



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - PEOPLE COMMITTEE

THURSDAY 7 DECEMBER 2023 @ 1245 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

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: 14 SEPTEMBER 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 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING**
Report(s) for scrutiny:
 - 7.1 People Performance Report Quarter 2 2023/24 (attached) *L Gaja*
 - Report(s) for Information only:*
 - 7.2 People Performance Report Quarter 1 2023/24 – Amended (attached) *L Gaja*
 - 7.3 Career Ready Update (attached) *L Gaja*
 - 7.4 Retirement/Leavers Profile (verbal) *L Gaja*
 - 7.5 People Policy Review Schedule Update (attached) *G Clark*
 - 7.6 Colleague Engagement Survey Update (verbal) *F Munro*

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.

8 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

Report(s) for scrutiny:

- 8.1 Equality, Diversity, Culture and Fair Work Update (verbal) L Gaja
 8.2 Talent Acquisition - New Approach to Recruitment and Selection (attached) F Munro

9 TRAINING

Report(s) for scrutiny:

- 9.1 Training Function Update and Performance Report Quarter 2 2023/24 (attached) B Farquharson

Report(s) for Information only:

- 9.2 Training Continuous Improvement Programme update (attached) B Farquharson
 9.3 Training Function Vision and Strategy 2023-28 (attached) A Watt

10 HEALTH AND SAFETY

Report(s) for scrutiny:

- 10.1 Health and Safety Performance Report Quarter 2 2023/24 (attached) J Holden
 10.2 Contaminants Quarterly Report (attached) A Watt

Report(s) for Information only:

- 10.3 Health and Safety Policy and Policy Statement (attached) J Holden
 10.4 Health and Safety Annual Report 2022/23 (attached) J Holden
 10.5 Safety and Assurance Documents Forward Planning Schedule (attached) J Holden

11 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE (attached)

J Holden

The Committee is asked to scrutinise this report.

12 PEOPLE COMMITTEE RISK REGISTER

- 12.1 Committee Aligned Directorate Risks (attached) L Gaja/A Watt /D Johnston
 12.2 Risk Spotlight: Training Assets (attached) A Watt

The Committee is asked to scrutinise these reports.

13 PARTNERSHIP WORKING

- 13.1 Employee Partnership Forum (verbal) S Barron
 13.2 Partnership Advisory Group (verbal) L Gaja

14 FORWARD PLANNING

- 14.1 Committee Forward Plan Review (attached) M Wylie
 14.2 Items for Consideration at Future IGF, Board and Strategy Day meetings M Wylie

15 REVIEW OF ACTIONS (verbal)

Board Support

16 DATE OF NEXT MEETING

Thursday 7 March 2024

Please note that the public meeting will be recorded for minute taking purposes only.
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PRIVATE SESSION

- 17 MINUTES OF PREVIOUS PRIVATE MEETING: 14 September 2023** *M Wylie*
(attached)

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

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

- 18.1 Draft Minutes of last meeting – 14 September 2023 (attached) *F Thorburn*
18.2 Update of last meeting – 7 December 2023 (verbal) *F Thorburn*

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

- 19 KEY CASE UPDATES 2023/24 – Q2** (verbal) *L Gaja*

This verbal report is for information only.



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PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 14 SEPTEMBER 2023 @ 1300 HOURS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

PRESENT:

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

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

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People
Fiona Munro (FM)	Head of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Derek Heaton (DH)	Area Commander Operational Assurance (Item 12 only)
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Kirsty Darwent (KD)	Chair of SFRS Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

None

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.
- 1.3 Due to the volume of business on the agenda, the Chair reminded the Committee that papers would be taken as read and presentations should be kept succinct and, if appropriate, consideration should be given to discuss issues off table.

2 APOLOGIES FOR ABSENCE

- 2.1 David Farries, Assistant Chief Officer, Director of Service Delivery

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

- 3.1 The Committee discussed and agreed that the *Key Case Update Report* would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee*, the *Draft Health and Safety Annual Report*

2023 and the *Colleague Experience Survey and Action Plan* would be taken in private due to the confidential nature of the issue and confidential commercial information (Item 9G and 9E), respectively.

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 JUNE 2023

5.1 The minutes of the meeting held on 8 June 2023 were approved as an accurate record of the meeting.

5.2 Matters Arising

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

6 ACTION LOG

6.1 The Committee considered the action log and noted the updates.

Action 7.2.6 (Performance and Risk report Q1 Training Safety and Assurance – 03/10/22) – Agreed closure of this action.

