Continue leveraging relationships with a range of public sector bodies and charities on mental health, including access to free mental wellbeing resources through NHS Education for Scotland (NES); the Blue Light Together Website; the FFC and Public Health Scotland. The Leadership Development Service Framework may also provide access to some wellbeing related content. The People Directorate will consider how these could be used to deliver a longer-term solution which aligns more closely to Service needs and addresses the challenges outlined in section 3.2.6 above, by forming SFRS training modules and delivering these through a more blended and flexible learning approach throughout the employment lifecycle. <p>Beyond March 2024, Lifelines will consent to SFRS continuing to use current content free of charge subject to the terms in a Memorandum of Understanding (MoU). However, access to the Lifelines website if continued will cost each Service circa £2k per year. Regardless of future approach, its recognised that the post trauma support module requires specialist clinical expertise. However, as separate contract arrangements are in place with the NHS Rivers Centre to provide post trauma care to its employees, options to integrate the modules will be explored.</p> |
| <p>4</p> | <p>Recommendation</p> |
| <p>4.1</p> | <p>The Committee are asked to scrutinise the content of this report and future planned actions to enable continued delivery of the Mental Health Strategy particularly related to education and training support to employees.</p> |
| <p>5</p> | <p>Key Strategic Implications</p> |
| <p>5.1 5.1.1</p> | <p>Risk</p> <p>Without the implementation of a proactive and preventative model of wellbeing support, that aligns with the Mental Health Strategy, there is a potential risk in terms of the impact on staff attendance and therefore, the resilience of the Service.</p> |
| <p>5.2 5.2.1</p> | <p>Financial</p> <p>There is currently no SFRS funding allocated to Lifelines beyond March 2023 and the Resource Spending Review (RSR) requires the Service to consider how best to invest for maximum value to employee Wellbeing.</p> |
| <p>5.3 5.3.1</p> | <p>Environmental & Sustainability</p> <p>There are no implications anticipated.</p> |
| <p>5.4 5.4.1</p> | <p>Workforce</p> <p>The SFRS is committed to being an employer of choice and supporting a culture where protecting the health, safety and wellbeing of all employees matters.</p> |
| <p>5.5 5.5.1</p> | <p>Health & Safety</p> <p>Alignment with the associated Health and Safety legislation supports the physical and psychological wellbeing of our people.</p> |
| <p>5.6 5.6.1</p> | <p>Health & Wellbeing</p> <p>It is anticipated that the provision of preventative and proactive, mental health and wellbeing support, will have a positive impact on our culture and the health and wellbeing of our people; align with the SFRS Mental Health Strategy and the Mental Health at Work Commitment.</p> |

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| 5.7 5.7.1 | Training SFRS Lifelines training modules are currently delivered by Lifelines Scotland who will continue to work with SFRS to enable the delivery of integrated mental wellbeing training across SFRS programmes. |
| 5.8 5.8.1 | Timing It is anticipated that beyond the funding provision from the Fire Fighters Charity, SFRS will move to an alternative model of delivery. |
| 5.9 5.9.1 | Performance Mental Wellbeing performance will continue to be monitored and reported through existing governance channels. |
| 5.10 5.10.1 | Communications & Engagement Ongoing engagement with internal and external stakeholders will be required as an alternative delivery model for mental health and wellbeing progresses. |
| 5.11 5.11.1 | Legal SFRS has a duty to ensure, so far as reasonably practicable, the health safety and welfare at work of all employees under The Health and Safety at Work Act (1974). SFRS also has a legal obligation under the Management of Health and Safety at Work Regulations (1999), to ensure that arrangements are in place to make suitable and sufficient assessment of the risks to the health and safety of SFRS employees to which they are exposed whilst they are at work. |
| 5.12 5.12.1 | Information Governance DPIA Yes - Existing. |
| 5.13 5.13.1 | Equalities EHRIA Yes - Existing. |
| 5.14 5.14.1 | Service Delivery It is the aim of this paper provide an overview of the preventative work of SFRS in support of the wellbeing of its people. It is anticipated that the provisions of this paper will have a positive impact on the employee and their associated performance in the workplace. |
| 6 | Core Brief |
| 6.1 | Not applicable |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) |
| 7.1 | Director: Liz Barnes, Deputy Chief Officer (Strategic Leadership Team) |
| 7.2 | Level of Assurance: (Mark as appropriate) Substantial/ Reasonable / Limited / Insufficient |
| 7.3 | Rationale: Given the contribution that robust training makes to the delivery of the mental health strategy, any absence of this may result in non-delivery of a core element of the action plan. |
| 8 | Appendices/Further Reading |
| 8.1 | Appendix A – SFRS Lifelines Training Attendance Data |
| 8.2 | Appendix B – Cost of SFRS Mental Health and Wellbeing Provision |
| 8.3 | Appendix C - Lifelines Funding Options |
| 8.4 | Furth Reading: Welcome to Lifelines Scotland |

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| Prepared by: | Geri Thomson, Deputy Head of People | |
| Sponsored by: | Lyndsey Gaja, Head of People | |
| Presented by: | Geri Thomson, Deputy Head of People | |
| Links to Strategy and Corporate Values | | |
| 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. We will be the best employer we can be and will put the physical and mental health of our people at the forefront. | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Scrutiny</i> |

SFRS LIFELINES TRAINING ATTENDANCE DATA

The following shows the number of SFRS staff who have been trained from 2020 to date is:

| MODULE | NUMBER OF COURSES | ATTENDEES |
|--|--------------------------|------------------|
| Staying Well / Understanding Resilience (SWUR) | 91 | 942 |
| Supporting Colleagues/Team (SYC/T) | 66 | 466 |
| Post Trauma Support | 33 | 297 |
| TOTAL | 190 | 1705 |

Whilst the expert opinion of Public Health Scotland is that these attendance levels as a percentage of our workforce are high, the data demonstrates a loss of over circa 700 places on the courses delivered. This data excludes the number of events cancelled due to low numbers meaning the actual loss of places is significantly higher.

COST OF CURRENT SFRS MENTAL HEALTH AND WELLBEING PROVISION

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| Grade 6 FTE Adviser | £41,910 |
| Occupational Health Appointment (mental health) – 941 per annum @ £29.86 per hour | £28,098 |
| Heales (Occupational Health Physician contract) – 4 per year @ £360 per appointment | £1,440 |
| Employee Assistance Programme contract sum for 2022 | £15,575 |
| Rivers Centre 2022 | £108,553 |
| Lifelines 2022 | £83,000 |
| Chaplaincy 2022 | £2,000 |
| SFRS TOTAL | £280,576 |
| Contribution from the Fire Fighter's Charity to Lifelines | £35,000 |

LIFELINES FUNDING OPTIONS 2023/2024

| Item | Detail | Total cost | Cost per service |
|---|---|------------|------------------|
| Project Lead - (0.2 Band 8b*) 6 sessions | Salary costs April 2023 – June 2023 | £* | £* |
| Lifelines Training Advisor (0.5 Band 6) | Salary costs April 2023 – June 2023 | £6,000 | £6,000 |
| Project support / evaluation - (0.6 Band 5) | Salary costs April 2023 – June 2023 | £4,716 | £1,572 |
| Admin support - (0.4 Band 4) | Salary costs April 2023 – June 2023 | £3,084 | £1,028 |
| Staffing costs sub-total | | | £8,600 |
| 20% “on costs” for NHS Lothian | Contribution towards rent, equipment & other services | | £1,720 |
| Training and promotional materials | | £3,000 | £1,000 |
| Website and design costs | | £3,000 | £1,000 |
| Total | | | £12,320 |

| Item | Detail | Total cost | Cost per service |
|---|---|------------|------------------|
| Project Lead - (0.2 Band 8b*) 12 sessions | Salary costs April 2023 – September 2023 | £* | £* |
| Lifelines Training Advisor – (0.5 Band 6) | Salary costs April 2023 – September 2023 | £12,000 | £12,000 |
| Project support / evaluation - (0.6 Band 5) | Salary costs April 2023 – September 2023 | £9,432 | £3,144 |
| Admin support - (0.4 Band 4) | Salary costs April 2023 – September 2023 | £6,168 | £2,056 |
| Staffing costs sub-total | | | £17,200 |

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| 20% "on costs" for NHS Lothian | Contribution towards rent, equipment & other services | | £3,440 |
| Training and promotional materials | | £3,000 | £1,000 |
| Website and design costs | | £3,000 | £1,000 |
| Total | | | £22,640 |

| Item | Detail | Total cost | Cost per service |
|---|---|------------|------------------|
| Project Lead - (0.2 Band 8b*) 18 sessions | Salary costs April 2023 – December 2023 | £* | £* |
| Lifelines Training Advisor – (0.5 Band 6*) | Salary costs April 2023 – December 2023 | £18,000 | £18,000 |
| Project support / evaluation - (0.6 Band 5) | Salary costs April 2023 – December 2023 | £14,148 | £4,716 |
| Admin support - (0.4 Band 4) | Salary costs April 2023 – December 2023 | £9,252 | £3,084 |
| Staffing costs sub-total | | | £25,800 |
| 20% "on costs" for NHS Lothian | Contribution towards rent, equipment & other services | | £5,160 |
| Training and promotional materials | | £3,000 | £1,000 |
| Website and design costs | | £3,000 | £1,000 |
| Total | | | £32,960 |

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| Item | Detail | Total cost | Cost per service |
|---|---|------------|------------------|
| Project Lead - (0.2 Band 8b*) 24 sessions | Salary costs April 2023 – March 2024 | £4,320* | £1440* |
| Lifelines Training Advisor – (0.5 Band 6*) | Salary costs April 2023 – March 2024 | £24,000 | 24,000 |
| Project support / evaluation - (0.6 Band 5) | Salary costs April 2023 – March 2024 | £18,864 | £6,288 |
| Admin support - (0.4 Band 4) | Salary costs April 2023 – March 2024 | £12,336 | £4,112 |
| Staffing costs sub-total | | | £35,840 |
| 20% “on costs” for NHS Lothian | Contribution towards rent, equipment & other services | | £7,168 |
| Training and promotional materials | | £3,000 | £1,000 |
| Website and design costs | | £3,000 | £1,000 |
| Total | | | £45,008 |

PEOPLE COMMITTEE

6 JUNE 2023

Briefing Note – Response to Staff Survey Engagements

The purpose of this briefing is to provide the People Committee with an overview of the various employee engagement activities and surveys that have taken place since the last full staff survey in 2018 and to highlight to Committee the common themes identified and actions taken / in progress. It is also to provide a brief outline of the intended approach for thematic and service wide Staff Surveys for 2023-24.

PEOPLE COMMITTEE

6 JUNE 2023

Briefing Note – Cultural Review Workshop Outcomes

The purpose of this briefing is to provide the People Committee with an update on the work that has been undertaken to date to shape the draft SFRS Cultural Action Plan, including benchmarking against the recent London Fire Brigade and HMICFRS reports. This update will also include the planned approach to understanding the culture within the Service that will be used to inform the further development of Management and Leadership Capability Programmes.

PEOPLE COMMITTEE

6 JUNE 2023

Briefing Note – Learning Needs Analysis 2022-23

The purpose of this briefing is to provide the People Committee with an analysis of the Service-wide Learning Needs Analysis (LNA) for 2022-23, an update of the revised 2023-24 LNA arrangements and to ask the People Committee to consider requirement, frequency and format for future updates.



Report No: C/PC/16-23

Agenda Item: 14.1

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|-------------------------------|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | PEOPLE COMMITTEE RISK UPDATE | | | | | | |
| Report Classification: | For Scrutiny | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to provide the People Committee (PC) with a risk report identifying Directorate risks and controls pertinent to the business of the Board. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks. | | | | | | |
| 2.2 | The Audit & Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register. | | | | | | |
| 2.3 | All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee. | | | | | | |
| 2.4 | The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation. | | | | | | |
| 2.5 | Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review. Work is currently being undertaken to review registers as part of the Q4 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"> • Appendix 1d – 6 closed controls • Appendix 1e – 3 closed risks | | | | | | |

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|---|---|
| <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p> | <ul style="list-style-type: none"> • Appendix 1f – 2 rating change • Appendix 1g – 4 new risk • Appendix 1h – 7 new controls <p>In relation to Appendix 1e - 3 risks have been closed from TSA.</p> <p>In relation to Appendix 1g - 4 new risk was identified from TSA.</p> <ul style="list-style-type: none"> • TSA012 relates to insufficient staff capacity and resources available to be able to reschedule and deliver any courses cancelled due to Industrial Action. • TSA013 relates to not being able to demonstrate legislative compliance because of the inadequate hazard identification and risk controls, inadequate polices and procedures, and failure to maintain management arrangements/HSMS. • TSA014 relates to of not being able to demonstrate legislative compliance because of gaps identified in risk control measures, management arrangements and alignment with recognised standards. • TSA015 relates to insufficient resources within SA to meet the changing needs of the service due to the impact of new and emerging organisational priorities, failure to attract and retain suitably qualified and experienced candidates etc. <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> <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> |
| <p>4</p> | <p>Recommendation</p> |
| <p>4.1</p> | <p>The People Committee is asked to:</p> <ul style="list-style-type: none"> • Scrutinise the People Committee Risk Report. • Identify future risk spotlights to be provided to the Board. |
| <p>5</p> | <p>Key Strategic Implications</p> |
| <p>5.1</p> <p>5.1.1</p> <p>5.1.2</p> | <p>Risk</p> <p>The report identifies risks from each Directorate together with controls to minimise the likelihood and impact upon the Service. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.</p> <p>Failure to manage risk appropriately may impact upon the priorities of the Service and, depending upon the nature of the risk, the reputation of the Service.</p> |
| <p>5.2</p> <p>5.2.1</p> | <p>Financial</p> <p>The report identifies risks from each Directorate together with controls to minimise the likelihood and impact. Financial implications arising from decisions taken will be managed by the relevant Directorate.</p> |

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| 5.3 5.3.1 | Environmental & Sustainability Any implications arising from the report will be managed by the relevant Directorate. |
| 5.4 5.4.1 | Workforce Any implications arising from the report will be managed by the relevant Directorate. |
| 5.5 5.5.1 | Health & Safety Any implications arising from the report will be managed by the relevant Directorate. |
| 5.6 5.6.1 | Health & Wellbeing Any implications arising from the report will be managed by the relevant Directorate. |
| 5.7 5.7.1 | Training Any implications arising from the report will be managed by the relevant Directorate. |
| 5.8 5.8.1 | Timing The report is provided to the Audit and Risk Assurance Committee on a quarterly basis as required. |
| 5.9 5.9.1 | Performance The risk report is used to ensure risks are identified and suitably managed by relevant Directorates. |
| 5.10 5.10.1 | Communications & Engagement Any implications arising from the report will be managed by the relevant Directorate. |
| 5.11 5.11.1 | Legal Any implications arising from the report will be managed by the relevant Directorate. |
| 5.12 5.12.1 | Information Governance DPIA completed - No. The report provides a summary of risks and actions to be taken by Directorates, and named individuals, to manage any significant risk identified. The responsible Directorate will ensure that any relevant DPIA is completed as required. |
| 5.13 5.13.1 | Equalities EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate. |
| 5.14 5.14.1 | Service Delivery Any implications arising from the report will be managed by the relevant Directorate. |
| 6 | Core Brief |
| 6.1 | Not applicable. |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) |
| 7.1 | Director: John Thomson, Acting Director of Finance and Procurement |
| 7.2 | Level of Assurance: (Mark as appropriate) Reasonable: There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales. |
| 7.2 | Rationale: The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns. |

| | | |
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| 8 | Appendices/Further Reading | |
| 8.1 | Appendix 1 – People Committee Risk Report | |
| Prepared by: | Tracy Shankland, Risk & Insurance Officer | |
| Sponsored by: | David Johnston, Risk and Audit Manager | |
| Presented by: | Lyndsey Gaja, Head of People | |
| Links to Strategy and Corporate Values | | |
| Risk Management 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: | | |
| Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public. | | |
| <ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Scrutiny</i> |

People Committee Risk Report 2022-2023 Q4



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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

Aligned Directorate Risk Summary

Appendix 1b

| Strategic Risk ID | Strategic Risk | Directorate Risk | Risk Name | Summary | Risk Owner | Risk Rating (PxI) | Committee | Executive Board |
|-------------------|--------------------------------------|------------------|---------------------|--|---|-------------------|-----------|-----------------|
| 5 | Skilled, trained and motivated staff | POD004 | Staff Recruitment | The risk of being unable to support recruitment of staff across the SFRS, in a timely manner and aligned with workforce planning requirements due to prolonged recruitment processes or delayed/unplanned recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services. | Head of People and Organisational Development | 16 (4 x 4) | PC | PB |
| 5 | Skilled, trained and motivated staff | 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. | Head of People and Organisational Development | 16 (4 x 4) | PC | PB |

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| Strategic Risk ID | Strategic Risk | Directorate Risk | Risk Name | Summary | Risk Owner | Risk Rating (Pxl) | Committee | Executive Board |
|-------------------|--------------------------------------|------------------|--|---|---|-------------------|-----------|-----------------|
| 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 | 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 |
| 5 | Skilled, trained and motivated staff | 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. | Head of People and Organisational Development | 15 (5 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 |
|-------------------|--------------------------------------|------------------|-------------------------------|---|---|-------------------|-----------|-----------------|
| 5 | Skilled, trained and motivated staff | SD006 | Statutory Duties | <p>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</p> <ul style="list-style-type: none"> - The Fire (Scotland) Act 2005, - The Fire and Rescue Framework for Scotland 2016, - The Fire (Additional Function) (Scotland) Order 2005, - Regulation 11 of the Building (Procedure) (Scotland) Act 2004 | Director of Service Delivery | 12 (3 x 4) | PC | PB |
| 4 | Legal and regulatory compliance | TSA005 | Health and Safety Legislation | <p>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.</p> | Head of Safety and Assurance | 9 (3 x 3) | PC | NSAB |
| 5 | Skilled, trained and motivated staff | POD005 | Employee Wellbeing | <p>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.</p> | Head of People and Organisational Development | 6 (2 x 3) | PC | PB |