6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

7 PERFORMANCE AND RISK REPORT

7.1 People Quarterly Management Information Report Quarter 1 2023/24

7.1.1 LG provided the People Performance Report Quarter 1 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the more detailed People Performance Report. The following key areas were highlighted from the Executive Summary:

- Focus on retirement profiles within Wholetime personnel.
- Attraction, retention, and wellbeing of Operations Control personnel.
- Long term absences attributable to MSK and psychological.

7.1.2 The Committee noted that over 400 Wholetime personnel could potentially leave the Service by December 2023 and asked whether scenario planning and contingency measures were being considered. LG reminded the Committee that a full update on the pension remedy was scheduled for later in the agenda. LG advised the Committee that Workforce Planning and Finance were undertaking significant modelling work for in scope personnel/Business as Usual (BaU) turnover and that this was refreshed and presented to the Strategic Leadership Team (SLT) monthly, to inform decision making regarding wholetime campaigns and promotional activity. Other considerations were also the resource spending review, future budgets and ensuring the appropriate balance of staffing levels. Work had also taken place with Training, Safety and Assurance to consider a different delivery model for practical testing elements to facilitate increased intakes on trainee courses.

7.1.3 In regard to delays in disciplinary cases due to competing demands, LG informed the Committee that there was a number of situations impacting on organisational capacity and the Service were considering how to increase the number of individuals trained to participate or chair on disciplinary panels. LG noted that the policy would be reviewed with a view to revising the stated target completion timescale. LG further noted that the culture review may encourage new reporting and increase the number of cases.

7.1.4 In regard to additional trainee courses, AW advised the Committee that depending on the impact on staffing levels post October (pension remedy) the Service would stand up additional trainee courses, if required.

7.1.5 The Committee noted and welcomed the decrease in staff turnover within Operations Control (OC) and asked whether a specific reason could be identified. LG noted that there were several different factors driving the decrease in turnover. These included development and support for OC managers, health and wellbeing provision and clarity on/involvement with the New Mobilising System project.

7.1.6 The Committee commented on how assurance could be given on the diversity/culture of workforce and the future realignment of the agenda would potentially assist with this.

7.1.7 **The Committee scrutinised the report.**

7.2 Training Function Update and Performance Report Quarter 1 2023/24

7.2.1 AW reminded the Committee that further refinement in the format of the PowerBI report was still required and that separate function reports would be presented.

7.2.2 BF presented the high-level overview of the Training function activity and performance over Quarter 1 2023/24 and highlighted the following key issues:

- Reviewing delivery for ICAT Basic courses in the West Service Delivery Area.
- Reassessments for Emergency Response Driving courses noting the benefits of collaboration to identify improvements and smarter delivery of training.
- BA recovery plan launched with re-evaluation of BA instructors on watches last week, noting the benefits and improvements to on station daily training delivery.
- Urban Search and Rescue (USAR) instructor process and noted the good links with the UK International Search and Rescue team to increase knowledge and strengthen USAR teams.
- High level summary of key activities within the training function.

7.2.3 The Committee acknowledged the tragic events in Morocco and the work of international search and rescue colleagues.

7.2.4 The Committee requested further information on KPI22 (core skills modules completed). BF noted that the lack of scale with the graph was unhelpful. BF advised the Committee that due to the timing of the report being produced the data for the full quarter was incomplete, and also noted the issues with securing scrap vehicles for use in practical training exercises. BF further noted that recent operational activities may also have had an impact on completion rates. AW advised the Committee that Day Duty Staff were now included within this KPI alongside Wholetime and On Call Duty systems.

7.2.5 The Committee noted their preference for a vertical axis to be included within graphs. The Committee commented on whether the KPIs were appropriate, and AW noted that further consideration would need to be given to how this information was presented in future.

7.2.6 AW reminded the Committee that KPIs 22 and 23 were Service Delivery indicators and consideration would need to be given as to how the supporting narrative was provided for these.

7.2.7 The Committee noted the inclusion of a date within the supporting narrative would be helpful.

7.2.8 BF reminded the Committee that there was the ability to deep dive and spotlight individual KPIs if necessary.

7.2.9 AW advised the Committee that the KPIs were trending in a positive direction and there had been an increase in delivery of different courses noting that it may be helpful to have actual figures rather than percentages within the graphs.