Directorate Risk Control Summary

Appendix 1c

| SR ID | Risk ID | Risk | Action Description | Owner | Est Date | Status | Control Comments | Risk Rating (Pxl) | Target Rating (Pxl) | 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 - 90% | 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 | POD013 | POD Staff Wellbeing | 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 | 16 (4 x 4) | 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 (Pxl) | Target Rating (Pxl) | Committee | Executive Board |
|-------|---------|---------------------|--|------------------------------------|----------|-------------|--|-------------------|---------------------|-----------|-----------------|
| 5 | POD013 | POD Staff Wellbeing | Ensuring POD workplan is regularly reviewed in light of shifting organisational requirements, realigning resources and replanning work as required | Head Of POD | Dec-23 | Green - 10% | Work is currently ongoing in this area. | 16 (4 x 4) | 4 (2 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | TSA / LSO NSDA Instructor merger | AC Michael Humphreys / GC A Wright | Apr-23 | Green - 80% | TSA / LSO merger / restructure now established with the NSDA. Final confirmation of structure and SC positions still required. Report to be produced on the merger and lessons learned for the end of Q4 | 16 (4 x 4) | 8 (4 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | Targeted Training CC / WC promotion process. | GC Andy Galloway | Apr-23 | Green - 80% | National CC / WC process now complete along with placement meeting. Still a number of vacant posts within the NSDA. Other options to fill these vacancies are currently being explored. | 16 (4 x 4) | 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 (Pxl) | Target Rating (Pxl) | Committee | Executive Board |
|-------|---------|--------------------|---|--------------------------------------|----------|-------------|---|-------------------|---------------------|-----------|-----------------|
| 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 - 80% | 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. Further meeting scheduled in Feb to finalise scheduling of courses. | 16 (4 x 4) | 8 (4 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | Implementation of secondment opportunities within Training. | All Training GC's (GC Andy Galloway) | Apr-23 | Green - 60% | Current vacant training positions within the National structure being looked at to see where they could be converted into a post for re-engagement (possibly job share) or secondment. | 16 (4 x 4) | 8 (4 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | Re-engagement of staff with appropriate skills to aid training delivery. | GC Stuart Watson GC Andy Galloway | Apr-23 | Green - 90% | This control action is now complete as set criteria for specific roles are now in place. Currently scoping out the possibility of re-engagement of 5 members of staff into specific roles. This process is ongoing with support from Workforce planning colleagues. | 16 (4 x 4) | 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 (Pxl) | Target Rating (Pxl) | Committee | Executive Board |
|-------|---------|--------------------|---|-----------------------------------|----------|-------------|---|-------------------|---------------------|-----------|-----------------|
| 5 | TSA011 | Training Resources | Decentralisation of business partnering model. (Year 1 of 3yr strategy) | All Training GC's | Apr-25 | Green - 70% | Localised Training delivery for both Acquisition and Refresher courses being used for all courses that local facilities allow. Instructor merger / restructure process currently underway in the ESDA. | 16 (4 x 4) | 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 | Apr-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. Ongoing. | 16 (4 x 4) | 8 (4 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | Central Staffing (CS) restructure with the addition of a new Training resourcing Team. | GC Brian Nelson / Paula Frederick | Apr-23 | Green - 85% | Regular meetings are scheduled between CS restructuring project team and leads within Corporate Admin to discuss the transfer of tasks out of the newly formed CS team C roles and the ability of Corporate Admin to absorb these tasks. This may produce some capacity issues. | 16 (4 x 4) | 8 (4 x 2) | PC | PB |
| 5 | TSA011 | Training Resources | Amendment to the Emergency Response Drive (ERD) reassessment delivery model. | GC Andrew Galloway | Apr-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 | 16 (4 x 4) | 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 (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 |
| 5 | POD012 | Vocational and Apprenticeship Attainment | 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. | 15 (5 x 3) | 2 (2 x 1) | 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 | 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 | Mar-23 | Green - 95% | The final report has been submitted to SMB for review and the time line will be driven by their feedback. | 12 (3 x 4) | 8 (2 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. | 12 (3 x 4) | 8 (2 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 |
|-------|---------|-------------------------------|--|---|----------|-------------|---|-------------------|---------------------|-----------|-----------------|
| 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 Seeking extension on due date 31/06/2023 | 9 (3 x 3) | 6 (2 x 3) | PC | NSAB |
| 5 | POD005 | Employee Wellbeing | Reduce risk from Contaminants | Gerri 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 | Gerri 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 |

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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 | POD005 | Employee Wellbeing | Strengthen Health and fitness arrangements | Gerri 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 |
| 5 | POD005 | Employee Wellbeing | Implement agreed action plan milestones for 2021/22 aligned to Mental Health Strategy | Gerri 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 |

Directorate Closed Control Summary

Appendix 1d

| Control Description | Risk ID | Risk Name | Risk Description | Control Comments | Control Owner | Committee | Executive Board |
|--|---------|-------------------------------|--|--|---|-----------|-----------------|
| Health and Safety Department enhancing Directorate SharePoint sites and TASS Library | 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. | Enhancement of TASS library ongoing. TASS Module Timeline & paper developed. Closing & re-opening more appropriate worded risk reflective of compliance with HS legislation and enhancing HSMS elements to reflect same. | Head of Health and Safety and Assurance | PC | NSAB |
| Consideration of securing budget for 2022-23 to procure an "off the shelf" system | 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. | Paper complete and presented to SA FMT in agreement with ICT this will progress in-house. | Head of Health and Safety and Assurance | PC | NSAB |

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| Control Description | Risk ID | Risk Name | Risk Description | Control Comments | Control Owner | Committee | Executive Board |
|---|---------|-------------------------------|--|--|------------------------------|-----------|-----------------|
| Development of alternative processes to ensure legal 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. | Current arrangements reviewed to ensure alternatives to TASS are available to ensure legal compliance. | Teresa Kelly | PC | NSAB |
| 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 | 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 | Funding secured for positions. | 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 |
|--|---------|-----------------|--|--|------------------------------|-----------|-----------------|
| Development day(s) to be held to re-establish priorities, in discussion with partner directorates, reallocating work aligned to business requirements. | 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 | SA Development Day (1) complete, further development day scheduled for 17th November 2022. Completed December 2022. Further function & directorate development days to be planned. Will be monitored through TSA015. | Head of Safety and Assurance | PC | NSAB |
| Seek approval to fill all vacant posts and carry out a recruitment process | 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 | Approval to fill vacancies received from DCO. Recruitment process has been initiated. All current vacancies approved by DCO. Ongoing review of structure and staffing requirements will be monitored through TSA015. | Teresa Kelly | PC | NSAB |

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 |
|---------|-------------------------------|--|----------------|---------------------------------|---|------------------------------|-----------|-----------------|
| 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 | 8 | Improve performance | Risk Rating now at target. Propose removal from Directorate Risk Register. Maintain on Functional Risk Register. | Head of Safety and Assurance | PC | NSAB |
| 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. | 4 | Legal and regulatory compliance | Propose closure of this risk and creation of new risk more accurately defining risk associated with legal compliance. | Head of Safety and Assurance | PC | NSAB |

OFFICIAL

| Risk ID | Risk Name | Risk Description | Parent Risk ID | Parent Risk Name | Closure Reason | Risk Owner | Committee | Executive Board |
|---------|-----------------|--|----------------|--------------------------------------|--|------------------------------|-----------|-----------------|
| TSA010 | Staff Resources | There is a risk of there being insufficient staff capacity and resources available to meet Service demand with regard to improvement plans and HSMS due to the impact of pension changes within uniformed staff, retirement and the current job market and loss of continued funding for H&S staff. This could result in criminal/civil litigation and associated financial and reputational cost, adverse scrutiny and an impact upon the well being of staff | 5 | Skilled, trained and motivated staff | Propose closure of this risk and creation of new risk more accurately defining risk associated with staff resourcing | Head of Safety and Assurance | PC | NSAB |

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 |
|---------|--------------------------------------|--------------------|---|------------------|---|---------------------------|---------------------------|-----------|-----------------|
| 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 Increased; Impact from this risk has been increased from 12 to 16 due to the instructor situation in both ACAM & WIOS and the negative effect it is having on training delivery. | 16 (4 x 4) | 12 (4 x 3) | PC | PB |

OFFICIAL

| Risk ID | Parent Risk | Risk Name | Risk Description | Risk Owner | Change Reason | Current Risk Rating (Pxl) | Initial Risk Rating (Pxl) | Committee | Executive Board |
|---------|--------------------------------------|------------------|---|------------------------------|---|---------------------------|---------------------------|-----------|-----------------|
| SD006 | Skilled, trained and motivated staff | Statutory Duties | <p>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</p> <ul style="list-style-type: none"> - The Fire (Scotland) Act 2005, - The Fire and Rescue Framework for Scotland 2016, - The Fire (Additional Function) (Scotland) Order 2005, - Regulation 11 of the Building (Procedure) (Scotland) Act 2004 | Director of Service Delivery | Probability Decreased; With the contribution to the control measures associated with the risk it was agreed by DMT that the probability is reduced from 4 to 3. | 12 (3 x 4) | 16 (4 x 4) | PC | PB |

New Directorate Risks

Appendix 1g

| Risk ID | Risk Name | Risk Description | SR ID | Strategic Risk Name | Risk Owner | Target Date | Current Risk Rating (PxI) | Target Risk Rating (PxI) | Committee | Executive Board |
|---------|------------------------------------|--|-------|---------------------------------|------------------------------|-------------|---------------------------|--------------------------|-----------|-----------------|
| TSA013 | Health and Safety Legal Compliance | There is a risk of not being able to demonstrate legislative compliance because of the inadequate hazard identification and risk controls, inadequate polices and procedures, and failure to maintain management arrangements/HSMS resulting in adverse regulatory interventions, failure to align the HSMS to ISO45001 at the required pace to meet the strategy targets, criminal/civil litigation, and reputational damage. | 4 | Legal and regulatory compliance | Head of Safety and Assurance | Mar-23 | 12 (4x3) | 4 (2x2) | PC | NSAB |
| TSA014 | Health and Safety Legal Compliance | There is a risk of not being able to demonstrate legislative compliance because of gaps identified in risk control measures, management arrangements and alignment with recognised standards resulting in potential criminal/civil litigation, and reputational damage. | 4 | Legal and regulatory compliance | Head of Safety and Assurance | Mar-23 | 16 (4x4) | 4 (2x2) | PC | NSAB |

OFFICIAL

| Risk ID | Risk Name | Risk Description | SR ID | Strategic Risk Name | Risk Owner | Target Date | Current Risk Rating (Pxl) | Target Risk Rating (Pxl) | Committee | Executive Board |
|---------|---------------------------------|---|-------|--------------------------------------|------------------------------|-------------|---------------------------|--------------------------|-----------|-----------------|
| TSA015 | Staff Resourcing and Capability | <p>There is a risk of insufficient resources within SA to meet the changing needs of the service due to the impact of new and emerging organisational priorities, failure to attract and retain suitably qualified and experienced candidates etc.</p> <p>This may result in reduced engagement with employees, an inability to enhance the delivery model to complete the 2022-26 HS Strategy, criminal/civil litigation, and associated financial and reputational cost, adverse scrutiny and an impact upon the well-being of staff.</p> | 5 | Skilled, trained and motivated staff | Head of Safety and Assurance | Mar-23 | 16 (4x4) | 4 (2x2) | PC | NSAB |
| TSA012 | Training Recourses | <p>There is a risk of there being insufficient staff capacity and resources available to be able to reschedule and deliver any courses cancelled due to Industrial Action.</p> <p>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.</p> | 5 | Skilled, trained and motivated staff | Head of Training | Mar-23 | 20 (4x5) | 12 (4x3) | PC | PB |

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 |
|---------|--------------------|--|--|---------------|------------------|-------------|--|-----------|-----------------|
| TSA012 | Training Recourses | <p>There is a risk of there being insufficient staff capacity and resources available to be able to reschedule and deliver any courses cancelled due to Industrial Action.</p> <p>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.</p> | Review of current Instructor vacancies within Training to see if positions could be reallocated to aid filling | GC A Galloway | Mar-24 | Green - 50% | Meeting to take place with POD / Workforce planning to discuss the discrepancies within Training staff people in positions report | PC | PB |
| TSA012 | Training Recourses | <p>There is a risk of there being insufficient staff capacity and resources available to be able to reschedule and deliver any courses cancelled due to Industrial Action.</p> <p>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.</p> | Filling of vacant instructor posts from current CC and WC process | GC A Galloway | Mar-24 | Green - 80% | CC / WC process now complete along with placement meeting. Still a number of vacant positions within the NSDA. Other options to fill these vacancies are currently being explored. | 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 |
|---------|------------------------------------|--|--|---------------|------------------|-------------|--|-----------|-----------------|
| TSA012 | Training Recourses | <p>There is a risk of there being insufficient staff capacity and resources available to be able to reschedule and deliver any courses cancelled due to Industrial Action.</p> <p>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.</p> | Engagement with Stakeholders to determine the estimated critical courses that may be affected by IA in their Area and therefore require rescheduling as a priority | GC A Galloway | Mar-24 | Green - 20% | Local meetings planned with LSO Management teams once more information becomes available | PC | PB |
| TSA013 | Health and Safety Legal Compliance | <p>There is a risk of not being able to demonstrate legislative compliance because of the inadequate hazard identification and risk controls, inadequate polices and procedures, and failure to maintain management arrangements/HSMS resulting in adverse regulatory interventions, failure to align the HSMS to ISO45001 at the required pace to meet the strategy targets, criminal/civil litigation, and reputational damage.</p> | Develop a SA Culture Strategy | Teresa Kelly | Mar-24 | Green - 30% | Initial draft of strategy being developed. | PC | NSAB |

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| Risk ID | Risk Name | Risk Description | Control Description | Control Owner | Control Due Date | Performance | Control Comments | Committee | Executive Board |
|---------|------------------------------------|--|---------------------------------------|---------------|------------------|-------------|---|-----------|-----------------|
| TSA013 | Health and Safety Legal Compliance | There is a risk of not being able to demonstrate legislative compliance because of the inadequate hazard identification and risk controls, inadequate polices and procedures, and failure to maintain management arrangements/HSMS resulting in adverse regulatory interventions, failure to align the HSMS to ISO45001 at the required pace to meet the strategy targets, criminal/civil litigation, and reputational damage. | Conduct assurance and audit processes | Leigh McEwan | Mar-24 | Green - 50% | Support reviews are ongoing. Management Arrangement in development. | PC | NSAB |
| TSA014 | Health and Safety Legal Compliance | There is a risk of not being able to demonstrate legislative compliance because of gaps identified in risk control measures, management arrangements and alignment with recognised standards resulting in potential criminal/civil litigation, and reputational damage. | Gap Analysis for ISO 45001 | Leigh McEwan | Mar-24 | Green - 30% | Initial draft of Gap Analysis has commenced. | PC | NSAB |

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| Risk ID | Risk Name | Risk Description | Control Description | Control Owner | Control Due Date | Performance | Control Comments | Committee | Executive Board |
|---------|---------------------------------|---|---|---------------|------------------|-------------|---|-----------|-----------------|
| TSA015 | Staff Resourcing and Capability | <p>There is a risk of insufficient resources within SA to meet the changing needs of the service due to the impact of new and emerging organisational priorities, failure to attract and retain suitably qualified and experienced candidates etc.</p> <p>This may result in reduced engagement with employees, an inability to enhance the delivery model to complete the 2022-26 HS Strategy, criminal/civil litigation, and associated financial and reputational cost, adverse scrutiny and an impact upon the well-being of staff.</p> | <p>Develop strategic workforce plan and process that enable a workforce that will deliver Health and Safety Strategy 2022-2026.</p> | Teresa Kelly | Mar-24 | Green - 20% | <p>Review current structure and submit proposals through governance</p> | PC | NSAB |



**People Committee – 08 June 2023
Risk Spotlight Briefing Note
TSA017 – Training Capacity**

Submitted by: - Training, Safety and Assurance – ACO Andy Watt

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

- Increased need within Service Delivery to facilitate training as a result of the challenges created by the COVID-19 backlog and the pension remedy, thereby having the potential to affect the delivery of services and Firefighter Safety,
- Increased pressure on Training Function to deliver courses due to the prioritisation of Breathing Apparatus (BA), Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TV) training,
- Any review of the Service Delivery model might adversely impact the ability to deliver the training needed based on the requirements of a new Service Delivery Model.
- A requirement to align with the enactment of the Section 19 of the Road Safety Act, having an effect that will require a review of our Driver Training operating model, with a potential for incident response to be adversely affected.
- Challenges faced regarding the location and condition of some Training facilities, thereby having an effect on the facilitation of courses at some venues incurring longer travel distance, increased cost, and less time training on the subject matters and
- The above could lead to an inability to deliver all the training required to maintain competencies across all core skills, a negative impact on Firefighter Safety and Political / reputational or financial risk to the Function, Directorate and Service.

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

- Regular and structured Service Delivery Area (SDA) training liaison meetings with business partners in the East SDA, West SDA & North SDA continue to be held,
- The improved Training Needs Analysis (TNA) approach for 2023/24 provides a far greater ability to adapt at a national or local level and to meet local needs, TNA now undergoing local quarterly review to ensure course delivery meets the risk critical needs of the Local Senior Officer (LSO) Area,
- Core skill refresher courses prioritised based on i-Trent information and core competencies,
- Training delivery model utilising the improving Instructor availability as a result of the restructure of delivery models in each SDA to support areas of risk critical training where possible,
- All training courses being reviewed to see where further improvements can be made with regards to student / instructor ratios, and more efficient delivery models.
- Discussions with Scottish Fire and Rescue Service (SFRS) legal department regarding amendment to Road Traffic Act 1988 (section 124) legislation regarding an exemption for SFRS driving instructors to require to be Approved Driving Instructors (ADI) registered with the Driver and Vehicle Standards Agency (DVSA) to deliver Cat B training and
- Training partnership with Tri-Service partners utilising them for training delivery of various courses.

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

- Accelerated Training delivery ask for certain courses due to retirements and promotions,
- Resources / Facilities – Not all training sites have the Resources / Facilities for delivery of certain courses placing increased demand on those that do,
- Workload & Capacity – The rebalancing of Instructor capabilities for both core and specialist skills along with the introduction of Watch based instructors to aid training delivery currently will take time due to the increased need to focus on core training delivery and
- Current financial challenges with savings required which could impact on Resources / Facilities and Capacity.
- Contaminants considerations and guidance impacting on training delivery models.



Report No: C/PC/14-23

Agenda Item: 16.1

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|-------------------------------|--|---|-------------------|-------------------|-------------------|-------------------|---|
| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | CONTAMINANTS UPDATE | | | | | | |
| Report Classification: | For Information Only | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of the paper is to inform People Committee of the developments and planned direction for the management of contaminants in Scottish Fire and Rescue Service (SFRS). | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | In 2022, International Agency for research on Cancer (IARC) has classified occupational exposure as a firefighter as carcinogenic to human (Group 1). | | | | | | |
| 2.2 | <p>In January 2023, Professor Anna Stec, University of Central Lancashire (UCLan) Professor of Fire Toxicity, Anna Stec, published the results of her independent research. This concluded in the publishing of five reports in the Scientific Journal Report. The five Scientific Journal Reports are:</p> <ul style="list-style-type: none"> (i) Culture and awareness of occupational health risks amongst UK firefighters, (10 Jan 2023) (ii) Contamination of UK firefighter personal protective equipment and workplaces, (10 Jan 2023) (iii) Mental health of UK firefighters, (10 Jan 2023) (iv) Cancer incident amongst UK firefighters (10 Jan 2023) (v) Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000 – 2020 | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | Meeting structure and arrangements | | | | | | |
| | | Contaminants Group | | | | | Sub Contaminants Group |
| | Membership | Training Safety and Assurance (TSA), Response & Resilience, Finance & Contractual (FCS), People, Prevention and Protection (P&P), Service Delivery & Representative Bodies. | | | | | TSA, Operations, FCS, P&P, People, Service Delivery, TSA & Representative Bodies. |
| | Chair | Assistant Chief Officer (ACO) Andrew Watt | | | | | Jim Holden, Head of Safety and Assurance |
| | Frequency | Every 6 weeks. | | | | | Monthly. |

| | | |
|---|--|---|
| | Objective Determine technical, procedural and cultural solutions required to mitigate the risk of SFRS personnel and others. | Develop and implement solutions required to mitigate the risk to SFRS personnel who may be exposed to contaminants. |
| | Deliverables Review and approve deliverables from Sub Group Contaminants. | Develop and propose suitable and sufficient control measures to the Contaminants Group. |
| 3.2 | Priority Action: Health Surveillance | |
| 3.2.1 | Professor Anna Stec has been engaging with SFRS. Work is continuing with Professor Stec and the Fire Brigade Union (FBU) to progress trials and investigate opportunities to work with NHS Scotland to conduct health screening. | |
| 3.2.2 | To note, Professor Anna Stec was commissioned by the FBU to develop a comprehensive and evidence-based health monitoring programme with a number of Services including; Tyne & Wear, London and Greater Manchester. | |
| 3.3 | Priority Action: Recording of Exposure | |
| 3.3.1 | PRDPro, a software system currently utilised by SFRS, has the capacity to record current exposure data. This would offer a solution to recording contaminant exposure. | |
| 3.3.2 | SFRS continue to engage with Professor Stec to identify the reporting criteria. | |
| 3.4 | HSE Request to visit | |
| 3.4.1 | SFRS were commended by National Fire Chief Council (NFCC) for our proactive approach and early actions to mitigating the impact of Contaminants. Following the NFCC meeting in May, the Acting HM Principal Inspector of Health and Safety from the Health and Safety Executive (HSE) requested a visit to SFRS. It is envisaged the meeting will involve three members of the HSE visiting SFRS for one day and will include representation from the FBU. | |
| 3.4.2 | The HSE have expressed an interest in reviewing the decontamination systems and processes in place, how the practices have enhanced previous arrangements, Personal Protection Equipment (PPE), and equipment. Arrangements for the visit are being made by Jim Holden, Head of Safety and Assurance with an initial meeting on 24 May 2023. | |
| 3.5 | FBU Priorities/Engagement | |
| 3.5.1 | In light of the research, the FBU have launched the FBU DECON Campaign, listing priority actions. They are seeking the following from Fire Rescue Services and Government: | |
| | FBU DECON Campaign (National) | SFRS Engagement Status |
| Annual health monitoring, recording of exposure for all firefighters; | Consultation between ACO Watt/SFRS Leadership and Professor Anna Stec is ongoing to develop a phased approach to implementing annual health screening for firefighters through NHS Scotland. | Government FBU are lobbying government on the progression of presumptive legislation. |

| | | | |
|--------------|--|--|---|
| | Occupation recorded on heath, death certificates and similar records | PDRPro can facilitate the recording of firefighter exposure. Advise is being sought on the factors that should be recorded from Professor Anna Stec | |
| | DECON policies and training introduced across Fire Rescue Service in the UK. | Four members of SFRS have volunteered to participate with NFCC Contaminants Project. There is a total of nine work packages being developed by NFCC. (Internally) The development of LCMS Contaminants Awareness module is nearing completion. The Management Arrangement and Policy and Operational Guidance are being reviewed against the latest research, and implementation plan has been developed. | SFRS and FBU have discussed the requirement for financial support for this programme of work |
| | Facilities and contracts for PPE and workwear cleaning across all fire services | The Contaminants Implementation Plan will capture this workstream. | SFRS and FBU have discussed the requirement for financial support for this programme of work. |
| | Legislation ensuring proper compensation and protection for affected firefighters. | FBU are leading this initiative. | FBU are lobbying government on the progression of presumptive legislation. |
| | Other Engagement (Local) | | |
| | Comms Statement | Drafting of Joint Communications Statement | |
| | Collaboration on concerns raised on removal of Local Exhaust Ventilation (LEV) | FBU requested to collaborate with Safety and Assurance to develop a paper to bring to relevant governance. | |
| 3.6 3.6.1 | <p>Implementation Plan The purpose of the Implementation Plan is to convert SFRS strategic direction into specific management tasks and assist in managing implementation of contaminant control measures appropriately. The Implementation Plan is based the following topics:</p> <ul style="list-style-type: none"> • Prevention and Protection; • Culture and Behaviour; • Training and Awareness | | |

| | |
|-------|---|
| | <ul style="list-style-type: none"> • PPE and Equipment • Property Design • Health and Wellbeing • Impact and Evaluation • Communications |
| 3.6.2 | <p>Each project is assigned a timeframe; short term (0-3 months), medium term (3-12 months) or long Term (12+ months).</p> |
| 3.6.3 | <p>Consultation on the Draft Implementation Plan with Business Partners is due to begin in June 2023.</p> |
| 3.7 | <p>Action Taken So Far</p> <ul style="list-style-type: none"> • Health and Wellbeing have considered the appointment of a designated nurse practitioner for post diagnosis support; • Health and Wellbeing have introduced a data collection process to record, monitor and report on cancer diagnosis to include the type of cancer, age, gender, role, duty system etc.; • Property have ensured sufficient maintenance arrangements are in place for ventilation systems, water quality, asbestos management within SFRS premises; • Operational Intelligence reflects the risks and hazards of known contaminants within those risks collated on appliance tablets; • SFRS invited Professor Anna Stec to Contaminants meeting in 2018, with FBU Representatives; • Abby Hannah – Stedfast presented at Contaminants meeting in 2019; • Developed and implemented Healthy Lifestyle initiatives; Health Promotion Calendar and iHub publications; • Independent testing conducted on diesel extraction in a number of SFRS stations with findings based on scientific evidence resulting in no further action required; • Specification of new appliances reviewed with wipe clean materials incorporated into their design, BA stored in separate compartment, separation of clean/dirty areas, washing facilities from the appliance; • Research confirmed there is no specific footwear or station wear which will prevent the transfer of contaminants; • Health questionnaire implemented to include cancer focused screening questions during routine medical assessments; • Guidance on the transportation of contaminated kit and equipment issued; • Considered of use of Breathing Apparatus at Wildfires; sufficient tactical options are deployed by the Incident Commander to both firefighter medium and the use of BA to protect crews from exposure from smoke & particles from these types of incidents; • Considered the use of PPV Fans for longer to reduce exposure to contaminants. These fans are used by IC where relevant; • Standard Station Design documents for future new build stations/major developments encompasses controlling contaminants; • Reviewed exiting appliances to determine feasible alterations to promote reduction in contaminants; • Considered equipment storage over vehicle exhaust areas; • SFRS staff engaged with NFCC Contaminants workstreams; • Engaged with Professor Anna Stec on further research; • Developed a tile on LCMS with final review of Contaminants Awareness being conducted by TSA; • BA Decon doffing procedure – TfoC; • Training introduced decontamination arrangements on carbonaceous courses. |

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| 4 | Recommendation |
| 4.1 | The People Committee is asked to note the content of this report. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | There is a risk that failure to implement robust arrangements to manage contaminants may result in personal injury claims being brought against the SFRS. |
| 5.2 | Financial |
| 5.2.1 | There is significant capital and resource budget allocation required to progress the contaminants implementation plan. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | Not applicable. |
| 5.4 | Workforce |
| 5.4.1 | Potential impact of decontamination on operational resilience and resource availability which will be factored into the planning and implementation process. |
| 5.5 | Health & Safety |
| 5.5.1 | There is a risk that failure to implement robust arrangements to manage contaminants may result in non-compliance with the employers' duty of care under the Health and Safety at Work etc. Act 1974. |
| 5.6 | Health & Wellbeing |
| 5.6.1 | The implementation of arrangements for health surveillance for staff exposed to contaminants will ensure the effective monitoring and early diagnosis of illness potentially linked to contaminants. |
| 5.7 | Training |
| 5.7.1 | Service wide training required to support the implementation of procedures and safe systems of work and develop positive culture and behaviours related to contaminants. |
| 5.8 | Timing |
| 5.8.1 | There is significant political and public pressure for the SFRS to demonstrate progress of arrangements to manage the risks associated with contaminants therefore it is essential that appropriate resources are allocated to ensure this workstream is prioritised. |
| 5.9 | Performance |
| 5.9.1 | Implementation and application of arrangements will be monitored through existing and new assurance arrangements. |
| 5.10 | Communications & Engagement |
| 5.10.1 | Communications and engagement strategy required to ensure understanding and implementation of control measures. |
| 5.11 | Legal |
| 5.11.1 | There is a risk that failure to implement robust arrangements to manage contaminants may result in personal injury claims being brought against the SFRS and Health and Safety legislation. |
| 5.12 | Information Governance |
| 5.12.1 | DPIA completed Yes/No. If not applicable state reasons. No, but will be completed prior to publication of any documentation. |

| | | |
|---|---|--|
| 5.13 5.13.1 | Equalities EHRIA completed Yes/No. If not applicable state reasons. No, but will be completed prior to publication of any documentation. | |
| 5.14 5.14.1 | Service Delivery Potential impact of decontamination on operational resilience and resource availability which will be factored into the planning and implementation process. | |
| 6 | Core Brief | |
| 6.1 | Not applicable. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Andy Watt, Director of Training, Safety and Assurance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/Reasonable/Limited/Insufficient |
| 7.3 | Rationale: | A Reasonable level of assurance is provided. Whilst progress has been made to date with regards to work of the SFRS Contaminants Group, a significant number of workstreams and actions are still to be progressed. A future evaluation of the impact of actions implemented to mitigate the risk of Contaminants will also be required. |
| 8 | Appendices/Further Reading | |
| 8.1 | None | |
| Prepared by: | Teresa Kelly, Deputy Head of Safety and Assurance | |
| Sponsored by: | Jim Holden, Head of Safety and Assurance | |
| Presented by: | Andrew Watt, Assistant Chief Officer Director of Training, Safety and Assurance | |
| Links to Strategy and Corporate Values | | |
| <p>Strategic Plan 2022-2025: 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. Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people. Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.</p> | | |
| Governance Route for Report | | Meeting Date |
| <i>People Committee</i> | | <i>8 June 2023</i> |
| | | Report Classification/ Comments |
| | | <i>For Information</i> |

Report No: C/PC/17-23

Agenda Item: 16.2

| | | | | | | | | |
|-------------------------------|---|---|----------|----------|----------|----------|----------|----------|
| Report to: | PEOPLE COMMITTEE | | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | | |
| Report Title: | TRAINING FUNCTION UPDATE REPORT | | | | | | | |
| Report Classification: | For Information Only | Board/Committee Meetings ONLY | | | | | | |
| | | For Reports to be held in Private | | | | | | |
| | | Specify rationale below referring to | | | | | | |
| | | <u>Board Standing Order 9</u> | | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> | <u>G</u> |
| 1 | Purpose | | | | | | | |
| 1.1 | To provide an overview of Training Function activity to the People Committee in order to give them a greater degree of insight surrounding Executive governance updates. | | | | | | | |
| 2 | Background | | | | | | | |
| 2.1 | This approach has been developed to provide the Training, Safety and Assurance Directorate Management Team with a consolidated update across the Training Function workstreams and references. It also provides other key stakeholders with an opportunity to review Training activity and provided context as appropriate. It continues to be developed and improved upon based on feedback received. | | | | | | | |
| 3 | Main Report/Detail | | | | | | | |
| 3.1 | As detailed with Appendix A, this is a refined snapshot for the Training Function Update Report, please note that as this is an Executive style report that goes to various internal meetings. It should, however, still give a sense of the content/structure/approach being taken. | | | | | | | |
| 3.2 | Key areas to highlight: <ul style="list-style-type: none"> • A clear focus on the linkage (where appropriate) between our SFRS Annual Operating Plan, Risk Registers and Performance Management Framework. This continues to be a developing piece of work. • It has the benefit of ensuring that all the management team are aware of how their workstreams assist in mitigating risk and means the Training risk manager can then work with responsible persons to record and update our Training Directorate and Functional Risk Registers. • A link to our Continuous Improvement Programme (CIP), aligned to this report, again to ensure the recommendations are being progressed and this remains a focus for the responsible lead and Function as a whole to support and progress. | | | | | | | |
| 4 | Recommendation | | | | | | | |
| 4.1 | For the People Committee to note the content of this report and provide any feedback. | | | | | | | |

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| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | This report provides the space to align functional level risks and for action to be taken minimising any delay. |
| 5.2 | Financial |
| 5.2.1 | Not applicable |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | Not applicable |
| 5.4 | Workforce |
| 5.4.1 | It provides the management team with a holistic overview of workstreams and workload of the team, ensuring they are working towards the agreed objectives. |
| 5.5 | Health & Safety |
| 5.5.1 | Not applicable |
| 5.6 | Health & Wellbeing |
| 5.6.1 | Not applicable |
| 5.7 | Training |
| 5.7.1 | This report provides a more detailed overview of the workstreams. |
| 5.8 | Timing |
| 5.8.1 | The main report is updated during the 1 st and 3 rd week of every month by responsible managers to ensure it remains current. |
| 5.9 | Performance |
| 5.9.1 | The Training Function update report provides a clear linkage to our Key Performance Indicators and will continue to mature. |
| 5.10 | Communications & Engagement |
| 5.10.1 | This is used to provide updates to Directorates and Service Delivery Area's on the work of the Training Function. |
| 5.11 | Legal |
| 5.11.1 | Not applicable |
| 5.12 | Information Governance |
| 5.12.1 | DPIA completed Yes /No. If not applicable state reasons. No impact. |
| 5.13 | Equalities |
| 5.13.1 | EHRIA completed Yes /No. If not applicable state reasons. Report is for information only. |
| 5.14 | Service Delivery |
| 5.14.1 | Not applicable |
| 6 | Core Brief |
| 6.1 | Not applicable |

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| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Andy Watt, Director Training, Safety and Assurance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.2 | Rationale: | This provides the Director with a high level of assurance around the workstreams of the function and the linkage between our AOP, Risk Registers and KPI, along with the recommendations set out in our CIP. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A - Training Function Update Report | |
| Links to Strategy and Corporate Values | | |
| Strategic Plan 2022-25 | | |
| Training Strategy 2020-25 | | |
| Values of Safety and Teamwork | | |
| Prepared by: | Alasdair Cameron, Area Commander Training Function | |
| Sponsored by: | Bruce Farquharson, Deputy Assistant Chief Officer Head of Training | |
| Presented by: | Andy Watt, Assistant Chief Officer Director of Training Safety & Assurance | |
| Links to Strategy and Corporate Values | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>People Committee</i> | <i>08 June 2023</i> | <i>For information only</i> |

| TRAINING FUNCTION UPDATE | |
|---|---|
| <p>Clinical Governance (AOP SO2: Action 1, SO6: Action 1, Risk Ref: SR8, KPI's 2.18, 2.22)</p> | <p>Annual Report of Clinical Governance Technical Working Group now complete and submitted to SMB and SDC.</p> <p>Review strategy for Clinical Governance Working Group Action Plan being progressed</p> <p>Further meeting held with SFRS Legal in regard to Sign-off of SFRS / SAS Clinical Governance SLA, following return of document from SAS legal team with feedback on – around liabilities.</p> <p>Arrangements to rotate chair of Clinical Governance Technical Working Group, as per groups ToR agreed and Group Commander from Service Delivery Operations Function identified for role.</p> |
| <p>Wildfire (SO4: Action 1, Risk Ref: SR1, TFR17)</p> | <p>Training delivery strategy continues to be developed with a primary focus on Tier 2 & 3 course delivery timetable and allocation of wildfire delivery instructors & course facilitators. 16hr course level 2 delivery</p> |
| <p>Operational Competency (SO3: Action 1, Risk Ref: SR5, TFR7, KPI 2.25)</p> | <p>Operational Competence Strategy Group paper with proposed amendments to Training for Operational Competence principals has been produced and has been accepted by the Operational Competence Strategy Group. This will go to FMT meeting for next stage approval.</p> |
| <p>National Training Standards (AOP SO3: Action 10)</p> | <p>One outstanding National Training Standard review to be completed (Hazardous Materials) all others complete and published. Ongoing review plan is being formulated. Structure now formulated to monitor reviews.</p> |
| <p>Firefighting in Structures</p> | <p>Breathing Apparatus Instructor revalidation process and framework document is now complete. Framework and document now to be communicated for implementation and format can be used for other disciplines revalidation processes. Awaiting updated spreadsheet of Breathing Apparatus Instructor's to provide to LSO's.</p> |
| <p>Contaminants Group (AOP SO3: Action 1, Risk Ref: TFR 10)</p> | <p>GC Todd has been requested by the Contaminants Group to review the draft Contaminants Procedure & Operational Guidance and prioritise what can be achieved immediately, short term and long term and provide costings for this. This is a significant piece of work that will require further TSA resource to complete.</p> |
| <p>Driver Training (SO2: Action 1, Risk Ref TFR 12, 15)</p> | <p>Tri-Service Driver training collaboration group workstream now well established with monthly meetings and progression continuing a joint venture on Training Simulators. Awaiting communication from Lander to discuss simulator options, group to meet early May 2023 to progress.</p> <p>Discussions continuing with SFRS legal dept. with a view to amending Road Traffic Act 1988 (section 124) legislation. This is focused on including SFRS driving instructors in an exemption to require to be Approved Driving Instructors (ADI) registered with the Driver and</p> |

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| <p>ESDA NIP/LSO restructure</p> | <p>Vehicle Standards Agency (DVSA) to deliver Cat B training.</p> <p>SFRS now confirmed as member of UK Rural Skills (UKRS) alongside SAS. Work is underway to begin identifying possible staff to undertake instructor roles across all ATV based stations.</p> <p>Road Safety Act 1988 Section 19 update – Meeting held with Department for Transport (DfT) representative held on 3 May 2023. Enactment delayed from previously anticipated July 2023 to late 2023 (aspirational). Concerns remain around aspects and a full report is being prepared for information.</p> <p>Initial engagement session held 31 March 2023 with DACO/LSO Acton and GC Galloway. Constructive discussions had. Microsoft form instructor survey distributed across all Instructors within ESDA for feedback. Ongoing engagement sessions to be scheduled</p> |
| <p>Exercise Spring Puma 2 (AOP S02: Action 1, S04: Actions 1 & S06: Action 1, Risk Ref TFR 3)</p> | <p>Ongoing collaboration with Police Scotland for joint exercise Spring Puma 2. Utilising petrochemical site and train line. (Mass casualty exercise)</p> |
| <p>USAR (AOP S02: Action 1, S03: Action 1, S04: Action 1 & S06: Action 1 & Action 5, Risk Ref TFR 19)</p> <p>Water Rescue (AOP S02: Action 1, S03: Action 1 & S04: Action 1)</p> <p>Partnership working (AOP S02: Action 1)</p> | <p>Initial meeting held with Outreach Rescue to explore utilising NTC Cambuslang for SAS Confined Space training with collaborative training with SFRS discussed/agreed with a view to upskill staff and possible future refresher courses for SAS.</p> <p>Pilot course for Swiftwater Rescue Technician Operators and rescue from vehicles combined course to be run over 5 days and awaiting feedback, this is an efficiency saving of 1 day and will upskill existing and future personnel with the most common and dangerous rescue in flood water.</p> <p>Meeting held with Police Scotland to explore the sharing of off-site training venues inclusive of Risk Assessments.</p> <p>SAS collaboration training meeting with view to deliver specialist skills training and maintain competencies has been concluded. MoU to be agreed.</p> |
| <p>Wholetime Uniformed Instructors – Working Hours and Leave Policy (Risk Ref TFR 3, 5, 7 & 16)</p> | <p>A review of the Training Instructor T&Cs is scheduled. It has been 12 months since the new T&Cs were implemented.</p> |
| <p>Central Staffing Collaborative Restructuring – CS Team C – Training Planning + Scheduling (AOP SO3 Action 1 / Risk Ref TFR 3, 5 & 16)</p> | <p>The launch of the Note of Interest took place on 3 May 2023 (“soft” closing date 17 May 2023), positive return at this point</p> <p>The required resourcing / funding has been secured within the existing Training Budget to support transfer of a number of administration tasks from the Training Admin team to the Corporate Admin team (2 FTE posts required)</p> |

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| <p>Fire Ground Technicians – Harmonisation of T&Cs (Risk Ref TFR 3 & 5)</p> | <p>An analysis of current contractual arrangements of all Fireground Technicians has taken place and is currently being reviewed</p> <p>A review of all current Training Site locations is taking place looking at current numbers of Fireground Technicians and rota patterns utilised</p> |
| <p>Incident Command: (AOP SO2 Actions 1 & 4 / Risk Reg TRF 3, 5, 12)</p> | <p>Procurement Commodity Strategy almost complete for new Incident Command assessment and training package. Researching providers in Public Sector procurement framework to ensure process is robust. Potential cost of £90K.</p> <p>A SMARTEU led tri-service team held an initial meeting to identify and prioritise joint working opportunities within the Manchester Arena Inquiry (MAI) recommendations. A Training, Exercise and Learning (TEL) Structure along with a reporting and governance structure has been proposed to progress the findings to ensure all recommendations are acted upon and embedded across the tri-services of Scotland.</p> |
| <p>Trainee Firefighter Foundation Course 10 May 2023 (AOP SO2, S03 SO6: Action 1) (Risk Reg TFR 5, 7,10,12,16,17)</p> | <p>48 Trainees started on the 10 May 2023. This course will be delivered in the four-on-four-off format in two courses of 24.</p> |
| <p>SVQ</p> | <p>Learning and E-Development (LED) Team have been supporting POD with the hold that has been placed on SFRS. LED team have provided content for a Frequently Asked Questions (FAQ) document to be issued by the SVQ team. Further assistance also provided to support the Modern Apprentice programme, in particular, the assessment strategy. Significant assistance given aligning all Ff Unit to the standard and providing the option to POD to utilise PDRpro to host the SVQ evidence. The pdrPro solution is currently being developed and it is hoped that it will be available in early July for deployment. It is anticipated this can also be achieved at 'no cost'.</p> |
| <p>Performance Reporting</p> | <p>Meeting held on 11 May 2023 with Data Services to continue the discussion relating to the production of KPIs using the PowerBI reporting tool.</p> |