7.2.10 **The Committee scrutinised the report.**

7.3 **Health and Safety Performance Report Quarter 1 2023/24**

7.3.1 JH presented the Health and Safety Performance Report Quarter 1 2023/24 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2023/24 and the Health and Safety KPIs. The following key areas were highlighted:

- Improvement Plan was reporting 100% completion (Q1). Number of actions reduced due to the introduction of self-compliance arrangements. Main action with Q1 was the preparation of risk assessment and updates to the risk management processes.
- Increase in accident, injuries and RIDDORs but noted a downwards trend over the previous 4-year period.
- Increase in Near Miss reporting.
- Reduction in Acts of Violence.
- Consistent trend for Vehicle Accidents.

7.3.2 The Committee noted the increase in RIDDOR incidents and sought reassurance on the inspection process and that any learnings were being actioned promptly. JH assured the Committee that the Service were aware of the importance of feeding any learning back into the organisation. JH advised that all RIDDOR incidents were investigated at the appropriate level ie local level, 21-day review (aligned with the operational assurance 21-day process) or promoted to a higher level. AW noted that the 21-day review, which would allow identification of risk critical learning or action, would not preclude the Service from progressing to a full investigation.

7.3.3 The Committee requested an update on the effectiveness of the 21-day process to be brought back in 6-12 months' time. It was agreed that this would be added to the forward plan.

ACTION: JH

7.3.4 **The Committee scrutinised the report.**

8 **INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE AND CLOSING REPORTS**

8.1 BF and JH presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Reports relating to the Training of the Retained Duty System (RDS) Personnel and Health and Safety: An Operational Focus.

8.2 In regard to the Training of the RDS Personnel audit, BF informed the Committee that Actions 9.2 and 10.1 have been considered and were included in the Statement of Requirements for the People, Payroll, Finance and Training (PPFT) project.

8.3 In regard to the Health and Safety audit, JH informed the Committee that some completion dates had been extended for several actions. JH briefly outlined the reasons and noted that this would be closely monitored through the Organisational Learning Group.

8.4 **The Committee scrutinised the report.**

9 **INTERNAL AUDITS**

9.1 **Progress Update/Management Response – Internal Audit Report 2022/23 – Training**

9.1.1 AW presented the report to the Committee to provide an update on progress relating to the recommendations raised within the Internal Audit Training report. The following key points were highlighted:

- Previously presented to the Audit and Risk Assurance Committee for scrutiny.
- Total of 6 recommendations. One recommendation relating to the Training Needs Analysis (refreshed approach) had been completed.
- Remaining 5 recommendations were progressing well and related to a new Training Strategy and Vision document (Agenda Item 10), the introduction of a Policy and Procedure Forward Plan, new process for requesting feedback on training courses, cost benefit analysis of training and production of a skills matrix framework.

- 9.1.2 The Committee noted and welcomed the timeliness of progress against all recommendations.
- 9.1.3 **This report was presented for information only.**
- 9.2 **Arrangements for the Internal Assessment and Verification of Scottish Vocational Qualifications – Final Report**
- 9.2.1 FM provide a verbal update relating to the Arrangements for the Internal Assessment and Verification of Scottish Vocational Qualifications (SVQ) audit which resulted in 3 actions. FM reminded the Committee that the Service had identified some issues ahead of the audit being carried out and had already begun to address same. One action had been closed, this related to the development of the project plan and detailing progress and timescale for reviewing the outstanding SVQs. Two remaining actions were currently on track for completion in December 2023 (review panel) and March 2024 (increasing assessor pool).
- 9.2.2 The Committee requested that a covering report should be provided for future updates.
ACTION: FM
- 9.2.3 The Committee asked whether the Service were in a better position to identify any future issues. FM advised the Committee that a full review was being undertaken in regard to the general approach to SVQs, including monitoring, supporting and planning the process.
- 9.2.4 **The Committee noted the verbal report.**
- 9.3 **Sickness Absence Management – Final Report**
- 9.3.1 FM provided a verbal update relating to the Sickness Absence Management audit which resulted in 6 actions. One action had been closed and the remaining 5 actions were on track for completion by December 2023. FM informed the Committee that the audit found the overall policy to be robust, however the application required further consideration. FM outlined the activities underway to address the actions. These included communication and guidance for managers regarding procedures and their responsibilities, storage and accessing data, revisions to middle and supervisory manager development sessions to include focus on managing absence, and revisions to attendance management guidance.
- 9.3.2 The Committee sought clarity on how the Service would be able to check whether the changes being made would have the desired effect. FM noted that discussions were ongoing with Service Delivery colleagues and the Risk and Audit team regarding establishing a process to enable managers to vet casework and also to establish an audit process.
- 9.3.3 The Committee sought clarity on the risk to the organisation and how future assurances could be given that issues had been resolved. FM noted that there were risk concerns highlighted around gathering and storage of personal information and that work was being undertaken to improve manager's knowledge and understanding of the process and procedures. Work was also ongoing regarding improvements to storage of data to ensure compliance with GDPR. The new assurance and audit process would help provide an additional level of assurance and close monitoring.
- 9.3.4 LG noted that assurances could be provided through update reports at future meetings and through internal audit/sample checking processes.
- 9.3.5 The Committee commented that the responsibility lies with line managers to address these issues and asked how the Service would know that this is happening. LG noted the work of the talent development team to review the supervisory management capability development process and engaging with managers to raise knowledge and understanding of the absence management process. Also, sample checking would be undertaken to monitor compliance with the attendance management policy and identify improvements which would provide assurance.