Report No: C/PC/18-23

Agenda Item: 16.3

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| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | TRAINING CONTINUOUS IMPROVEMENT PROGRAMME – UPDATE | | | | | | |
| Report Classification: | For Information Only | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this paper is to provide the People Committee with an update on the progress to implement the recommendations contained within the Scottish Fire and Rescue Service (SFRS) Training Continuous Improvement Programme (CIP). This report will be a “Live” document that will accurately reflect the current position of the CIP Action Plan and will be updated and presented within the governance meeting schedule as required. This will ensure all members of the Training, Safety and Assurance Directorate and associated groups are briefed to the most up-to-date progress position of the CIP. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | In 2019, the Training function published an extensive review of the Training and development of operational staff within the SFRS. This review generated 56 recommendations and formed the nucleus of the Training CIP. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | Whilst all 56 recommendations were accurate and viable at the time, the covid-19 pandemic brought significant changes to the working environment within the Training Function since the publication of the CIP in 2019. | | | | | | |
| 3.2 | In addition to the challenges of the Covid-19 pandemic and subsequent recovery plans, the Function experienced a significant increase in demand across all areas of training including Driver training, Specialist Rescue, Incident Command as well as consecutive Foundation courses, required due to the high retirement profile, exacerbated by the recent pensions remedy. | | | | | | |
| 3.3 | The Training Function also implemented new Instructor terms and conditions, providing a 7-day delivery model, using technology to deliver training remotely and working in partnership with colleagues in Service Delivery to, where possible, deliver courses locally and at the point of need. | | | | | | |
| 3.4 | Due to these challenges and the change in working environment, a review of the CIP was carried out by the programme manager in May 2022, to ascertain which recommendations were still viable and explore options on how best to progress these. | | | | | | |

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| 3.5 | <p>Following this review, it was determined that;</p> <ul style="list-style-type: none"> • 22 recommendations were complete. • 4 recommendations were no longer viable as they do not provide financial, efficiency or equality benefits to the SFRS. (Rec's 2, 11, 21 & 35 within CIP Action Plan - Appendix A). • 7 recommendations would be transferred to other projects within SFRS (6 to the Staffing Solutions Team (SST) and 1 to PTFAS project). • 23 recommendations would be delivered by the identified Training Function leads and their teams. |
| 3.6 | <p>From the 23 recommendations initially identified and allocated to Training Function leads, 8 of these have now been completed.</p> <ul style="list-style-type: none"> • Rec 10 – Establishing a “centre of excellence” for trainee firefighters at NTC The Centre of Excellence has been established delivering Wholetime practical selection tests as well as the Trainee Firefighter Foundation Programme by a cadre of dedicated instructors. The development of the Training Function Performance and Quality Assurance standards will see all Training sites across SFRS striving to be Centres of Excellence. • Rec 29 – Production of electronic instructor training manuals Instructor guidance notes including video content are being produced to support National Training Standards across all core and specialist training. These guidance documents will be reviewed through the Training Function Performance and Quality Assurance arrangements. • Rec 32 – Move from one size fits all for ERD courses ERD courses are now structured to ensure the most effective use of time and instructor availability. ERD courses are now designed for the urban, rural and remote rural environments (No Section 19 mainland variations currently available to SFRS). A Scottish Islands Speed Training Course has been agreed with the Department of Transport (DfT) (1-1, 40 hours). Discussions between SFRS and the DfT continue in relation to Section 19 of the Road Safety Act. • Rec 33 – Review of student/instructor ratio for ERD courses Work continues in this area under BAU to identify efficiencies and increase capacity and throughput of new Cat C drivers. ERD courses will be delivered from Q1 2023 on a 2:1 (Student / Instructor) ratio over 4 days aligning with wholetime (WT) shift pattern. • Rec 36 – Utilise current OA process to re-accredit IC competencies This is a Candidate led process with the ability to extend the ICA refresher assessment period by 2 years (standard refresher assessment period is 2 years (not exceeding 3 years)). • Rec 44 – Review Rope Rescue & Safe Working at Height instructor cadre This has been achieved and succession planning continues within this specialism. • Rec 45 – Introduce (Knowledge Applied Technical Assessments (KATA) approach to re-accredit Water Rescue Water Rescue KATA sessions are now being delivered to quality assure station-based training. KATA sessions are now imbedded within Water Rescue training delivery. A fully scheduled programme is in place for 2023/2024. |

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| 3.7 | <ul style="list-style-type: none"> • Rec 47 – Introduction of a development pathway for Water Tac ad role Water SMEs upskilled by Rescue 3 to allow for course design to take place for delivery across 3 SDAs in 2023/2024. Water and Flood Tac Ad paper approved through TSA governance. Tac Ad course scheduled for February 2023. <p>Additionally, of the 23 recommendations allocated to Training Function leads 3 recommendations were deemed deferred for progression in the May 2022 review. These 3 recommendations detailed below have now been allocated to GC McGill who has assessed the actions contained within all 3 recommendations and has now progressed these recommendations and updated their status within the CIP Action Plan to “In Progress”. This positive action and renewed ownership of these original recommendations aligns to the “live” status of the CIP Action Plan and reflects the guidance of the TSA Director in creating a progressive and evolving Continuous Improvement Action plan that highlights the innovative and positive activity within the Function leading to improved levels of effectiveness and efficiency to support, maintain and improve firefighter safety.</p> <ul style="list-style-type: none"> • Rec 42 - Ascertain practicalities of introducing dedicated instructors for specialist areas e.g. Health& Safety, P&P, Hazmat • Rec 46 - Review method for training HVP operators, utilising SRTI's • Rec 48 - The implementation of a progressive pathway and a move away from individual accreditation onto a “top tier” only accreditation model for Water Rescue |
| 3.8 | <p>From the 7 recommendations transferred to other projects across SFRS, 2 of these are now complete:</p> <ul style="list-style-type: none"> • Rec 14 – Introduction of pre-mandatory modules for trainees prior to attending the Foundation course Trainee candidates now complete e-learning materials / packages on SFRS Code of Conduct, Discipline, Managing Yourself and Team Building prior to attending their Foundation Course • Rec 16 – Post course development for migrating RDS staff should be considered on an individual basis April 2022 recommendation passed to the Staffing Solutions Team (SST). December 2022 - Migration Pilot including application stage confirmation of skills acquisition delivered, with full policy to be developed by NOCLF. |
| 3.9 | <p>Following the closing of the SST, 4 recommendations (12,15.18 & 19) were transferred back to the Training Function and allocated to Training Function leads who are continuing to progress these recommendations. Recommendation 7, which relates to the harmonisation of IT systems used by Training is being supported through the wider project work of PTFAS and is being overseen by the allocate Training Function lead Andy Scott (Learning Content, E-Systems and Performance Manager).</p> |
| 3.10 | <p>The CIP Action Plan remains a “live” document that will incorporate all existing and newly identified improvement recommendations moving forward. Training Function leads will update the Action Plan as required and all recommendations and updates will be reviewed at the weekly Training Management Team (TMT) meeting (CIP is now a standing item on the TMT meeting agenda).</p> |
| 3.11 | <p>The CIP Action Plan initially produced 30 outstanding recommendations. 23 of which were allocated to the relevant Training Function leads while 7 were initially transferred to other projects across SFRS. The CIP Action Plan was fully updated and reviewed in February 2023 with all outstanding recommendations reassessed and ownership reviewed to ensure that the Training Function had ownership and oversight of each of the 2019 review</p> |

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| | <p>recommendations and that a process was put in place to catalogue all newly identified improvement recommendations within the CIP Action Plan and to ensure that the relevant function leads took ownership of all actions detailed within these recommendations.</p> |
| 3.12 | <p>New Continuous Improvement Recommendation (57) – entered into the CIP March 2023.</p> <p>Training Function Restructuring Project involving the removal of 5 “hard to fill” uniformed Crew Commander (CC) positions from the Training Function structure in order to provide budgetary and resourcing support for the Training Function improvement proposals below:</p> <ul style="list-style-type: none"> • 5 Non-Uniformed Grade 4 Instructional positions in support of the national team • Collaborative Central Staffing (CS) Restructure Project – Creation of CS Team C – Training Scheduling Team to remove this logistical and administrative task from the Instructional Cadre • Support the transfer of administrative tasks to the Corporate Admin Team created by the restructuring of CS • Support the upskilling of 2 Driver Training Instructors to Examiner level to provide resilience within the team and protect the organisations’ Test Centre status. • Support the addition of a Performance Officer within the Learning & E-Development Team (LED) |
| 3.13 | <p>New Continuous Improvement Recommendations (58 – 63) – entered into the CIP May 2023.</p> <p>These 6 improvement recommendations were identified during the Azets Internal Training Function audit in Q3 2022 and reported on in March 2023. These recommendations cover a number of areas including Policy and Procedure review, Training Needs Analysis (TNA) regular review and improvements identified through candidate feedback. All recommendations have been allocated to a Training Function lead.</p> |
| 3.14 | <p>A number of actions have already been generated and carried out in support of these newly added recommendations and this improvement work continues in all areas and will be formally reported through the Audit Risk and Assurance Committee.</p> |
| 3.15 | <p>As of 15 May 2023, the current status of all 63 recommendations is as follows:</p> <ul style="list-style-type: none"> • 36 recommendations are now complete • 27 recommendations therefore remain and are currently in progress, to be delivered by the allocated Training Function leads and their teams. |
| 3.16 | <p>The Training Function will retain responsibility for the progression of all 27 outstanding recommendations, with an owner assigned to each and managed through the TSA Directorate governance route.</p> |
| 3.17 | <p>Additionally, and for further assurance. The remaining “In Progress” recommendations will be assigned to each owner on our ‘Tasks by Planner – MS Teams’ and progress will be tracked at weekly Training Management Teams (TMT) meetings as a standing agenda item and reported by exception at monthly Functional Management Team (FMT) meetings. The CIP Action Plan will sit on the Training Management Team SharePoint, where progress will be reviewed and updated accordingly.</p> |
| 3.18 | <p>The protocol in place for the addition of new improvement recommendations, periodic and status updates to the CIP Action Plan are as follows:</p> <ul style="list-style-type: none"> • Recommendation / Action owner updating the CIP Action Plan periodically and as required (suggested 3 monthly as a minimum) • All updates communicated to GC overseeing the CIP Action Plan (currently GC Nelson) to allow CIP Action Plan report to be amended |

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| | <ul style="list-style-type: none"> • All new continuous improvement recommendations and updates will be reviewed as a standing agenda item at weekly Training Management Team (TMT) meetings. • All new continuous improvement recommendations and status updates will be presented at FMT by GC Nelson / AC Cameron and recommendation / action owner asked to present status update and detail as required. • FMT make decision linked to proposed improvement recommendation / recommendation change in status • CIP Action Plan / CIP Action Plan report updated. |
| 4 | Recommendation |
| 4.1 | For the People Committee to note the content of this report and provide any feedback relating to its content. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | The risk to the Training Function and SFRS is through non-completion of improvement recommendations, current and future, within this CIP Action Plan. However, the use of this update paper as a reporting mechanism through the governance process will ensure timely and consistent review and auditing of this Continuous Improvement Programme. |
| 5.2 | Financial |
| 5.2.1 | As a result of the Resource Spending Review and to ensure best value finance/budgets will continue to be taken into account and any further re-structuring will continue to consider, finance as a key consideration. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | N/A |
| 5.4 | Workforce |
| 5.4.1 | This ongoing improvement programme is in support of the development of the Training teams and the wider development of SFRS personnel. |
| 5.5 | Health & Safety |
| 5.5.1 | Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety. |
| 5.6 | Health & Wellbeing |
| 5.6.1 | Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety. |
| 5.7 | Training |
| 5.7.1 | A “live” CIP Action Plan ensures and promotes regular review of all activities within the Training Function and supports improvement recommendations from all areas within the function as well as from internal and external partners. |
| 5.8 | Timing |
| 5.8.1 | All recommendations within the Training CIP Action Plan have planned completion dates and allocated Training Function Leads (TFL). All CIP Action Plan recommendations are regularly updated and all completion dates reviewed as required. |
| 5.9 | Performance |
| 5.9.1 | All Improvement Recommendations submitted to the Training CIP Action Plan look to provide best value and best practise within the Training Function to improve internal performance and ensure the development and improvement of the service that we provide for our primary customers within Service Delivery. |

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| 5.10 5.10.1 | Communications & Engagement The CIP Action Plan / CIP Update Report are now standing items within both the Training Management Team (TMT) and Training Function Management Team (FMT) meeting agendas. | |
| 5.11 5.11.1 | Legal N/A | |
| 5.12 5.12.1 | Information Governance DPIA completed Yes/No. If not applicable state reasons. The process uses existing systems and processes which are already in place. | |
| 5.13 5.13.1 | Equalities EHRIA completed Yes/No. If not applicable state reasons. The process uses existing systems and processes which are already in place. | |
| 5.14 5.14.1 | Service Delivery All improvement recommendations within the Training Function CIP Action Plan through progression and completion will have a positive impact on frontline teams through improved training course delivery. | |
| 6 | Core Brief | |
| 6.1 | Not applicable | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Andrew Watt, Director of Training Safety and Assurance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.3 | Rationale: | The CIP action plan demonstrates progress being made towards the recommendations, with a robust governance process now in place thereby satisfying the level of assurance marked above. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A - Training Function – CIP Action Plan | |
| Prepared by: | Bryan Nelson, Group Commander Training Function | |
| Sponsored by: | Alasdair Cameron, Area Commander Training Function | |
| Presented by: | Andy Watt, Assistant Chief Officer Director of Training, Safety and Assurance | |
| Links to Strategy and Corporate Values | | |
| SFRS Training Strategy 2020-25 The Overall Strategic Objective of the Training Function is: “To develop and deliver high quality training and development to support organisational and individual performance throughout the Scottish Fire and Rescue Service with a clear focus on safety and the pursuit of excellence.” | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>Training FMT</i> | <i>01 March 2023</i> | <i>For Scrutiny</i> |
| <i>Training Safety & Assurance DMT</i> | <i>15 March 2023</i> | <i>For Scrutiny</i> |
| <i>Training Continuous Improvement Board</i> | <i>12 April 2023</i> | <i>For Scrutiny</i> |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Information Only</i> |

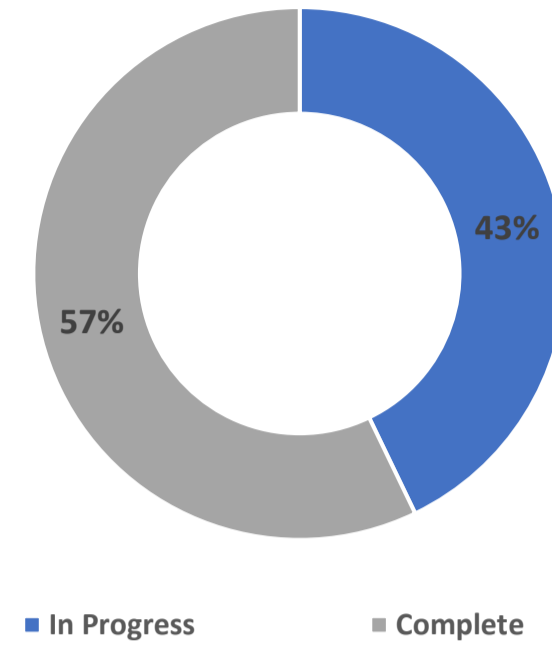
Continuous Improvement Programme - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Mar-23 | May-23 |

| Status | Count |
|-------------|-------|
| In Progress | 27 |
| Complete | 36 |

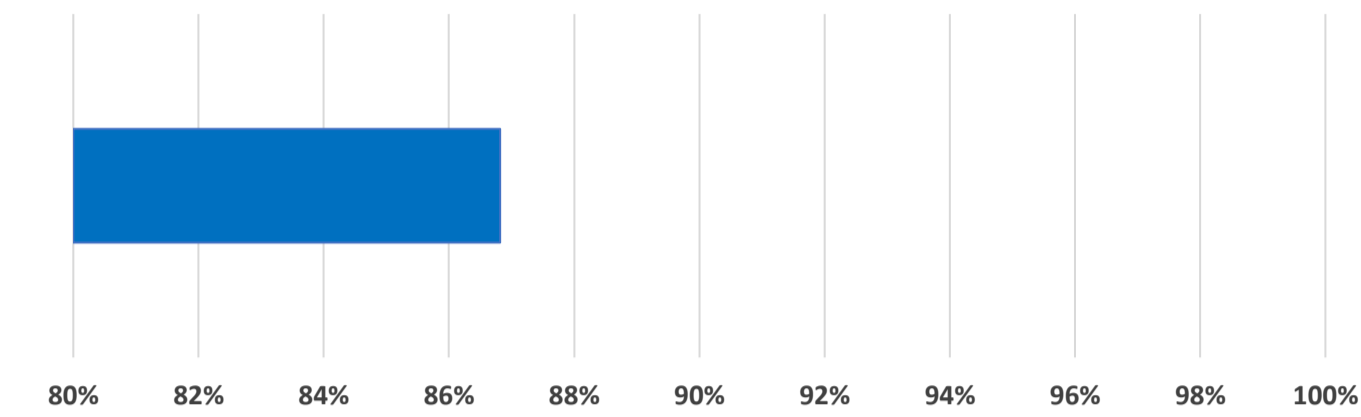
| | |
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| Recommendations deemed not viable at this time / deferred | 0 |
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87%



In Progress RAG Rating

Overall Progress August 2021 36%
Overall Progress March 2023 87%



| Operational Training Review Recommendation | Action Ref | Description | Status as of April 2022 | Action Owner | Governance | Current Status | Progress Update Commentary | % Complete | Due Date | Completion Date | Evidence / Benefits Realised |
|--|------------|--|---|--------------|--------------|----------------|---|------------|----------|-----------------|--|
| Strategic Overview | | | | | | | | | | | |
| Recommendation 1 A clearer Business Partnering Model be introduced to reflect clearer delineation of key roles and responsibilities. This model would reflect a de-centralised training delivery structure. | 1 | This recommendation would seek that, in the main, the TED Function will deliver foundation, acquisition and instructor training, centred from each of SFRS's Training Centres: whilst On-Call staff training, maintenance and refresher training is facilitated, as close to the point of need as possible and is undertaken by Service Delivery's training teams. Utilising this option would require a re-distribution of instructor resources which is reflective of the volume, frequency and location of the relevant training programmes. | Training Function Lead | GC Wright | Training FMT | In Progress | <p>Aug 21: The Training Instructor Terms and Conditions have now been agreed and have been implemented. We are now in a transition year where the 7 day scheduling of Training has begun and Training Management teams are meeting with their counterparts in LSO areas to progress the future delivery of training in their areas.</p> <p>April 2022: A pilot project will now be run in the NSDA whereby all LSO Training Instructors will move into the National Instructor Pool. This pilot is aimed at improving the efficiency of the Training Delivery model in the NSDA. The staff arrangements will remain in place for the duration of the pilot. On completion the Training function will undertake a full review of the pilot prior to making any required permanent changes. Future similar piloted will be run in the East and West Service Delivery Areas.</p> <p>July 22 - NSDA - Business Partnership Model in NSDA being examined following engagement with AC Wilson for NSDA TSA amalgamation plan.</p> <p>Sept 22 - Engagement held with all Instructors across the NSDA. Engagement held with LSO regarding local delivery and On-Call Station support visits. Draft NSDA Training structure being scoped out. NSDA Instructor merger Action plan produced with specific timelines and Actions.</p> <p>Nov 22 - Engagement held with NSDA Training GC's to discuss proposed structure options on the back of the pilot merger. Final structured role out of Instructor Merger in each LSO Area across the NSDA in Q4. A meeting with the Fire brigade Union (FBU) representatives is planned for December to discuss the merger and concerns that have been raised by a minority of Instruction staff.</p> <p>Jan23 - All NSDA training instructors both NIP and LSO have moved over and are now under the direct management of the TSA / Training Function. Liaison with Workforce Planning is</p> | 70% | Mar-24 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 2 It is recommended that consideration be given to the introduction of a career development pathway for operational staff that includes an expectation that individuals will not normally progress from supervisory management roles into middle management (flexi-duty manager) roles without having served a defined period of time within a non-operational role within either a Directorate or Service Delivery Area (e.g. Training, Prevention & Protection, Health & Safety etc.) | 2 | Recent campaigns have highlighted that instructor posts can be challenging to fill: with many candidates preferring to undertake supervisory management roles within the operational environment. Barriers to attraction of staff into the Function include: the potential for loss of income, owing to the amount of pre-arranged overtime that is available in a station-based environment; a perception of a less-favourable duty pattern, when compared to the five-watch duty system; a perception that there would be difficulty moving back out of the function again, due to a requirement to retain specialist instructors. | Recommendation deemed not viable at this time | AC Cameron | Training FMT | Complete | <p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 2 aligns to work currently being undertaken by HR in their review of existing and creation of new policies. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Apr 22: This Recommendation will now be closed as this does not come under the remit of the Training Function.</p> | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 3 Consideration should be given to structuring the TED instructional cadre to in a way that may allow for it to be resourced by way of fixed-term secondments. This should include the ability to recruit experienced Firefighters into instructor roles. | 3 | Recent campaigns have highlighted that instructor posts can be challenging to fill: with many candidates preferring to undertake supervisory management roles within the operational environment. Barriers to attraction of staff into the Function include: the potential for loss of income, owing to the amount of pre-arranged overtime that is available in a station-based environment; a perception of a less-favourable duty pattern, when compared to the five-watch duty system; a perception that there would be difficulty moving back out of the function again, due to a requirement to retain specialist instructors. | Training Function Lead | GC Galloway | Training FMT | In Progress | <p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 3 aligns to work currently being undertaken by HR in their review of existing and creation of new policies. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Apr 22: Due to the challenges being brought by the low SFRS staffing levels, all methods of supporting the delivery of Training by utilising Service Delivery personnel are now being developed. An options paper will be progressed through governance looking for the SFRS to support innovative ways where skilled personnel within service delivery can support the delivery of training.</p> <p>Mar 23: Significant progress has been made in identifying hard to fill posts across the TSA directorate. Innovative solutions have been discussed and a report has been prepared to provide options to fill these positions through a number of various proposals.</p> | 70% | Mar-22 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

| Operational Training Review Recommendation | Action Ref | Description | Status as of April 2022 | Action Owner | Governance | Current Status | Progress Update Commentary | % Complete | Due Date | Completion Date | Evidence / Benefits Realised |
|---|------------|--|-------------------------|--------------|--------------|----------------|---|------------|----------|-----------------|--|
| Recommendation 4 It is recommended, that all National Training Standards are streamlined and set out in an electronic platform | 4 | To date, twelve National Training Standards have been promulgated: Breathing Apparatus, Command and Control, Driver & Emergency Response Training, Extrication, Firefighting with UHPL Cutting and Suppression Equipment, Hazardous Materials Response, Large Animal Rescue, Marine Firefighting, Rope Rescue & Safe Working at Height, Trauma Care, Urban Search & Rescue and Water Rescue & Flood Response. It is recognised that these documents are not currently presented in not the most accessible format. | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: The SFRS National Training Standards are now hosted and accessible via the SFRS Learning Content Management System (LCMS). The Training Learning and Development Team maintain the LCMS system and can therefore update the National Standards where required. The National Training Standards visible and adjacent to where Operational crews access their online training packages. | 100% | Nov-21 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 5 It would be proposed that, where practicable, a suite of supporting guidance notes will be produced in support of the Training Standards. | 5 | In support of the National Training Standards, where pertinent, the production of instructor guidance notes and training manuals will support the existing learning materials. This will help to ensure consistency of instructional input by capturing the knowledge and experience of subject matter experts which, has traditionally been passed down verbally and will therefore, greatly enhance the development of newly appointed instructors. | Training Function Lead | GC Todd | Training FMT | In Progress | Aug 21: Progress has been made with the production of supporting guidance notes to support the NTS in regard to the delivery of Specialist Rescue training, work currently on going with the creation of guidance notes to support the delivery of BA training. April 2022: Training Function are currently developing new performance and quality assurance standards for all areas of Training delivered across the SFRS. This recommendation will be closed and delivered as business as usual through the implementation of the performance and Quality Assurance arrangements. October 2022: GC Todd to investigate to get a full understanding of previous actions and agreements of how this action is to progress. March 2023: All Training Courses are delivered aligned to the NTS. Course admin includes Timetables and lesson plans are available. This allows for the continuity of course delivery and support for Instructors. Practitioner groups are established to discuss and share best practice as well as issues faced. Information relating to course delivery but not contained within Policy or guidance statements are communicated using an Instructor Briefing Note. These can then be accessed by all Instructors (new and current) and the information contained in these will be reviewed annually to assess if it required will be inserted into the NTS before being removed. | 80% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 6 Where practicable, operational response stations should be categorised in line with the six Scottish Government urban rural classification breakdowns with response and allied training requirements being tailored accordingly to local risk profiling. | 6 | Training will require to reflect the roles and skills which our staff need to perform and the equipment that they are liable to use. This may vary across the Service depending on location and local demographics, therefore, a "one size fits all" approach to training cannot be efficient and the training will need to align to local risk profiles. The Scottish Government classifications are laid out as follows: • Large Urban • Other Urban • Accessible Small Towns • Remote Small Towns • Very Remote Small Towns • Accessible Rural | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations. Apr 22: The new Training for Operational Competence Framework allows for Station Profiling and the management of Training on a risk based approach to be undertaken on a quarterly basis for all duty systems and delivers on this recommendation. | 100% | Mar-23 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 7 It is recommended work is undertaken to support SFRS Digital Strategy to ensure that E-Systems are interlinked and that compatible databases are utilised to avoid duplication of data inputs e.g. iTrent, Gartan etc. | 7 | The use of various software systems that are not interlinked e.g. iTrent, Gartan, PDR-Pro, TED Scheduler and the Learning Content Management System creates a challenge as it requires users to input data on multiple occasions. PTFAS project team are supporting the Training Function to complete this recommendation. | Training Function Lead | Andy Scott | Training FMT | In Progress | Aug 21: The SFRS have convened a User Intelligence Group to procure an electronic system to manage information relating to People, Finance, Training and Assets. The Training function are part of this group in order to ensure that the new systems and operability can deliver the requirements of the Training function. Apr 22: This recommendation will be delivered through PTFAS project and will therefore be closed on this Action Plan. March 22: The Training Function continue to support the work of the PDET project | 90% | Mar-24 | | Highlight Reports from project boards can be provided on request. This project is high priority on the ICT workplan. |
| Recommendation 8 It is recommended that all interdependencies are identified, prioritised and managed through the Programme Office Board to ensure a critical path timeline is agreed and understood by all stakeholders. | 8 | In current times, particularly as the Service Transformation agenda begins to quicken pace, challenges can arise where the dynamism and pace of change leads to a desire to run pilot trials. The same can be said for the introduction of equipment or practices which require training packages to be developed and delivered solely for that purpose and, by definition, often prior to the promulgation of Standard Operating Procedures and Safe Systems of Work. This can result in duplicating training and can cause confusion over training practices taught for a pilot / trial and those which have been fully developed for formal adoption. | Completed within CIP | AC Hall | Training FMT | Complete | Aug 21: The Training function have put in place resources to manage the implementation of the Training Review recommendations. AC Hall has taken up post as the Continuous Improvement Manager and is assisted by a Station Commander. AC Hall will ensure that where required, the recommendations from the Training Review as well as any new developing work load for Training is identified, prioritised, resourced and managed in conjunction with the Programme Office Board. Apr 22: After a review of this Action Plan, none of the remaining active recommendations will be delivered via the Portfolio Office and this action will close. In future the Training function will utilise the Dependency tracker currently being developed by the Portfolio Office as part of project management. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 9 It would be suggested that in moving towards realising any of the efficiencies identified within this report: through an implementation program; that this be considered in tandem with a suitable resourcing plan that takes recognition of the separate requirements of "business as usual" training and the implementation of the recommendations being instigated. This would include a requirement to consider any specialist resources required to amend and develop our multimedia, blended learning materials. | 9 | The weight and pace of change within a maturing SFRS has borne an exponentially increasing need for operational training: the volume of which has created an instructional capacity challenge. The resultant effect has seen a sustained focus on training delivery therefore, limiting opportunities for any in-depth review or, the ability to create capacity for course development, innovation and evolution. As the Service continues to progress through the Transformation journey it is anticipated the training requirement will not diminish and may, indeed, increase. | Completed within CIP | N/A | Training FMT | Complete | Aug 21: The Training function have put in place resources to manage the implementation of the Training Review recommendations. AC Hall has taken up post as the Continuous Improvement Manager and is assisted by a Station Commander. AC Hall will ensure that where required, the recommendations from the Training Review as well as any new developing work load for Training is identified, prioritised, resourced and managed in conjunction with the Programme Office Board. Apr 22: The resources to deliver the Training Continuous Improvement Programme are no longer be required due to the majority of recommendations being delivered, moved to business as usual, moved to the Staffing Solutions Team or being closed as not viable. This recommendation will now be closed. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 10 That a centre of excellence for trainee firefighters is established at the National Training Centre. | 10 | This would see the formation of a Centre of Excellence with a cadre of dedicated instructors who would be responsible for Whole-time practical selection tests, Trainee Firefighter Foundation Programmes (incl. RDS see below) and Green Phase assessments. | Training Function Lead | GC Kennedy | Training FMT | Complete | April 22 - The Centre of Excellence has been established delivering Wholetime practical selection tests as well as the Trainee Firefighter Foundation Programme by a cadre of dedicated instructors. The development of the Training Function Performance and Quality Assurance standards will see all Training sites across SFRS striving to be Centres of Excellence. | 100% | Nov-21 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 11 There remains a consideration for a potential longer term resource efficiency to be realised by way of a capital investment in accommodation. It is therefore recommended that, in line with any recruitment strategy, consideration be given to developing a revised business case for the provision of on-site accommodation at the National Training Centre | 11 | Over the two year period, 2017 -2019, the requirement to provide overnight accommodation has utilised £1,123,110 of resource funding solely for the students upon the foundation programme (averaging £2452 per student). The provision of on-site accommodation was the subject of a briefing paper by DCO McGown to the Strategic Intent Executive Board on 27th January 2015 which forecasted a potential capital outlay of £5 million at that time. | Recommendation deemed not viable at this time | DACO King | Training FMT | Complete | Aug 21: DACO Paul King presented a paper to the Senior Management Board (SMB) outlining the business case for the SFRS to have on-site accommodation for students at the SFRS National Training Centre. The decision by the board was not to progress this project. | 100% | Nov-21 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Trainee Firefighter Programme | | | | | | | | | | | |
| Recommendation 12 It would be proposed that the syllabus and timetable for the Wholetime Trainee Firefighter Foundation Programme is remapped in order to align with the Institution of Fire Engineers Level 2 certificate. | 12 | In conjunction with SFRS's Leadership Development Pathway, this would offer an opportunity for providing a technical development pathway covering all roles from Firefighter to Station Manager. | Training Function Lead | GC Kennedy | Training FMT | In Progress | <p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 12 impacts on the current Scottish Vocational Qualification for Trainees and also the Modern Apprenticeship. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST.</p> <p>Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function.</p> <p>March - 23 -SK - WTTFFF is currently written to align with the SVQ and Modern Apprenticeship (MA). This attracts funding in accordance with the MA .</p> <p>If there is a strategic direction to map to the WTTFFF to IFE qualifications, it will need to be clarified if this will be done in tandem with the SVQ/MA or if it will supersede it.</p> <p>I would suggest that if IFE mapping is the desired future direction then this should take place as part of a wider review of all development pathways (rather than Training altering the WTTFFF in isolation).</p> <p>Any substantial review of the WTTFFF will require a significant time commitment and would best take place during a hiatus when the WTTFFF is not being delivered.</p> | | Mar-24 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> | |
| Recommendation 13 It is recommended that a basic literacy and numeracy test is undertaken as part of the practical selection testing process. | 13 | On a regular basis significant portions of instructional and managerial time are directed towards identifying and supporting various degrees of neuro-diversity which have not been identified through the on-line selection tests. Particular challenges can be countered during the BA phase of training whilst undertaking critical but basic arithmetical calculations. On occasion there has been anecdotal evidence that the applicant has had the on-line tests completed for them by a third party. | Completed within CIP | GC Kennedy | Training FMT | Complete | Aug 21: Basic literacy and numeracy have now been incorporated in the practical selection and testing process for operational firefighters. | 100% | Nov-21 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 14 An option to introduce pre-attendance mandatory modules could reduce the overall course duration or create space for additional skills acquisition within the programme. (SST) | 14 | These external training packages could also potentially be made publically accessible and used by community members for their personal development e.g. transferrable skills such as first aid, using a defibrillator, CPR training, manual handling etc. The time currently spent on these subjects could then be withdrawn from the programme syllabus and reduce the duration. | Training Function Lead | GC Kennedy | Training FMT | Complete | <p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course.</p> <p>April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST.</p> <p>Dec 22: This action has been completed as BAU within the Training Function. Candidates complete material on SFRS Code of Conduct, Discipline, Managing Yourself & Team Building prior to attending Foundation course.</p> | 100% | Mar-23 | Dec-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 15 It is recommended that new employees attend a pre-foundation programme induction course. | 15 | During this induction, candidates would receive their kit issue, and an initial task management skills introductory session. This would provide them with a greater understanding of the physical requirements of the course and allow them to be issued with a fitness development plan which hopefully will reduce the instances of students failing to reach the minimal fitness requirements and decrease the potential of minor musculoskeletal injuries. If these prior two elements were to be implemented, course duration could be reduced and the students would be able to participate in practical task management training earlier within the programme. | Training Function Lead | GC Kennedy | Training FMT | In Progress | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 22: A 2 day foundation course is now in place and has been running as part of the foundation course since May 2022. This is not 4 weeks before but is incorporated into the first 2 days of the foundation course. Trainees will then return to attend course on a 4 on 4 off basis. The foundation course 4 weeks before is not practice as they will not be SFRS employees and will have no access to IT etc and will still be in employment with their previous employer. Holding this in the West, North and East will be problematic with Instructor availability and future trainees being released from their current employer. This Recommendation is submitted for review and sign off at FMT 01/03/2023). (GC Kennedy - 17/02/2023) March 23: AC Getty is carrying out a review of Trainee resignations / withdrawals from within the Trainee Program (FMT 01/03/2023). This will be fed back into TMT / FMT for review and progression within this recommendation (BN 01/03/2023) | 80% | Apr-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 16 It would therefore be proposed that migrating staff should still attend the entire duration of the foundation programme, however, post-course development and pace of progression through the trainee firefighter development pathway toward the attainment of competency within role should be considered on an individual basis. (SST) | 16 | That a review is undertaken of any prospective migrant's personal development record and that where parity of assessment is evidenced, that this is recognised as transferable approved prior learning. This would then be assessed along with evidence of the individual's skills, knowledge and experience to create a bespoke personal development plan. The migrant would then attend such foundation modules as may be required in order to address the identified areas of development. Post-migration, the pathway for progression onto competent status will be managed in a similar fashion. | Transferred to SST | AC Robison (SST) | Training FMT | Complete | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 15 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. Jan 22: A number of meetings have taken place with HROD to discuss accredited prior learning and how this impacts the pace of progression through the trainee firefighter development programme. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: Migration pilot including application-stage confirmation of skill acquisition delivered, with full policy to be developed by NOCLF. | 100% | Mar-23 | Dec-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 17 The process for ascertaining the training | 17 | Operational Staff applying for re-employment into the service should be considered for the same process as recommendation | Completed within CIP | AC Hall | Training FMT | Complete | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 17 will need to be delivered in conjunction with HR. | 100% | Mar-23 | Jan-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 18 It would be proposed that RDS acquisition training be modularised and aligned to station risk-profiling. This profiling could align with local risk profiling, appliance type etc. and allow an opportunity to move away from a one size fits all training programme to one which is aligned to local needs e.g. initial acquisition modules for a remote rural, rural or semi urban station could run over 7.5, 8.5 or 10 days. Thereafter employees would embark upon BA training and an agreed learning pathway comprising 7, 9 or 11 days of development within a mutually agreed timeframe. | 18 | It would be proposed that RDS acquisition training be modularised and aligned to station risk-profiling. This profiling could align with local risk profiling, appliance type etc. and allow an opportunity to move away from a one size fits all training programme to one which is aligned to local needs e.g. initial acquisition modules for a remote rural, rural or semi urban station could run over 7.5, 8.5 or 10 days. Thereafter employees would embark upon BA training and an agreed learning pathway comprising 7, 9 or 11 days of development within a mutually agreed timeframe. | Training Function Lead | GC Kennedy | Training FMT | Complete | Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations. April 2022: The delivery models and content of On Call Firefighter foundation courses are currently being reviewed by the Staffing Solutions Team in conjunction with the On Call leadership forum. The outcome of the review will see Trainee Firefighter Foundation courses being re modelled. This recommendation will be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 23: A modular based TTM programme and Modular based BA Initial course has now been designed by Training and has been delivered to GC Hammond and the On call Prep Team. This will allow flexibility in delivery model for both courses. | 100% | Mar-23 | | Feb 23: A modular based TTM programme and Modular based BA Initial course has now been designed by Training and has been delivered to GC Hammond and the On call Prep Team. This will allow flexibility in delivery model for both courses |
| Recommendation 19 It is recommended that the option above be linked with Recommendation 16 and that a working group be established to explore the practical implications of implementing a move away from pre-defined timescales toward one based upon student performance. | 19 | It could be deliberated whether submission for assessment by line managers at an appropriate juncture rather than tied to a pre-defined timescale is more appropriate to a supportive learning experience. Such an approach could allow an accelerated pathway to competence where appropriate, assisting service delivery. | Training Function Lead | GC Kennedy | Training FMT | Complete | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 18 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. April 2022: The development pathway for Trainee Firefighters will be considered by the SST. This recommendation will be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 23: On Call migration has been trialed in December 2022. This is now going through a review debrief. This will determine future Migration courses and the process of accelerating development pathways. The outcome of the On-Call Migration is with AC Robison. | 100% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 20 It would be recommended that a quantity of newer, fully clad, training vehicles and equipment: commensurate with any decision on recruitment strategy are introduced into the training fleet and located accordingly. | 20 | The age of the training fleet and some equipment has presented some challenges with reliability, maintenance and the ability to conduct off-site training. It would be highly desirable for students to train with new, modern appliances reflective of the emerging technologies being adopted by SFRS. | Completed within CIP | GC Galloway | Training FMT | Complete | Aug 21: GC McCurry is a member of the New Appliance Working Sub Group and continues to negotiate with the Fleet Management team to source newer appliances and equipment for SFRS Training Centres and the Driver Training fleet. April 2022: The requirements of the Training function in regard to Appliances and Training equipment will be managed as business as usual. Appliance requirements for Training are now discussed at the New Appliance Working Group which is attended by the Driver Training Group Commander. | 100% | Mar-23 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 21 As all new applicants are required to be medically assessed prior to their employment, it is recommended that an option be explored which ensures that the pre-employment examination also covers the requirements for CAT C licensing: thereby mitigating the requirement for further medical examination prior to applying for a CAT C provisional license and entry onto the driver development pathway. | 21 | Whilst Driver Training is explored elsewhere within this review, despite driving duties forming part of the firefighter role map a challenge exists in progressing firefighters through the driving pathway. There is a time and cost implication for the medical requirements involved in Large Goods Vehicle (LGV / Category C) license acquisition. | Recommendation deemed not viable at this time | AC Hall | Training FMT | Complete | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 21 will need to be delivered in conjunction with HR and Health and Wellbeing. Initial meetings with Health and Wellbeing are currently being arranged. April 2022: This recommendation will be closed due to no longer being viable. The SFRS do not have a need, or capacity to LGV deliver driver training to all trainees so the additional capital spent on CAT C medicals would be money wasted. The SFRS will continue to provide CAT C medicals to personnel nominated to attend LGV driver training. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Core Training | | | | | | | | | | | |
| Recommendation 22 This can be achieved by creating 'LITE' module versions to be utilised for employees on a maintenance cycle. The training module would focus on 3 areas • Information changes for the risk / subject • Learning which has been identified as specific to that subject • Need to know requirements of the subject. | 22 | This review has identified a need to recognise the differing requirements between training modules for developing firefighters and those used by competent firefighters in order to support maintenance of their existing skills. An opportunity exists to re-work e-learning materials for the future of SFRS while maintaining a blended approach, which supports all duty systems, and supporting the in-development phase of fire-fighters and maintaining competent personnel currency. This also has the potential to realise more practical training time by recognising the distinct training phases of acquisition and maintenance. | Completed within CIP | AC Hall | Training FMT | Complete | Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TFOC). A proposed new TFOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TFOC model. Jan 22: Consultation completed with all LSO areas and Functional Management Teams. Training for Operational Competence Strategy Group established to determine scheduling and prioritisation of modules. Technical Working Group who will determine content of modules scheduled to meet Jan 22. April 2022: The new TFOC went live on the 4th April 2022 and delivers on this recommendation. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 23 RDS station risk profiling should be re-assessed every three years in the October prior to the end of each three-year training cycle. This will allow a sufficient timeframe for any changes required to be altered by TED for each station / station cluster / area. | 23 | The requirement for RDS station profiling for assessing allocation of TFOC Advanced Module requires to be reinforced and should be reviewed in order that these modules are specific to either a station or cluster of stations on a risk based approach. | Completed within CIP | AC Hall | Training FMT | Complete | Jan 22: RDS station risk profiling will be carried out in line with TFOC review with measures put in place to re-assess every 3 years. April 2022: The new TFOC allows local management teams to determine quarterly training related to each stations risk profile. The new TFOC delivers this recommendation. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 24 Whilst it may be the case that the Task and Task Management skills should be covered by practical training against the other core skills within the Fire Professional Framework, it is recommended that the status quo is maintained in order that it can be ensured that dedicated Task and Task Management maintenance training is undertaken on an annual basis and is easily broken into one skill per month | 24 | In pursuit of efficiencies, there could be an opportunity to realign with the Fire Professional Framework and reduce the amount of core skills modules contained within the Training for Operational Competence Framework. However, SFRS Operational Assurance processes, Operational Assurance Audits; together with the auditing work completed by the Balmoral Bar Implementation Group suggest that a continuation of dedicated focus on the practical application of the full range of core skills should have a positive influence on Firefighter safety. | Completed within CIP | AC Hall | Training FMT | Complete | Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TFOC). A proposed new TFOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TFOC model. Jan 22: Core Modules in new TFOC model will include Task & Task Management Module to ensure maintenance training is undertaken as per recommendation. April 2022: Task and Task management is delivered through 2 of the 4 quarters on an annual basis. The new TFOC delivers and enhances this recommendation. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 25 There are further options available which can assist in releasing training capacity by removing unnecessary duplication of information that sits across some modules which cover similar topics and streamlining them into a more concise single package e.g. combining "Casualty Care" with "Trauma & Medical Emergencies" or combining "Domestic", "Commercial" & "Public Entertainment" modules into a single "Firefighting in the Built Environment" package. | 25 | Releasing further training capacity by streamlining and combining modules. | Completed within CIP | AC Hall | Training FMT | Complete | Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TFOC). A proposed new TFOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TFOC model. Jan 22: New TFOC model includes combined modules with a conscious effort to create more concise single packages removing the unnecessary duplication of information which currently sits across some modules. April 2022: The new TFOC has merged these topics to ensure there is no duplication of learning. The changes made deliver and enhance this recommendation. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Breathing Apparatus | | | | | | | | | | | |
| Recommendation 26 It is proposed to instigate a mandatory BA Wear every 3 months for station based operational staff. This would be inclusive of operational use, be organised at watch level and be reported on via PDR-pro at watch, station, LSO, SDA and National level. | 26 | The Training for Operational Competence (TFOC) framework does not currently compel all personnel to wear a BA Set during training other than on the annual centrally run refresher programme, as detailed above. Therefore, it is possible that personnel may not wear a BA set from one year to the next; other than during any operational activity. There requires to be an emphasis in order to focus greater attention onto station based practical training and ensure the recording of live operational (red) wears to evidence the operational exposure and experience levels of personnel. | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: Action now complete. Awareness Briefing issued on 21/06/21 stating that BA wearers must record either a hot or an ambient wear at least once each quarter. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 27 It is recommended to move away from the current 3-year cycle and to combine the three formerly separate refresher training subjects of BA Search & Rescue, Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TV) into a single live-fire refresher event which will be themed to capture operational assurance and or national operational learning as well as providing quality assurance of knowledge and practical application. The use of UHPL will also be included, as appropriate, for a holistic, systematic approach. | 27 | SFRS's current BA maintenance of skills training programme outlines the requirement for an annual live (hot) fire refresher BA Wear during the phases of either BA Search & Rescue, Compartment Fire Behaviour or Tactical Ventilation, as part of 3-year cycle, held at a suitable training centre. This review has noted that the application of refresher training has been impacted due to instructor capacity being focussed upon concurrently facilitating foundation training across three sites. There is an opportunity to review the frequency of the live fire refresher training event in alignment with NOG from annually to every two years, however, it is considered that this may have a negative correlation with firefighter safety. Taking this into considerations, recommendation 27 provides a further viable option. | Training Function Lead | GC Todd | Training FMT | In Progress | Aug 21: Work has begun an assessing how the delivery of BA training would be delivered by combining BA Search & Rescue, Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TV) into an a single live-fire refresher event. An options paper is being prepared to be presented at the Training Safety and Assurance Directorate Management Team meeting in Q3 of this year. October 2022: This work has been reinvigorated following COVID. Priority is being placed on the re-introduction of Gas Rigs to reduce the impact on CFBT facilities, travel distances, cost of timber, contaminants and instructor capacity. Once this work has been completed a wider review can then take place of the BA refresher content. March 2023: A full review of BA Refresher Training is ongoing. An additional SC has been allocated to this work to progress. | 60% | Jun-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 28 It is proposed, within the TFOC Framework to amalgamate the BA and CFB core modules adding in Tactical Ventilation. The programmes of learning are to be revised and condensed to remove excessive information and focus upon "need to know", risk critical information. Once revised this will enhance practical application exercises at watch and station level. | 28 | Releasing further training capacity by streamlining and combining modules. | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TFOC). A proposed new TFOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TFOC model. Jan 22: New BA Core Module within TFOC review will be a combination of BA, CFBT and Tac Vent as per recommendation. SME's currently working on new video content and creation of workcards to ensure adequate training is delivered annually. April 2022: The improvements made within the TFOC relating to BA training went live on the 4th April 2022. These improvements deliver and enhance this recommendation. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 29 It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS. | 29 | It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS. | Training Function Lead | GC Todd | Training FMT | Complete | Aug 21: Progress has been made with the production of supporting guidance notes to support the National Training Standards in regard to the delivery of specialist rescue training, Work is currently on going with the creation of guidance notes to support the delivery of BA training. Jan 22: New video content for BA is currently being filmed to demonstrate best practice ensuring clarity and continuity across the Service. April 2022: The Training function are currently developing new Performance and Quality Assurance standards for all areas of Training delivered across the SFRS. This recommendation will be closed and delivered as business as usual through the implementation of the Performance and Quality Assurance arrangements. | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 30 That the status quo, in line with current BA POG, is maintained and that individuals are not eligible to undertake the BA Team leader until deemed competent within the firefighter role | 30 | BA Policy and Operational Guidance currently details that only a competent firefighter can undertake the role of BA team leader at an operational incident. Due to the ratio of firefighters being recruited into the SFRS, this can impact upon the staffing of appliances across all duty systems. Having completed an initial course, then been assessed at watch level during training & at operational incidents, in conjunction with attending an annual refresher: providing they are successful, could enable individuals to operate as BA Team Leaders at operational incidents within a more compressed timeframe. It could be considered that where these criteria are met that firefighters can perform the BA Team Leader role after successful completion of their Amber (24 month) assessment. The implementation of Option nine does however place additional onus on the individual and, would result in the SFRS operating out with the National Fire Chiefs Council (NFCC) BA POG. | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: Current SFRS BA POG states "The Supervisory Manager will nominate a (minimum) competent firefighter to take up the role of BA Team Leader for each pumping appliance. | 100% | Mar-22 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 31 In order to realise the maximum potential for the Capital already invested, it is recommended that sufficient additional equipment is procured to allow acquisition training to be delivered at these locations in addition to the current maintenance programmes. | 31 | Significant Capital funding has been invested to support the training strategy of delivering training as close to the point of need as possible. Predominantly this has benefited remote rural locations with respect to maintenance phase, refresher programmes. | Completed within CIP | GC Todd | Training FMT | Complete | Aug 21: The additional resources identified as being required to deliver BA training as close to the point of need have been procured and delivered into service. This equipment is currently being issued to the relevant Training sites. | 100% | Mar-22 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Driver Training | | | | | | | | | | | |
| Recommendation 32 It is recommended that, in a move away from one size fits all course delivery towards a locally tailored model, aligning the Emergency Response Driving (ERD) course duration dependant upon risk would not only enhance the delivery, but would realise efficiency savings and greatly assist personnel on the RDS duty system. It would be proposed that stations that fall under the following classifications align to the delivery model associated; • Urban 5 days (or 3 weekends) – no saving • Rural 3 days (or 2 weekends) – 1 instructor day saving per course • Remote Rural 2 days (or 1 weekend) – 3 instructor days saved per course. | 32 | As per Recommendation | Training Function Lead | GC Galloway | Training FMT | Complete | Aug 21: Recommendation 31 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Discussions have been ongoing between SFRS and the Department for Transport (DfT) surrounding the impending enactment of Section 19 of the Road Safety Act 2006. A focal point of these discussions surrounded the application of a "Scottish island speed training course". The SFRS has proposed a 40 hours course, 1:1 instructor / student ratio (above that of the minimum 1:2 ratio), that aligns with NFCC Driver Training Standards and meets the training requirements on a risk based approach therefore, allowing the SFRS to request a concession under the banner of "Derogation". This concession has now been agreed. "Urban" and "rural" course options are not attainable under the Section 19 legislation as both fall under the banner of "mainland" Scotland and as such will be bound by the national framework and legislation contained within Section 19. Due to the impact the COVID 19 pandemic and challenges related to the number of personnel with driving skills who are now leaving the service, all efforts to improve driver Training will be delivered under BAU. | 80% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 33 Following on from two pilot trials: the adaption of Category C licence acquisition from a student / instructor ratio of 1:1 to 2:1 for five days and also 1:1 for four days it is recommended that these options being combined and that, on a trial basis, courses are delivered on a 2:1 student / instructor ratio over four days. The four-day programme aligns better with the wholetime duty pattern and realises an additional day of instructor capacity within the working week. | 33 | As per Recommendation | Training Function Lead | GC Galloway | Training FMT | Complete | Aug 21: Recommendation 32 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Work in this area continues under BAU to identify efficiencies and increase capacity and throughput of new Cat C drivers. Covid restrictions required that driver training reduce instructor to student to a ratio of 1:1 to comply with ScotGov Covid management regulations. Work will continue to progress this recommendation as restrictions are eased, this will now be delivered under BAU. August 2022: Full review of training standard taking place on 22nd August with a view to identifying efficiencies across course delivery. | 100% | Dec-22 | Aug-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 34 It is recommended that SFRS enhance the instructor cadre by the addition of 4 uniformed instructors. These instructors would be strategically located within LSO Area Teams across SFRS where there is a higher density of RDS personnel. | 34 | As per Recommendation | Completed within CIP | GC McCurry | Training FMT | Complete | Aug 21: 4 Additional driver instructors have been employed and are currently delivering driver training across Scotland. | 100% | Nov-20 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 35 It is recommended that SFRS should seek to introduce the acquisition of a CAT C Licence as a mandatory element to be completed prior to becoming a competent Firefighter and that a working group should be established to explore all variable options further. | 35 | As per Recommendation | Recommendation deemed not viable at this time | GC Galloway | Training FMT | Complete | Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 35 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. April 2022: This recommendation is not viable as Driver Training does not have the capacity and the SFRS does not have the need to provide LGV training to every developing Firefighter. By invoking FF9 of the Firefighter role map, the SFRS may eradicate a number of challenges being faced by a shortage of personnel willing to drive. The invoking of FF9 does not come under the remit of the Training function. March 2023: This recommendation is now complete. A revised contract for new Firefighters | 100% | Mar-22 | Apr-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Incident Management | | | | | | | | | | | |
| Recommendation 36 It is proposed to utilise the current Operational Assurance (OA) process to reaccredit Incident Command Currencies. | 36 | Minor adaptations to the current Operational Assurance forms and cross mapping the role assessment criteria of WM7 and EFSM2 would enable an Ops Assurance review to reaccredit an individual's incident command currency thus increasing the currency period between formalised refresher inputs. | Training Function Lead | GC Haggerty | Training FMT | Complete | Jan 22: Command Competence Review Procedure has been developed to re-accredit Incident Command competence. This document has been out for consultation and work is ongoing. April 2022: This recommendation is going to TCIB for approval on the 25th April 2022. June 2022: Command Competence Review Procedure now live | 100% | Mar-23 | Jun-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 37 Realignment of ICL 2 & 3 (currently provided to Station Managers and Group & Area Managers respectively) with the Learning Development Framework (ICL2 SM & GM, ICL3 AM) would provide consistency of development and also realise a 67% efficiency at ICL3. | 37 | Realignment of ICL 2 & 3 (currently provided to Station Managers and Group & Area Managers respectively) with the Learning Development Framework (ICL2 SM & GM, ICL3 AM) would provide consistency of development and also realise a 67% efficiency at ICL3. | Completed within CIP | GC Haggerty | Training FMT | Complete | Aug 21: The work to realign the ICL 2 & ICL 3 courses is complete and now being delivered as business as usual. June 2022: Revised Incident Command Pathway now live | 100% | Nov-20 | Jun-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 38 It is recommended that recognition is given to the allocation of dedicated time and resource to review, expand and develop incident management training and assessment materials in order to be reflective of the evolving roles of a modern fire and rescue service. | 38 | A number of gaps have been identified within current Incident Management training packages with respect to Sector Specific Roles and also for the maintenance of Specialist Tactical Advisor skillsets. The review of learning materials has also highlighted that there is a necessity to review all current training and assessment scenarios in order to ensure they remain in alignment with the dynamically evolving operational roles within the fire and rescue service and in particular, with Service Transformation requirements. | Training Function Lead | GC Dippie | Training FMT | In Progress | Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts. April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU. July 2022: The ICL2 course content has now been reviewed and updated to reflect better the training required for new flexi duty officers. The Assessments for ICL2 have been updated to reflect changes to ICPOG and Ops Assurance findings. ICL3 course content and assessment are now being reviewed. ICL4 format has been amended to reflect the more strategic nature of the role with greater emphasis on the multi-agency aspects of the role. This is now live and has been used for the ACO AICC in April and has now been adopted by the ACO as the format for future ICL4 AICC's November 2022 DH. ICL3 format has been agreed and timetable adjusted. Discussions with partners around Multi-Agency to be scheduled to widen the scope of the course to include more strategic MA approach. March 2023 MD - Wild fire case study now fully embedded in ICL2 D course. ICL 2 & 3 courses, both development and refresher, to include development discussions on functional roles the | 75% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