9.3.6 The Committee enquired how the issues with storage/accessing data were being addressed and the level of risk associated with this. LG advised that work was ongoing to identify and agree a single point where data should be stored, and that reasonable assurance could be given that existing systems would be improved within the next 6-12 months. Position update to be brought back to the Committee in 12 months.

ACTION: FM

9.3.7 The Committee discussed the level of risk to the Service until the new PPFT system was in place and the potential wider risk of broader implications within the Service.

9.3.8 The Committee requested that a covering report should be provided for future updates.

ACTION: FM

9.3.9 **The Committee noted the verbal report.**

10 TRAINING FUNCTION VISION AND STRATEGY 2023-25

10.1 AW presented a report to the Committee to provide an overview of work undertaken to develop the new Training Function Vision and Strategy and to provide a final draft design version for scrutiny and feedback. The following key points were highlighted:

- Outline of the purpose of the strategy noting the challenges with Covid, instructor availability and pension remedy which has decreased the capacity to deliver training. Previous strategy was no longer suitable due to the different landscape and resource spending review. Consideration had to be given to review and refresh delivery of training.
- Training Management workshop held in December 2022 to review the vision, how the function operates, identify a brand (customer focussed / Service Delivery led). Feedback was used to develop the revised vision.
- Key message within the strategy was to provide clarity and resources to ensure we work safely, collaboratively, and progressively to deliver excellence in training.
- Additional engagement and development of supporting documentation to build foundations to deliver the strategy.
- Additional workshops held with management team, from Station Commander upwards, to continue to develop and generate ownership of the strategy.
- Feedback was positive, strategy was succinct and in plain English, a Strategy on a page poster to be developed and would be displayed in every station/training centre.
- Three framework documents would be the foundation to allow the strategy to be delivered.
- Success would be measured through the identified KPIs.
- Managing and monitoring progress of actions to deliver and progress the strategy would be undertaken through the Training and Safety Assurance Board.
- Core purpose of the strategy was: continuous improvement, creating capacity to deliver training, service delivery led/customer focussed and more efficient training delivery.

10.2 The Committee welcomed the succinct and clear strategy, the inclusion of the voice of the customer and the development of the 3 supporting framework documents.

10.3 The Committee sought an explanation on the use of the word clarity and why this was needed. AW noted that this was required to help define the roles and responsibilities for all elements of training across the whole organisation. AW noted that the use of the word Define may be more appropriate than Clarity.

10.4 The Committee commented on the potential within future iterations for the links between excellence (outputs) in training impacts on the outputs on the whole organisation. AW recognised that the delivery of excellent services should include our own staff as well as the public. AW noted that work was still ongoing to look at how the Service would effectively measure performance and that staff were appropriately trained to resolve incidents safely.

- 10.5 Within the vision statement, the Committee commented on the use of the verb “provide” and suggested that this should be reconsidered.
- 10.6 The Committee commented that the strategy was a training delivery strategy and does not explain how outcomes would be measured. AW noted the comments and reiterated the challenges with delivery of training which was the focus of the strategy. AW noted discussions had taken place on the level of detail within the strategy and the supporting plans/framework documents. AW agreed to consider the comments made.
- 10.7 The Committee welcomed the leadership shown in this area and the direction of travel and thanked all those involved. It was confirmed that, following approval by the SLT, the strategy would be presented to the SFRS Board for information.
- 10.8 **The Committee scrutinised the report.**