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| Recommendation 39 It is proposed that a programme of larger scale, area-based exercises are instigated on a quarterly basis and this be aligned to the introduction for Flexi Duty Fire Groups training together and the completion of 1 CPD day annually as a group. A quarterly exercise will provide the opportunity for all four FDM groups to exercise annually. | 39 | Due to the decrease in operational activity and the resultant focus on high quality realistic training; there is an opportunity available to cement the progress already made by the introduction of station standards, practical assessments within the L&D pathway, incident command assessments and operational assurance by the introduction of periodic SDA-level exercises combined with flexi duty manager (FDM) command group training. | Training Function Lead | GC Dippie | Training FMT | In Progress | <p>April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas, and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU.</p> <p>September 2022: Meeting has been arranged with DACO Farquharson to review the most appropriate way to liaise across all flexi groups and directorates as well as the scope of the training exercises to coincide with SMARTEU and NFRS exercises.</p> <p>November 2022 DH. Initial meeting with DACO has taken place and work is ongoing. Initial workstreams have been discussed as part of wider review of FDO training which will incorporate exercising across FDO groups and SDA's.</p> <p>March 2023 MD - No formal progress on FDO duty group training but discussions underway with Katherine Lamb Assoc. for purchasing their Effective Command package which would provide an online platform for this purpose with over 60 scenarios. Discussions with procurement at an early stage. CPD will be enhanced by the functional role discussions highlighted in recommendation 38.</p> | 30% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 40 Currently the dedicated incident management instructional team is based at NTC. Given the improved regional training resources made available through SFRS Capital investment and, the level of requirement for ICL1 development, it is recommended that additional dedicated incident management instructors be sourced in order to provide an opportunity for additional courses to be delivered across all three SDAs. | 40 | As per Recommendation | Training Function Lead | GC Dippie | Training FMT | In Progress | <p>Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts.</p> <p>Jan 22: 3 Watch Commanders and 1 Crew Commander have joined the Training Incident Command team for a 2-year period. These posts will bolster the Incident Command team and provide the capacity required to deliver the current backlog of ICL1 courses. The benefits of the enhancing the Incident Command team will be measured over the tenure of the secondments with potential future business cases being made to all or a number of the seconded posts.</p> <p>April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the Required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU.</p> <p>July 2022: Additional Incident Command team members have been inpost and are now fully trained to deliver ICL1 courses as a dedicated Newbridge Incident Command Team. They will continue to be based between NTC and Newbridge until they have completed the ICL2 training and can therefore deliver this at Newbridge.</p> <p>An ICL1 local delivery programme has also been developed to allow ICL1 to be delivered within an LSO on either a five-day course or as a modular development course delivered over a maximum of twelve-weeks. This facility has been utilised by LSO areas across the service</p> | 70% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Specialist Training | | | | | | | | | | | |
| Recommendation 41 It is recommended that wherever possible, a move towards Knowledge Applied Training and Assessment (KATA) sessions for periodic refresher & maintenance training is implemented across the Height, Water and USAR Skills Capabilities. These KATA sessions will underpin all elements of these training families. | 41 | Knowledge Applied Training Assessment (KATA) sessions will be specifically developed for each operational watch / group dependent upon their recorded training and operational activity over the previous 12 months. This will be achieved by Subject Matter Expert (SME) Instructors analysing watch performance by interrogating Pdr-pro: thus providing the opportunity to design bespoke development KATA sessions, reflecting true CPD that will be accurately recorded upon completion in order to evidence that the required level of competencies have been maintained. | Training Function Lead | GC McGill | Training FMT | In Progress | <p>Aug 21: KATA is in place for Rope Rescue. A planning meeting is scheduled for November to consider KATA for USAR and Water Rescue.</p> <p>Jan 22: Whilst KATA is currently in place for Rope Rescue work is still ongoing to determine if KATA is a viable option for USAR and Water Rescue. SFRS have held initial meetings with Rescue 3 to review contracts and determine what courses are required moving forward.</p> <p>July 22: USAR Station Training Programme has commenced however further resource analysis is required to deliver KATA sessions nationally. WR KATA sessions are being quality assured by SMEs who are evaluating recorded development prior to attending events.</p> <p>Aug 22: Awaiting costings of concrete from supplier to finalise resource analysis of USAR KATA Programme.</p> <p>Oct 22: Programme and costing exercise complete however analysis has identified significant station based Instructor skills deficiencies. Further USAR Train the Trainer courses to be scheduled prior to implementation.</p> <p>Nov 22: Currently 31 Train the Trainers across SFRS, further courses will be required in the TNA 23/24 to enhance this figure to support the KATA rollout, minimum of one per Watch being required. Feb 23: Train the trainer courses have been scheduled to allow 1 x instructor per watch, timber and concrete packs have been priced to allow training at stations and KATA sessions to start QA by NIP.</p> | 90% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 42 It is recommended that scoping is undertaken to ascertain the practicalities of introducing dedicated instructors for specialist areas e.g. Health& Safety, P&P, Hazmats | 42 | Whilst specific recommendations are detailed for certain resilience capabilities, it is also considered that when reviewing overall instructor resource requirements and functional structures; there would be benefit in considering the creation of additional specialist roles. | Training Function Lead | GC McGill | Training FMT | In Progress | Mar 23: | 40% | Mar-23 | Jul-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Rope Rescue & Working At Height | | | | | | | | | | | |

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| Recommendation 43 It is recommended that the current Height development pathway is expanded with the introduction of Safe Working At Height (SWAH) Level 2 supervisors within all Level 2 response stations as are identified within Operations Con Ops. | 43 | SWAH level 2 delivery through to Rope Rescue Supervisor will be delivered by NIP Rope Rescue Instructors utilising a peripatetic delivery model. | Training Function Lead | GC McGill | Training FMT | In Progress | Aug 21: The Operations function are currently undertaking a review of the SFRS Concept of Operations. Once this work is complete we will be aware of the stations which have been identified as requiring SWAH level 2 training and an implementation plan to deliver this training will be created. Jul 22: Awaiting Concept of Operations to be published to create and deliver implementation plan. | 30% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 44 It is recommended to create a dedicated NIP Height team which would consist of 3 x WM's and 3 x CM's. (1 x WM & 1 CM per SDA). Introducing this model will require to form part of a wider review and analysis of instructor resource requirements and disposition. | 44 | This introduction of dedicated delivery teams across the three Service Delivery Areas (SDA's) would provide 7250 hrs of student contact time. | Training Function Lead | GC McGill | Training FMT | In Progress | Mar 23: Currently trying to establish which posts are free to bring in 1 x Rope trained WC for the NSDA. 2 x WC retirements this year with the rope section will need to be back filled come July. | 80% | Mar-22 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Water | | | | | | | | | | | |
| Recommendation 45 It is recommended to realign the water training pathway by a reduction in the number of course types from 25 to 13 and that the current complex and resource intense re-assessment process is refreshed by applying the innovative KATA approach to the re-assessment process that includes a robust QA overlay. | 45 | With the rapid expansion of flood response stations, the introduction of additional swift-water assets and the additional requirements for boat operators, the current pathway has become overly complex. | Training Function Lead | GC Lennox | Training FMT | Complete | Aug 22: Water Rescue KATA sessions are being delivered to quality assure station-based training. This will be a scheduled programme for the upcoming TNA year of 2023/24. Nov 22: KATA Sessions are now embedded within Water Rescue training delivery, SMEs providing quality assurance during attendance of Watch training. | 100% | Mar-23 | Nov-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 46 It is proposed that there is further integration between water (historical NTS) and High Volume Pump (HVP) requirements with NIP SRTI's training as HVP operators. Thereafter, these Instructors would be utilised to provide a national approach to the delivery. | 46 | As per Recommendation | Training Function Lead | GC McGill | Training FMT | In Progress | Aug 21: The recovery plan for Water Rescue has prioritised the next 3 years requirements and will delay the recommendation outlined. Proposal is to defer this recommendation Mar 23: The use of current Water rescue instructors is being assessed and upskilling will need to be prioritised and instructor numbers also need to reflect the extra workload. | 30% | Mar-24 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 47 It would be recommended that the Tac Ad roles of Water Incident Manager (WIM) and HVP should be combined into a single role of "Water" Tac Ad: with the introduction of KATA sessions to ensure ongoing competency is maintained. | 47 | As per Recommendation | Training Function Lead | GC Lennox | Training FMT | Complete | July 22: Meeting with Water Rescue Capabilities lead scheduled to explore the development of a WIM Tac Ad role including initial training and skills maintenance requirements. Costings have been received from 2 providers to upskill Instructors. Aug 22: 5 day WIM course being developed with support from Water Rescue SMEs and Capability Lead and in line with revised NTS. Oct 22: 8 Water SMEs being upskilled by Rescue 3 accredited training provider to allow for course design for delivery across 3 SDAs in 23/24 Nov 22: Water and Flood Tac Ad Paper approved through TSA governance, course scheduled for Feb 23, recommendation now closed. | 100% | Ma 24 | Nov-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 48 The implementation of a progressive pathway and a move away from individual accreditation onto a "top tier" only accreditation model has the potential to realise an estimated efficiency saving of £116k annually across three areas. The first being a reduction of £46k in accommodation (Connel), secondly £10k in overtime and thirdly a reduction of £60k in Rescue 3 skills packs/paper work costs | 48 | As per Recommendation | Training Function Lead | GC McGill | Training FMT | Complete | Aug 21: Rescue 3 contract has been extended to March 2022. This will allow this recommendation to be considered and the relevant accreditation to be scoped out. Jul 22: Rescue 3 contract has been extended until March 2024, efficiency savings will not be as significant following the migration to electronic reference materials. Proposal is to close this recommendation. Mar23: contract with Rescue 3 has been agreed and will be revisited every 3 years currently we are in contract until March 24. | 100% | Mar-23 | Jul-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Urban Search & Rescue | | | | | | | | | | | |
| Recommendation 49 It is proposed that USAR awareness sessions will continue to be delivered by watch / unit supervisory managers. All other USAR courses will be delivered by the USAR NIP SMEs. To enable the delivery of these USAR courses, a peripatetic delivery model is recommended through the introduction of a dedicated USAR delivery team who would be deployed Nationally across the three Service Delivery Areas (SDA's). The team would comprise of 3 x WM's and 1 x CM. Introducing this model will require to form part of a wider review and analysis of instructor resource requirements and disposition. | 49 | This review has highlighted that the current reaccreditation / reassessment process is not applied consistently across the Service; nor is it achievable within current instructional resource levels. It has been identified that existing practices provide only a very limited opportunity for operational crews to undertake specific refresher training. However, it has been recognised that these matters can be mitigated by moving onto a less complex development pathway and by the utilisation of KATA maintenance sessions. | Training Function Lead | GC McGill | Training FMT | In Progress | Aug 21: 3 x Train the Trainer events have taken place to upskill LSO Training personnel, with another planned for Dec 21. The staffing model has been progressed through the addition of 1 Watch Commander. Other staff have been identified and awaiting the outcome of a National Crew Commander process. Jul 22: USAR Team is now resourced and well established (2 WCS and 1 CC) and delivering acquisition courses. Station based USAR training programme is being supported with the aim to introduce a 3 year KATA Schedule as referenced in Action 41. Aug 22: This action is now linked to Recommendation 41 | 80% | Mar-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 50 In streamlining the USAR development pathway it is recommended that the Tools Operator Course be removed and in alignment with NOG, that the Technicians course be amended to suit the needs of the 6 USAR modules (realising an efficiency of 5 days per person). | 50 | As per Recommendation | Completed within CIP | GC Gallacher | Training FMT | Complete | Aug 21: This recommendation has been implemented and LCMS course packages have been created to reflect this change | 100% | Mar-22 | Aug-21 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 51 It is also recommended that a USAR awareness module be created for incorporation into the Operations Control TFOC framework. | 51 | As per Recommendation | Completed within CIP | GC Jacqui Macdonald | Training FMT | Complete | Jan 22: GC Macdonald has confirmed that current "Rescues" Module within OC TFOC contains adequate information on USAR to address recommendation. | 100% | Mar-22 | Jan-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

| Operational Training Review Recommendation | Action Ref | Description | Status as of April 2022 | Action Owner | Governance | Current Status | Progress Update Commentary | % Complete | Due Date | Completion Date | Evidence / Benefits Realised |
|--|------------|---|-------------------------|---------------------|--------------|----------------|--|------------|----------|-----------------|--|
| Operations Control | | | | | | | | | | | |
| Recommendation 52 That an amendment is made within the off-station structure to allow an additional Group Manager (Control) post within the Training and Employee Development Function with a dedicated National reference for Operations Control training. | 52 | It has been identified there is an opportunity to strengthen the links and ensure consistency between training provided for Operational Staff and that which is provided for Operations Control (OC) Staff. | Training Function Lead | GC Jacqui MacDonald | Training FMT | In Progress | Apr 23: Talks are currently underway between AC Jacqui MacDonald and DACO Farquharson to try to progress this in conjunction with the OC structure review. Jan 23: Structure review currently underway for OC by AC Jacqui MacDonald which will include OC training. Aug 21: The GC from Operations Control will take up post within Training once the on-going work to implement the new Command and Control mobilising system is in place. | 10% | Sep-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 53 A Learning and Development pathway from Firefighter (Control) to Area Manager (Control) should be developed. | 53 | This will align closely with the Operational FF-AM pathway which is currently being introduced into The Service. Through the proposed revision of structure (above): joint development activities should be included which will further integrate OC Staff into the Incident Command pathway and the Operational Assurance process. | Training Function Lead | GC Jacqui MacDonald | Training FMT | In Progress | Jan 23: Working on OC Incident Command in conjunction with other UK FRSS. Aug 21: Initial meetings have been held to scope out what the OC development pathway will look like, further development has been put on hold due to the on-going work with regard to the new Command and control mobilising system. | 10% | Dec-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Marine | | | | | | | | | | | |
| Recommendation 54 Due to large numbers of personnel requiring training across a wide area, it is proposed to realign the course, with the initial two days focusing on basic knowledge and firefighting techniques, which all would attend. The final two days would thereafter be attended by CM and WMs, focusing on more specialised knowledge and application of the ICS to a marine incident. | 54 | All staff posted to a Maritime Offshore Group (MOG) station are required to attend the Tactical Ship Firefighting (TSF) course, a total of 1010 personnel, with a refresher every three years. Of these, only 74 are current. A number of personnel have lapsed from currency due to the organisational prioritisation on the delivery of critical skills training impacting upon the remaining numbers of instructors available for delivery of other training subject. | Completed within CIP | GC Andy Wright | Training FMT | Complete | Mar 22: Meetings have taken place between Training and the Marine Operations Group (Chaired by AC Robison) to discuss the reinvigoration of Marine attribute to dedicated stations and therefore the introduction of Marine Tactical Ship Firefighting Training. This will consist of a 3 day Firefighting course for all personnel at a dedicated Marine station and an additional 2 day Marine Incident Command course for a CC & WC at dedicated stations. This is with a view to start scheduling in delivery of this in Q3 /Q4 this training year. Further training for all FDO's is also currently being looked at. | 100% | Mar-23 | Mar-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Large Animal Rescue | | | | | | | | | | | |
| Recommendation 55 It is proposed to further develop the current MPDP module in order that it aligns to meet the aims and objective of the AR1 syllabus. This would permit all SFRS operational personnel to be developed and to maintain competence to a minimum of AR1. | 55 | Going forward, the aspiration is to align the LAR attribute with 3 levels of competence currently being developed by the NFCC Animal Rescue Practitioners Forum. These three levels of competence are outlined as follows; AR1 – Animal Rescue Awareness – Suitable for firefighters and vets who may find themselves responding to an animal rescue incident. AR2 – Animal Rescue Responder – This is for teams expected to carry out the animal rescue and teaches techniques as well as animal handling. AR3 – Animal Rescue Instructor/Specialist – A course which teaches advanced animal rescue techniques. | Completed within CIP | AC Acton | Training FMT | Complete | Jan 22: SFRS Animal Rescue Scottish User Group have met with Edinburgh University Royal Dick School of Veterinary Studies and British Animal Rescue & Trauma Association to develop an SFRS AR1 package. This e-learning package will replace current "Animals" Module on LCMS and ensure all station based personnel are developed and maintain competence to AR1 level. | 100% | Mar-23 | Jan-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 56 Crews possessing the Heavy Rescue and USAR attributes would be developed to AR2 level. In order to develop and maintain this pathway it is proposed that a selected number of personnel are developed to AR3 (Instructor) level in the first instance. | 56 | As Above | Completed within CIP | AC Acton | Training FMT | Complete | Jan 22: Work is currently ongoing between SFRS Animal Rescue Scottish User Group, Edinburgh University Royal Dick School of Veterinary Studies and British Animal Rescue & Trauma Association to develop an MOU/Agreement which will look at the introduction of a Large Animal Rescue attribute into SFRS. Training Functional Management Team have approved delivery of AR2 & AR3 courses scheduled in 2022 to assist with delivery of this recommendation. Future meetings with Operations Function and Animal Rescue Scottish User Group scheduled for 2022. | 100% | Mar-23 | Jan-22 | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Restructuring 2023 | | | | | | | | | | | |
| Recommendation 57 Training Function restructuring project involving the removal of 5 "hard to fill" CC uniformed posts from the structure to support positive restructuring proposals within the Function. Driver Training / LED / Instructors cadre are all areas that are to be supported and strengthened through this project work. | 57 | The Training Function restructuring proposals are designed to provide support to a number of areas within Training to improve the effectiveness and efficiency of the departments involved and to increase the existing Instructor cadre by utilising non traditional resourcing methodology to maintain and improve firefighter safety | Training Function Lead | GC Andrew Galloway | Training FMT | In Progress | Mar 2023: GC Nelson is currently engaging with Rep bodies to detail these proposals. Workforce planning, JE team, HR and the the Resourcing team have all been involved in this process in support of this restructuring project. May 2023: The recruitment request documentation linked to the Training Function restructuring program was presented at SLT by ACO Watt and ratified. All WFP and Resource Team requests have now been actioned including the CS Team C NOI process and the Non Uniformed reengagement recruitment process. (BN - 12/05) | 60% | Jun-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Azets Internal Training Audit Report Recommendations March 2023 | | | | | | | | | | | |
| Recommendation 58 Training needs to develop a cohesive plan in conjunction with Service Delivery which determines the critical skills required by firefighters based on risk and the training required to support these. Following this, if a capacity gap remains, then a business case should be developed to establish and prioritise the necessary investment to achieve the required level of training. | 58 | The Training Function will support Service Delivery Areas to determine the critical skills and training required to ensure FF safety based on risk, and ensure the Training Needs Analysis identifies the level of training required and establish where investment may be needed. | Training Function Lead | GC Andy Wright | Training FMT | In Progress | April 23 - Training for Operational specialist skills are now based on the TOM for that discipline. The number of courses required to achieve or maintain the TOM in each specialist skill has been identified as part of the TNA. A gap analysis will be completed in Q2 to establish if further investment in this area is needed. Critical core skills for all operational staff are now identified using information held within i-Trent. This forms part of the maintenance of competency and refresher programme identified within the relevant Training Standards. A report was produced for the FMT highlighting the current deficiencies in core competencies and the number of additional course required to achieve full 100% competency for core skills for all staff. Work is currently ongoing into rectifying this issue. | 20% | Apr-24 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |

| Operational Training Review Recommendation | Action Ref | Description | Status as of April 2022 | Action Owner | Governance | Current Status | Progress Update Commentary | % Complete | Due Date | Completion Date | Evidence / Benefits Realised |
|--|------------|--|-------------------------|---------------------|--------------|----------------|---|------------|----------|-----------------|---|
| Recommendation 59 As planned, management should introduce regular training needs analysis and the shift to a more localised approach for refresher training. As part of this, management needs to consider the financial implications of this new process and how it will impact staff and be effectively communicated. | 59 | Training are currently developing a revised Training Needs Analysis process that will ensure a more flexible approach to identifying the Training requirements of the Service. | Training Function Lead | GC Andy Wright | Training FMT | In Progress | March 2023 - The TNA process has been reviewed and amended for training year 2023/24, making it a more live and fluid process. A quarterly review will now be undertaken with liaison from LSO Areas, to ensure any changes to LSO Area course requirements are considered with a clear focus on critical courses needed to fulfil organisational requirements. As part of the current review, the TNA process will be further amended to utilise a new reporting system on Power BI. This is to allow for more accurate and simple reporting. All information will soon be able to be accessed easily all in the same place. | 100% | Apr-23 | | Evidence - Training Needs Analysis - Scottish Fire and Rescue Service (firescotland.gov.uk) |
| Recommendation 60 Management should ensure that all Training related policies and procedures are reviewed and updated, where necessary within the appropriate timescales and then circulated to all relevant staff. | 60 | Training are developing a "Policy & Procedures Forward Planner" that will ensure all Training documentation is reviewed within set timescales and communicated to relevant stakeholders through agreed governance routes. | Training Function Lead | GC Bryan Nelson | Training FMT | In Progress | April 2023 - Policy / Procedure paper for FMT has been completed detailing the work to date and options available to be discussed / decision at FMT 3rd May. (BN 26/04) April 2023 - New Training Function SharePoint Policy and Procedure "List" Library has been created in conjunction with a planned Task by Planner generic Task applied to all relevant personnel's Task list (TBP) to ensure a periodic review of the Policy and Procedure Library to capture all required reviews preventing a "single point of failure" role within the Training Function. TBP will be reviewed by Strategic leads to monitor all "outstanding" and "live" reviews for progress towards completion and authorisation (sign off). (BN 03/05) May 2023 - SFRS Policy & Procedure Library / Review Project - Training Function review team (GC Nelson / WC Crawford) to work with Carol Wade to identify task specific teams for Admin / Production / Authorisation roles with project. WC Crawford tasked with reviewing and updating function policies and procedures within Sharepoint and SFRS iHub ahead of meeting with GC Nelson on the 24th May (soft completion date for information return a project update to Carol Wade - 2nd June). BN 12/05/2023 | 80% | Apr-24 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 61 As well as considering savings on in-house training delivered, management should undertake a cost/benefit evaluation to access if better value could be sought by using external training providers for at least some elements of mandatory training, e.g. casualty care. This evaluation should be reviewed on a periodic basis to ensure best value continues to be achieved. | 61 | Training will, as part of its continuous improvement and through its governance processes, consider the outsourcing of training delivery to ensure best value is achieved and that it is reviewed as necessary. | Training Function Lead | AC Chris Getty | Training FMT | In Progress | | 0% | Apr-24 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 62 During the refresh of the Training Needs Analysis, roles and responsibilities for generating compliance reports and enforcing compliance are agreed and clearly set out. Where compliance with mandatory training is below the target of 95%, SFRS should provide explanations for this and develop action plans with assigned action owners and timescales to improve completion rates. In addition, competency should be assessed more formally on a frequent basis, with management devising appropriate methods for performing this assessment and providing clear guidance on the action to take should a firefighter be deemed to be not competent. Guidance should also be devised in respect of the process to be followed should an operational firefighter's refresher training not be fully up to date. The Training Function should also review reporting on compliance rates to ensure that if a firefighter has completed mandatory training, it is reported as compliant regardless of any subsequent change in position or location. | 62 | Training will develop a Skills Maintenance Framework that will clearly set out what is required within each skill set to ensure compliance. This will detail how skills will be assessed and what action will be taken should any personnel deemed to be not yet competent or are out with their refresher training current periods. | Training Function Lead | AC Chris Getty | Training FMT | In Progress | | 0% | Apr-24 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |
| Recommendation 63 When improvement actions are agreed at MRG based on analysis of feedback, they should be assigned action owners and implementation timeframes. Once actions have been implemented by the responsible owner, communications should be issued to staff to demonstrate that feedback received is duly considered and taken on board, where appropriate to encourage further feedback. | 63 | Improvement actions identified through candidate experience and feedback will be fully captured by Training. Responsibility will be given to action owners to ensure the completion of agreed improvements and communicated to relevant stakeholder to demonstrate its value and encourage future submissions. Work is underway to improve how training capture and analysis feedback, moving from a paper-based system to an easy to complete e-form. | Training Function Lead | AC Alasdair Cameron | Training FMT | In Progress | May '23 - Options were put forward to Training Management Team in March'23 and Nintex was decided for implementation as the Training candidate experience and feedback tool. It is a cloud-based workflow tool that allows users to automate business processes. It offers a range of functionalities, including electronic forms and workflows which makes it a good fit for a candidate feedback process. Benefits :- Functionality: Nintex offers a range of advanced functionalities, such as complex workflows and automation and it can easily integrate with other systems such as SharePoint. Workflows give the ability to push notifications, such as reminders to candidates to complete the form and to highlight any results of note, allowing further investigation and analysis. Reporting options: Nintex offers advanced reporting options, making it easy to perform data analysis i.e. feedback results can be presented in table format giving an easy to read overview. The Nintex platform has already been purchased by SFRS and is therefore available for use without incurring any additional costs. | 50% | Apr-23 | | <PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE> |