11 CONTAMINANTS REPORT

- 11.1 AW presented a report to the Committee to provide an update on the management of contaminants within the Service. The following key points were highlighted:
- Participating in joint health screening with the Fire Brigades Union (FBU) and University of Central Lancashire (UCLan). Data would form part of the analysis of UK wide health screening and help identify markers for potential future screening. This would help with seeking health screening funding from Scottish Government.
 - Health and Safety Executive (HSE) would be visiting the Service in October 2023, to review the measures being taken to mitigate contaminants. This was being carried out on behalf of the National Fire Chiefs Council (NFCC).
 - Implementation plan developed to monitor and manage the progress of key actions through the contaminants group.
 - Standard Operating Procedure to be developed and supported by an overarching contaminants management arrangement document.
 - Engaging with Asset Management on the capital investment required for PPE.
 - Creation of LCMS awareness packages.
- 11.2 In regard to the HSE visit, JH noted that the Principal Inspector had the remit for UK Fire Services and specifically contaminants.
- 11.3 In regard to identifying the level of capital investment required for PPE, AW advised the Committee that Assets were currently working on this and an options paper would be developed in early 2024.
- 11.4 **The Committee scrutinised the report.**

(D Heaton joined the meeting at 1430 hrs)

12 LOW SPEED MANOEUVRES UPDATE

- 12.1 DH presented a report to the Committee to provide an update on SFRS caused Vehicle Accidents and mitigation actions taken to reduce the risk of low-speed manoeuvres events (LSM). The following key points were highlighted:
- Increase (6%) in Vehicle Accidents during 2022/23 which equated to 80 operational low speed vehicle manoeuvres events.
 - Measures taken to address this increase included publication of urgent instruction re approaching/negotiating red lights, development of e-modules and additional equipment purchased to trial LSM training (still in trial period) with the expectation of a national roll out.
 - Pro-active measures include the development of a Management of LSM Booklet focusing on behaviours, supervision and discipline of drivers, reviewing of new technology available and in-scope driving regulations, and reviewing of Health and Safety reporting/RTC arrangements to streamline the process.

12.2 The Committee commented on the number of incidents occurring at the closing stages of incidents and whether additional measures could be taken to raise awareness at this stage. AW noted that this formed part of the initial training and could be revised. AW further noted that there were behavioural issues associated with these types of incidents and the more structured approach to development by the Driver Safety Group would help reduce these incidents.

12.3 The Committee asked whether there were any sanctions for mandatory requirements not being adhered to. AW commented on the collective responsibility of both the driver and officer in charge of the appliance. JH noted that the guidance (currently under development) would contain a framework of disciplinary actions that would be taken following an event/deviation from policy.

12.4 **The Committee scrutinised the report.**

(D Heaton left the meeting at 1440 hrs)

13 ACTS OF VIOLENCE OVERVIEW

13.1 JH presented a report to the Committee to provide information on the Acts of Violence (AOV) against SFRS personnel due to a slight increase in trend over the past 3 years. The following key points were highlighted:

- Consistent level of incidents during the reporting period which resulted in one injury.
- Research undertaken to identify impact from societal issues, notably an increase in mental health issues.
- Working closely with partners (Police Scotland, British Transport Police, NHS, Scottish Ambulance Service and Prison Service) in the joint national Assault Pledge.
- Regular engagement with Local Authorities with a focus on reduction in AOV.
- Prevention and Protection work continues to identify and engage in areas of prevalence.
- Good example of local partnership working in the East Service Delivery Area.
- Increase in prosecution and/or charge against individuals.

13.2 The Committee commented on whether London Fire Brigade were the appropriate demographic to benchmark against. JH noted these comments.

13.3 The Committee commented on the assurance pathway around management and engagement planning and were these considered within local engagement plans. AW noted that the Service could continue to undertake preventative and partnership work and instruct personnel how to react to AOV incidents.

13.4 **The Committee scrutinised the report.**

(B Farquharson left the meeting at 1445 hrs)

(The meeting broke at 1445 hrs and reconvened at 1455 hrs)

14 CULTURE REVIEW

14.1 LB provided a verbal update on culture review and highlighted the following key points:

- Development of end-to-end employee lifecycle plan, ranging through attraction, recruitment, retention, and to exit. During development various stakeholders engaged and any relevant research was overlaid with the plan.
- Aim to identify how to progress, ownership and timelines, with the awareness that this would be a lifetime evolution.
- Challenge with identifying ownership and how issues would be progressed. Recognition that this was more than activities, it was a change in attitude and the People Directorate would not be the owners.