Report No: C/PC/19-23

Agenda Item: 17.1

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|------------------------|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | PEOPLE POLICY REVIEW SCHEDULE UPDATE | | | | | | |
| Report Classification: | For Information | <p style="text-align: center;">Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to provide an update regarding ongoing work in relation to People policies and procedures. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | The People directorate is responsible for the development, implementation, review and quality assurance of a wide range of people policies and procedures for the Scottish Fire and Rescue Service (SFRS). The report is the next in a series of regular updates in this regard. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | Following the latest review of the rolling policy programme of work to reflect current and anticipated priorities and timescales the format of the People Policy Review Schedule format was updated. The 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 and for any revised priority work arising from transformation or legislative changes. The Policy Review Schedule, to reflect current work as of 1 May 2023, is attached as Appendix A. The schedule has been reviewed and takes into account, the Directorate Plan and priorities for 2023/24, with a focus on essential policies and the stakeholder engagement required moving forward. | | | | | | |
| 3.2 | During quarter 4, policy work transferred to People Advisers within the People Employee Relations & Advice Team in the new People model and structure to review the schedule. | | | | | | |
| 3.3 | Work has continued with researching benchmark data for the Family Leave Policy, particularly to inform any proposal to be considered regarding how the SFRS's family leave provisions compare to that of other organisations. | | | | | | |
| 3.4 | <p>During this period, the Reservists Policy was implemented and published. The following policies were issued for final consultation and are progressing through governance for approval and implementation:</p> <ul style="list-style-type: none"> • The Appraisal Policy • Managing Employee Performance Policy | | | | | | |

| | |
|----------|--|
| 3.5 | Looking ahead to quarter 1 the following policies will be issued for first consultation: <ul style="list-style-type: none"> • Secondary Employment Policy • Market Allowance Policy • Job Evaluation Policy |
| 3.6 | Additionally, a review of the information contained within the Policy Schedule will take place to support a fuller understanding of how people policies are managed within the SFRS. |
| 4 | Recommendation |
| 4.1 | The People Committee are asked to note the information included in this paper. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | There are no implications that require to be noted. |
| 5.2 | Financial |
| 5.2.1 | Where a policy has financial implications for the SFRS, financial information is collated and presented to all relevant parties prior to approval and implementation. This will also be detailed within the SFRS Business Case process. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | There are no implications that require to be noted. |
| 5.4 | Workforce |
| 5.4.1 | Employee implications are detailed within each separate policy. |
| 5.5 | Health & Safety |
| 5.5.1 | Where applicable, matters relating to health and safety are clearly outlined within each separate policy. |
| 5.6 | Health & Wellbeing |
| 5.6.1 | All policies are developed to take cognisance of employee wellbeing in line with the SFRS Mental Health Strategy. |
| 5.7 | Training |
| 5.7.1 | Briefing sessions take place with Managers and People Advisers where required. |
| 5.8 | Timing |
| 5.8.1 | All policies follow a review schedule in line with the People Quality Management System and once approval is reached, the policies are live on the SFRS iHub. |
| 5.9 | Performance |
| 5.9.1 | All policies partake in a quality assurance process to ensure compliance. Where applicable, SFRS performance relating to matters of policy will be measured and reported. |
| 5.10 | Communications & Engagement |
| 5.10.1 | People has a governance process in place, which involves consultation with the relevant Trade Unions, Service Delivery Area colleagues and POD practitioners during the review process. |
| 5.11 | Legal |
| 5.11.1 | All policies comply with employment legislation, are responsive to case law and aim to follow best practice. |
| 5.12 | Information Governance |
| 5.12.1 | |

| | | |
|---|---|--|
| | A DPIA is not required. In relation to GDPR, all policies and procedures which involve personal data, will have a Privacy Risk Assessment (PIA) completed and these will be available on the SFRS iHub. | |
| 5.13 5.13.1 | Equalities An EIA is not required. Each policy has its' own Equality Impact Assessment and these are available on the SFRS iHub. | |
| 5.14 5.14.1 | Service Delivery The benefits and impact on employees across the Service, from all the policies detailed within the attached schedule, are contained within each supporting paper, as each policy progresses through the SFRS Governance process. | |
| 6 | Core Brief | |
| 6.1 | Not applicable | |
| 6 | Appendices/Further Reading | |
| 6.1 | Appendix A – People Policy Review Schedule | |
| 7 | Assurance (Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Liz Barnes, Deputy Chief Officer (Strategic Leadership Team) |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/Reasonable/Limited/Insufficient |
| 7.2 | Rationale: | A robust policy governance process is in place and regularly reviewed. |
| Prepared by: | Gillian Clark, People Manager | |
| Sponsored by: | Rachael Scott, Deputy Head of People | |
| Presented by: | Rachael Scott, Deputy Head of People | |
| Links to Strategy and Corporate Values | | |
| Strategic Plan 2022-25 Outcome 6: People | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>POD DMT</i> | <i>10 May 2023</i> | <i>For Decision</i> |
| <i>Employee Partnership Forum</i> | <i>17 August 2023</i> | <i>For Information Only</i> |
| <i>People Board</i> | <i>18 May 2023</i> | <i>For Information Only</i> |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Information Only</i> |

POLICY REVIEW SCHEDULE

| | |
|-----------------------------------|-----------------------------------|
| KEY: | |
| POLICY OUT FOR PEER REVIEW | POLICY OUT FOR FINAL CONSULTATION |
| POLICY WITH POD DMT | POLICY AWAITING FINAL ISSUE |
| POLICY OUT FOR FIRST CONSULTATION | POLICY ISSUED |

| POD POLICY | NEW OR REVISED | DATE POLICY TO BE ISSUED FOR CONSULTATION | APPROX TIMESCALE FOR IMPLEMENTATION | NEXT REVIEW DATE |
|--|----------------|---|-------------------------------------|------------------|
| Recognition of Prior Learning | New | Mar 22 | Jan-23 | 2028 |
| Uniformed Managers In-Development to Competent | Revised | Nov 2020 | Feb-22 | 2028 |
| Managing Employee Performance | Revised | Apr-22 | May-23 | 2028 |
| Appraisal Policy and Procedures | Revised | Feb 23 | May-23 | 2028 |
| Flexi-Time Scheme (Support Staff) | Revised | June 22 | July 23 | 2028 |
| Secondary Employment (includes in-scope driving) | New | June 23 | Oct-23 | 2028 |
| Death in Service | Revised | Jan-24 | May-24 | 2029 |
| Job Evaluation | Revised | May 23 | - | TBC |
| Market Allowance Policy | Revised | May 23 | - | TBC |
| Trainee Firefighter Development to Competent | Revised | - | - | TBC |
| Wholtime Uniformed Instructor Employees - Working Hours and Leave Policy | New | - | - | |
| ARA Policy | Revised | - | - | TBC |
| Attendance During Adverse Weather and Disruptive Conditions | Revised | - | - | TBC |
| Career Break | Revised | - | - | TBC |
| Clinical Supervision Policy | New | - | - | TBC |
| Code of Conduct | Revised | - | - | TBC |
| Detached Duty Policy | Revised | - | - | TBC |
| Exit Interviews Policy and Procedure | Revised | - | - | TBC |
| Firefighter Fitness Standards and Assessments Policy/Procedure | Revised | - | - | TBC |
| Further/Higher Education (Qualification) Policy | Revised | - | - | TBC |
| Health and Wellbeing Policy | New | - | - | TBC |
| ID Cards Policy and Procedure | Revised | - | - | TBC |
| Induction Process | Revised | - | - | TBC |

OFFICIAL

| POD POLICY | NEW OR REVISED | DATE POLICY TO BE ISSUED FOR CONSULTATION | APPROX TIMESCALE FOR IMPLEMENTATION | NEXT REVIEW DATE |
|--|-----------------------|--|--|-------------------------|
| No Smoking | Revised | – | – | TBC |
| Pay Protection (Support Staff) | Revised | TBC | TBC | TBC |
| RDS Annual Leave and Public Holiday Policy | New | TBC - To be scoped once agreement reached on standardisation offer | – | TBC |
| RDS Dual Contracts | New | TBC - To be scoped once agreement reached on standardisation offer | – | TBC |
| RDS Payment for Work Activities | New | TBC - To be scoped once agreement reached on standardisation offer | – | TBC |
| Recruitment and Selection | Revised | – | – | TBC |
| Redeployment | Revised | – | – | TBC |
| Relocation | Revised | – | – | TBC |
| Substance Misuse Policy | New | – | – | TBC |
| Temporary Promotions Procedure | Revised | – | – | TBC |
| TOIL (Uniformed) Policy | Revised | – | – | TBC |
| Transfer of Uniformed Employees Policy | Revised | – | – | TBC |
| Transfer Request Policy | Revised | – | – | TBC |
| Working Hours (Day Duty) Policy | New | – | – | TBC |
| Post Incident/Trauma Support Services | Revised | – | – | 2024 |
| Time off for Trade Union Duties | Revised | – | – | 2025 |
| Employment and Criminal Convictions | Revised | – | – | 2025 |
| Volunteer Policy | Revised | – | – | 2025 |
| Discretionary Policy - LGPS | Revised | – | – | 2025 |
| Reimbursement of Dental/Optical Costs | Revised | – | – | 2025 |
| Secondment | Revised | – | – | 2025 |
| Disciplinary Policy & Procedure | Revised | – | – | 2025 |
| Recall to Duty | Revised | – | – | 2025 |
| Leadership Development Centres | Revised | – | – | 2025 |
| Special Leave | New | – | – | 2025 |
| Political Restrictions Policy | New | – | - | 2025 |
| Business Travel/Reimbursement of Expenses Policy | Revised | - | - | 2026 |
| Management of Health conditions Policy | New | - | - | 2026 |

OFFICIAL

| POD POLICY | NEW OR REVISED | DATE POLICY TO BE ISSUED FOR CONSULTATION | APPROX TIMESCALE FOR IMPLEMENTATION | NEXT REVIEW DATE |
|---|-----------------------|--|--|-------------------------|
| 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 | - | - | 2027 |
| Grievance | Revised | - | - | 2027 |
| Whistleblowing | Revised | - | - | 2027 |
| Employee Recognition Scheme | Revised | - | - | 2027 |
| Wholetime Day Duty Working Hours and Leave Policy and Procedure | Revised | - | - | 2027 |
| Family (Maternity, Paternity, Adoption, Parental, Shared Parental & Carers) Leave | Revised | - | - | 2027 |
| Working Together Framework | Revised | - | - | 2028 |
| Consultation and Negotiation | Revised | - | - | 2028 |
| Reservists | Revised | - | - | 2028 |

Report No: C/PC/20-23

Agenda Item: 17.2

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|-------------------------------|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to: | PEOPLE COMMITTEE | | | | | | |
| Meeting Date: | 8 JUNE 2023 | | | | | | |
| Report Title: | HEALTH AND SAFETY POLICY AND MANAGEMENT ARRANGEMENTS FORWARD PLANNING SCHEDULE | | | | | | |
| Report Classification: | For Information Only | Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to provide the People Committee with an update regarding ongoing work in relation to the development and review of the Scottish Fire and Rescue Service's (SFRS) Health and Safety (HS) Policy and associated Management Arrangements (MA's). | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | The Safety and Assurance Function are responsible for developing and reviewing the HS Management Arrangements to support the implementation of the commitment and responsibilities outlined within the HS Policy. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | This report shows progress made against the 5-year rolling Management Arrangement tracker. Appendix A provides an overview of the current position. | | | | | | |
| 3.2 | All completed and published MA's from 2022/23 have been removed from Appendix A, and outstanding actions carried overview together with progress updates. | | | | | | |
| 3.3 | The Provision and User of Work Equipment Management Arrangement has been subject to major review and is currently out for consultation. | | | | | | |
| 3.4 | The Premise Inspection MA has completed its 5-year review and has been future proofed to match the TASS module currently in development. The associated LCMS programme of learning is with Training for amendment. | | | | | | |
| 4 | Recommendation | | | | | | |
| 4.1 | The People Committee is asked to note the progress against the 5-year rolling Management Arrangement tracker. | | | | | | |
| 5 | Key Strategic Implications | | | | | | |
| 5.1 | Risk | | | | | | |
| 5.1.1 | SFRS failing to maintain the currency and robustness of its health and safety management system without frequent periodic review as detailed within this report. | | | | | | |
| 5.2 | Financial | | | | | | |

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|--------|--|
| 5.2.1 | There are no financial implications for the development, maintenance, and monitoring of these processes, however failure to comply with Health and Safety Legislation may result in financial- implications. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | There are no environmental and sustainability implications for the development, maintenance, and monitoring of these processes. |
| 5.4 | Workforce |
| 5.4.1 | There is a risk that current vacancies within the Department lead to delays in MA reviews as occurred in 2022/23, these arrangements require FMT support to become BAU activities. |
| 5.5 | Health & Safety |
| 5.5.1 | Failure to comply with health and safety legislation may lead to potential consequences for both the organisation and individuals which may result in, involvement, engagement and investigation and potential action from the HSE. Demonstrate Clause 6.1.3 Determination of Legal and other Requirement (ISO 45001). |
| 5.6 | Health & Wellbeing |
| 5.6.1 | There are no health and wellbeing implementations for the development, maintenance, and monitoring of these processes. |
| 5.7 | Training |
| 5.7.1 | There are no training implications as MAs have existing Programme of Learning previously developed and content is being considered during review to avoid and reduce duplication. |
| 5.8 | Timing |
| 5.8.1 | Health and Safety MA's are scheduled for periodic 5-year review, and or major/minor revision subject to changes in legislation, guidance, best practice, or outcomes of event investigation. |
| 5.9 | Performance |
| 5.9.1 | It is anticipated these periodic and guidance review process will assist SFRS maintaining its health and safety management system effectively and support possible ISO 45001 Requirements. |
| 5.10 | Communications & Engagement |
| 5.10.1 | The high level of compliance should be included in future health and safety communications as part of SA Communication Strategy. |
| 5.11 | Legal |
| 5.11.1 | If health and safety arrangements are maintained or not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities. |
| 5.12 | Information Governance |
| 5.12.1 | DPIA completed No. If not applicable state reasons. The review process outlined within the paper is part of the SFRS Health and Safety Policy which has a separate DPIA. |
| 5.13 | Equalities |
| 5.13.1 | EHRIA completed No. If not applicable state reasons. The review process outlined within the paper is part of the SFRS Health and Safety Policy which has a separate EHIRA. |

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| 5.14 5.14.1 | Service Delivery It is anticipated that the outcomes of this annual periodic MA review processes outlined within the paper will have a positive impact on the safety of all SFRS staff and the committees we serve. | |
| 6 | Core Brief | |
| 6.1 | Not applicable | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Andy Watt, Director of Training, Safety and Assurance |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/Reasonable/Limited/Insufficient |
| 7.2 | Rationale: | A substantial level of assurance is provided as this rolling forward plan linked to the legal register ensures the ongoing review of all relevant policies and management arrangements in line with legislative requirements and changes. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A - Health and Safety Policy and Management Arrangements Forward Planning Schedule. | |
| Prepared by: | Derrick Watson, SHSA | |
| Sponsored by: | Jim Holden, Head of Safety and Assurance | |
| Presented by: | Jim Holden, Head of Safety and Assurance | |
| Links to Strategy and Corporate Values | | |
| <p>Strategic Plan 2022-2025: 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. Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people. Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.</p> | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>Training, Safety and Assurance DMT</i> | <i>07 June 2023</i> | <i>For information only</i> |
| <i>People Committee</i> | <i>08 June 2023</i> | <i>For information only</i> |
| <i>National Safety and Assurance Board</i> | <i>22 June 2023</i> | <i>For Information only</i> |

Health and Safety Policy and Management Arrangements Forward Planning Schedule 2023-2024

| Title | Work Required | Financial Year | Development | Consultation | Governance | Familiarisation | Go Live | Comment |
|---|--------------------------------|----------------|-------------|----------------------------------|-------------|-----------------|------------|---|
| | | | BRAG Status | BRAG Status | BRAG Status | BRAG Status | | |
| PUWER MA and LCMS module (carry-over from 21/22) | 5 Year Review | 2021/22 | | 28 Day consultation closes 13/06 | | | | Major revision during 22/23, currently out for consultation |
| Premises Inspection Management Arrangement | 5 Year Review | 2022-23 | | Conducted during review | N/A | N/A | 10/05/2023 | Republished on the iHub |
| HS Audits (Support Review) Management Arrangement | Major review and republication | 2022-23 | | | | | | Deferred due to temporary secondment – Due Q2 |
| Self-Audit MA | Annual Review | 2023-24 | | Being conducted during review | | | | Due Q1 |
| LOLER MA and LCMS | 5 Year Review | 2023-24 | | Being conducted during review | | | | Due Q1 |
| Health and Safety Policy | Annual Review | 2023-24 | | | | | | Due Q2 |
| Health and Safety Policy Statement | Annual Review | 2023-24 | | | | | | Due Q2 |

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| Title | Work Required | Financial Year | Development | Consultation | Governance | Familiarisation | Go Live | Comment |
|---------------------------------------|---------------|----------------|-------------|--------------|-------------|-----------------|---------|---------|
| | | | BRAG Status | BRAG Status | BRAG Status | BRAG Status | | |
| Vibration MA and LCMS | 5 Year Review | 2023-24 | | | | | | Due Q2 |
| Premises Fire Safety MA and LCMS | Major Review | 2023-24 | | | | | | Due Q2 |
| Lone Working MA | 5 Year Review | 2023-24 | | | | | | Due Q3 |
| Impound and Inspection MA and LCMS | 5 Year Review | 2023-24 | | | | | | Due Q3 |
| Noise MA and LCMS | 5 Year Review | 2023-24 | | | | | | Due Q3 |
| Electricity MA | 5 Year Review | 2023-24 | | | | | | Due Q3 |
| Safety, Signs and Signals MA and LCMS | 5 Year Review | 2023-24 | | | | | | Due Q4 |
| Contaminants MA | New | 2023-24 | | | | | | TBC |

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| Title | Work Required | Financial Year | Development | Consultation | Governance | Familiarisation | Go Live | Comment |
|------------------------|---------------|----------------|-------------|--------------|-------------|-----------------|---------|---------|
| | | | BRAG Status | BRAG Status | BRAG Status | BRAG Status | | |
| Operational DRA/ARA MA | Major Review | 2023-24 | | | | | | TBC |

| | |
|-------|--------------------------------|
| 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 17.3

| | STANDING ITEMS | FOR INFORMATION ONLY | FOR SCRUTINY | FOR RECOMMENDATION | FOR DECISION |
|-------------------------|---|--|--|---|--|
| 14 September 2023 | <ul style="list-style-type: none"> Chair's Welcome Apologies for Absence Consideration of and Decision on any Items to be taken in Private Declaration of Interests Minutes of Previous Meeting Action Log Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days Review of Actions Date of Next Meeting | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward planning Schedule Update H&S Policy Review Management Arrangements Forward planning Schedule RANSc update (Private) Key Care Update (Private) | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Performance & Risk Report (POD & TSA) Independent Audit/ Inspection Action Plan Update <ul style="list-style-type: none"> Training of RDS Personnel SVQ/Modern Apprenticeship Committee Aligned Directorate Risks Risk Spotlight - (Pension Remedy) Contaminants Quarterly update | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> |
| | | <u>New Business</u> <ul style="list-style-type: none"> Vocational & Apprenticeship Update New Approach to Recruitment Selection | <u>New Business</u> <ul style="list-style-type: none"> Equalities Statement | <u>New Business</u> <ul style="list-style-type: none"> Health & Safety Annual Report 2022/23 | <u>New Business</u> <ul style="list-style-type: none"> |
| 7 December 2023 | <ul style="list-style-type: none"> Chair's Welcome Apologies for Absence Consideration of and Decision on any Items to be taken in Private Declaration of Interests Minutes of Previous Meeting Action Log | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward planning Schedule Update H&S Policy Review Management Arrangements Forward planning Schedule RANSc update (Private) Key Case Update (Private) | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Performance & Risk Report (POD & TSA) Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> |

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

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