- Priority themes had been created. These included defining our role and appropriate behaviour (both own and challenging others behaviour), raising awareness of the diversity of roles within the Service and challenging societal perception, benefits/scheduling of further in-person audits and early pro-active support to transition through managerial roles.
- Recognition of the challenges in coming years due to the potential turnover of personnel.
- Senior Management Board were tasked to develop these priority themes, identify how they would be progressed and appropriate owners.

14.2 The Committee queried whether potential consequences were discussed. LB confirmed that this was discussed. LB noted that a helpline would be set up which would allow personnel to raise issues in a safe environment and could change the mindset across the wider organisation. LB commented on the need to review the current values to raise awareness and understanding.

14.3 The Committee commented on the potential to use the Colleague Engagement Survey to set a baseline to monitoring progress over the coming 10 years. LB agreed that the survey and audits would be mechanisms to set baselines and monitor progress.

14.4 The Committee further commented on the benefits and effectiveness of role-play exercises/training. LB noted that role-play had not been specifically discussed, however live anonymised examples would be used and the potential option to secure external expertise for specific issues ie unconscious bias.

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

15 PEOPLE COMMITTEE RISK REGISTER

15.1 Committee Aligned Directorate Risk

15.1.1 LG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Board.

15.1.2 AW highlighted the 2 new risks raised within the Training, Safety and Assurance Directorate noting that consideration would have to be given to the narrative around capital investment within the training infrastructure (TSA19) to clarify the actual risk.

15.1.3 **The Committee scrutinised the report.**

15.2 Risk Spotlight: Pension Remedy

15.2.1 LG presented the risk spotlight to the Committee on the potential impact of the pension remedy and the increased uncertainty around future retirement profiles. The following key points were highlighted:

- Significant number of colleagues (526) in scope to retire before December 2024.
- Work was ongoing to understand and monitor the risk and develop plans which can be flexed as required.
- Uncertainty remains around actual number of leavers, what roles they hold and timescales.
- Wholtime trainee intake scheduled, however flexibility remains around actual number on course.
- Communication from SPPA advised that there was a 12 week timescale for processing pension benefits and how the remedy would be implemented/timescales.
- Other influencing factors include changes to annual and lifetime allowances and pay awards may impact on individual's retirement plans.
- Legislation comes into force on 1 October 2023.

15.2.2 In regard to ensuring operational fitness, LG confirmed that all operational personnel were subject to regular mandatory medical and fitness assessments. LG noted that there were a

limited number of roles suitable for temporary redeployment, if necessary, should there be an issue with fitness.

15.2.3 The Committee noted the clarity provided within the briefing note on a particularly complicated issue.

15.2.4 **The Committee scrutinised the report.**

16 PARTNERSHIP WORKING

16.1 Employee Partnership Forum

16.1.1 SB provided the Committee with a verbal update detailing the content of the EPF meeting on 17 August 2023 noting the following key points:

- Main topic was blue light collaboration work undertaken to date, and planned, and discussions regarding sharing tendering documents with Rep Bodies (shared post meeting). Rep Bodies made comment on collaboration and trust which would be taken on board.
- Update on Colleague Engagement Survey.
- Discussion regarding asbestos screening medicals and challenges in delivery.
- Two items were raised by Rep Bodies: Failure to meet timescales for disciplinary cases and ongoing access to leave restrictions. However, the second item was already being progressed and was not requiring escalation at this stage.

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

16.2 Partnership Advisory Group

16.2.1 LG advised there were no new items, so the meeting was stood down.

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

17 REPORTS FOR INFORMATION ONLY

17.1 Firefighter Pension Scheme Remedy and Ill Health Retirement Review

17.1.1 FM presented an update report to inform the Committee of the requirement and implications of the need to review decisions of the Independent Qualified Medical Practitioners (IQMP) as part of the McCloud Sargeant Pension Remedy.

17.1.2 The Committee noted the helpful and relevant information provided within the report.

17.1.3 **This report was presented for information only.**

18 FORWARD PLANNING

18.1 People Policy Review Schedule Update

18.1.1 LG provided a verbal update to the Committee relating to the People Policy Review Schedule Update noting that a review was being undertaken to reprioritise, based on organisational needs, legislative changes and challenges within current policies. Due to the potential for some policies becoming outwith their scheduled review period, a rationale would be developed and discussed with Rep Bodies with a view to updating the review date. The updated schedule would be presented at the next meeting.

18.1.2 AW informed the Committee that the Training Policy Review Schedule would be submitted to a future meeting.

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

18.2 Safety and Assurance Documents Forward Planning Schedule

18.2.1 JH presented the report to the Committee for information, detailing the ongoing work in relation to the development and review of the Scottish Fire and Rescue Service's (SFRS) Safety and Assurance documents, covering both the Health and Safety (H&S) Policy and

associated Management Arrangements (MA's) Operational Assurance documentation. The following key points were highlighted:

- Provision and Use of Work Equipment Regulations review delayed.
- Premises Fire Safety Management Arrangements have been updated with the integration of the new premises inspection process.

18.2.2 This report was presented for information only.

18.3 Committee Forward Plan Review

18.3.1 The following items were noted for future meetings:

- Training Policy Review Schedule (new standing agenda item)
- Health and Safety Annual Report 2022/23 (December 2023)

18.3.2 The Committee noted the Forward Plan.

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

18.4.1 The following items were noted for future Board meetings:

- Training Function Vision and Strategy 2023-25 (SFRS Board)
- Culture Review (SFRS Board)

19 REVIEW OF ACTIONS

19.1 KM confirmed that 4 formal actions were recorded during the meeting.

20 DATE OF NEXT MEETING

20.1 The next meeting is scheduled to take place on Thursday 7 December 2023.

20.2 There being no further matters to discuss, the public meeting closed at 1535 hrs.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING: 8 JUNE 2023

21.1 The minutes of the private meeting held on 8 June 2023 were approved as a true record of the meeting.

22 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE

22.1 The draft minutes of the RANSc meeting on 8 June 2023 had been circulated to the Committee and a verbal update from the meeting on 14 September 2023 was provided.

22.2 The Committee noted the draft minutes and verbal update.

23 DRAFT HEALTH AND SAFETY ANNUAL REPORT 2022/23

23.1 AW presented a report to the Committee seeking recommendation of the Draft Health and Safety Annual Report 2022/23. AW outlined the governance route for the report and noted the draft report was provided for initial feedback and minor amendments had already been identified.

23.2 Subject to minor amendments, the Committee recommended this report.

24 COLLEAGUE EXPERIENCE SURVEY AND ACTION PLAN

24.1 FM presented a report to the Committee outlining the proposal to deliver the SFRS Colleague Experience Survey in Q4 2023/24. It detailed the procurement process and route to market, including expected timelines for contract award, survey launch, insight analysis and development of associated action plans.

24.2 This report was presented for information only.

25 KEY CASE UPDATES 2023/24 – QUARTER 1

25.1 LG provided a verbal update to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.

25.2 The Committee noted the verbal update.

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

DRAFT

PEOPLE COMMITTEE – ROLLING ACTION LOG



Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

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

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

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Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 14 September 2022						
7.3.3	Health and Safety Performance Report Update on the effectiveness of the SA21-day process to be brought back in 6-12 months' time. It was agreed that this would be added to the Forward Plan (date to be advised).	JH	December 2023		December 2023	Complete (07/12/2023): SA are reviewing the SA21 Arrangements and will provide an update on progress and effectiveness as requested. This has been added to the People Committee Forward Plan for September 2024.
9.2.2	Arrangements for the Internal Assessment and Verification of SVQ – Final Report: Covering report to be provided for future updates.	FM	December 2023			Update (07/12/2023): A further update, with covering report can be provided in Q4 following completion of the actions within the internal audit.
9.3.6	Internal Audit, Sickness Absence Management – Final Report Provide update to the Committee over the next 12 months on progress of the sickness absence records action plan and what level of risk is currently carried. It was agreed that this would be added to the Forward Plan (date to be advised).	FM	December 2023		December 2023	Complete (07/12/2023): Audit action plan is on track for delivery by agreed dates. Recommend update is added to forward plan for June 2024 (12 months post audit). Forward Plan updated as directed.
9.3.8	Internal Audit, Sickness Absence Management – Final Report Covering report to be provided for future updates.	FM	December 2023			Update (07/12/2023): A further update, with covering report can be provided in Q4.

SCOTTISH FIRE AND RESCUE SERVICE

People Committee



Report No: C/PC/35-23

Agenda Item: 7.1

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 2023							
Report Title:	PEOPLE PERFORMANCE REPORT – QUARTER 2 2023/24							
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	The purpose of this report is report is to enable the Scottish Fire and Rescue Service (SFRS) People Committee to scrutinise the People KPIs from the Performance Management Framework (PMF) and the more detailed quarterly People Performance Report.							
2	Background							
2.1	The performance of the 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.”							
2.2	People performance is monitored and reported through the quarterly People Performance Report, associated KPIs in the PMF, and scrutinised by the People Committee as well as within the SFRS Annual Report.							
3	Main Report/Detail							
3.1	The People quarterly performance report sets out organisational performance against the agreed set of People measures, which are regularly reviewed and enhanced where appropriate and practical.							
3.2	The Executive Summary of the report (p. 2) draws the committee’s attention to key points relating to: <ul style="list-style-type: none"> • Wholetime workforce planning, in the context of the Service’s retirement profile and the implementation of year one operational changes. • Staff turnover and the approach to recruitment and selection for hard to fill vacancies in Operations Control and Fleet. • The most common reasons management referral to Health & Wellbeing. 							
3.3	The People related measures from the PMF dashboard are included as Appendix B of the attached paper.							

4	Recommendation
4.1	The People Committee is asked to scrutinise the report.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risks identified and tracked and managed through the People risk register.
5.2	Financial
5.2.1	There are no financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report.
5.4	Workforce
5.4.1	The report outlines organisational performance against key people and workforce measures.
5.5	Health & Safety
5.5.1	There is potential the some of the absences reported in this paper result from Health & Safety related incidents.
5.6	Health & Wellbeing
5.6.1	The report details a range of health & wellbeing activities to support employee wellbeing, attendance and performance.
5.7	Training
5.7.1	There are no direct training implications arising from this report.
5.8	Timing
5.8.1	The report details performance over the first quarter of 2023/24 and provides longer term trend analysis.
5.9	Performance
5.9.1	The report details organisational performance against a range of people measures.
5.10	Communications & Engagement
5.10.1	This report is shared with a range of governance forums for scrutiny and for information.
5.11	Legal
5.11.1	Some elements of the report relate to SFRS' legal responsibilities as an employer.
5.12	Information Governance
5.12.1	DPIA not required for this report.
5.13	Equalities
5.13.1	EHRIA not required for this report.
5.14	Service Delivery
5.14.1	There are no direct 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:	Liz Barnes, Deputy Chief Officer – Corporate Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	The accompanying report details SFRS performance against agree People measures, allowing trend analysis to be carried out, risks identified, and corrective actions taken as appropriate. It should be noted that many aspects of the reporting are dependent on accurate recording of information by the relevant colleagues and managers, and manual analysis of data.
8	Appendices/Further Reading	
8.1	Appendix A: People Quarterly Management Information Report Q2 2023/23	
Prepared by:	People Managers & DMT	
Sponsored by:	Lyndsey Gaja, Interim Director of People	
Presented by:	Lyndsey Gaja, Interim Director of People	
Links to Strategy and Corporate Values		
Strategic Plan 2022-25 Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People Committee</i>	<i>7 December 2023</i>	<i>For Scrutiny</i>



People Quarterly Management Information Report Quarter 2 2023 / 24

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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 People 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:

Year one operational changes under the Strategic Service Review Programme took effect in quarter 2, encompassing the temporary withdrawal of ten appliances, continued implementation of the height strategy and standardisation of the water rescue crewing model. As a result of the changes an interim wholetime Target Operating Model and Resource Based Crewing level are in place, with the 5WDS headcount now slightly above the interim TOM. A group of 47 Wholetime Firefighter Trainees started their foundation course in September and will be deployed to station in December. The Workforce Planning team continue to monitor forecast and actual retirement rates, linked to the pension remedy, to inform decision making on quarter 4 2023/24 and quarter 1 2024/25 recruitment activity.

The quarter 2 2023/24 staff turnover rate of 2.5% is broadly in line with quarter 2 last year (2.6%), while there has been a slight decrease in the vacancy rate over the same period (14.8% vs 15.9% last year). The People team has worked with colleagues in Asset Management and Operations Control to implement new approaches to attraction and selection for hard to fill roles in Edinburgh OC and Fleet, including targeted social media campaigns and workplace open days, which have increased the number of applicants now progressing through the selection processes.

The absence rate of 4.47% is in line with the same period last year (4.67%), with MSK injuries being the most common cause of short- and long-term absences. MSK also continues to feature in the top three reasons for management referral to the Health & Wellbeing team, along with Psychological and Circulatory, with these three reasons accounting for 83% of quarter 2 referrals. The introduction of our in-house physiotherapy capability and programme of campaigns is increasing colleague awareness of MSK issues and the support available.

Section 1

1.1

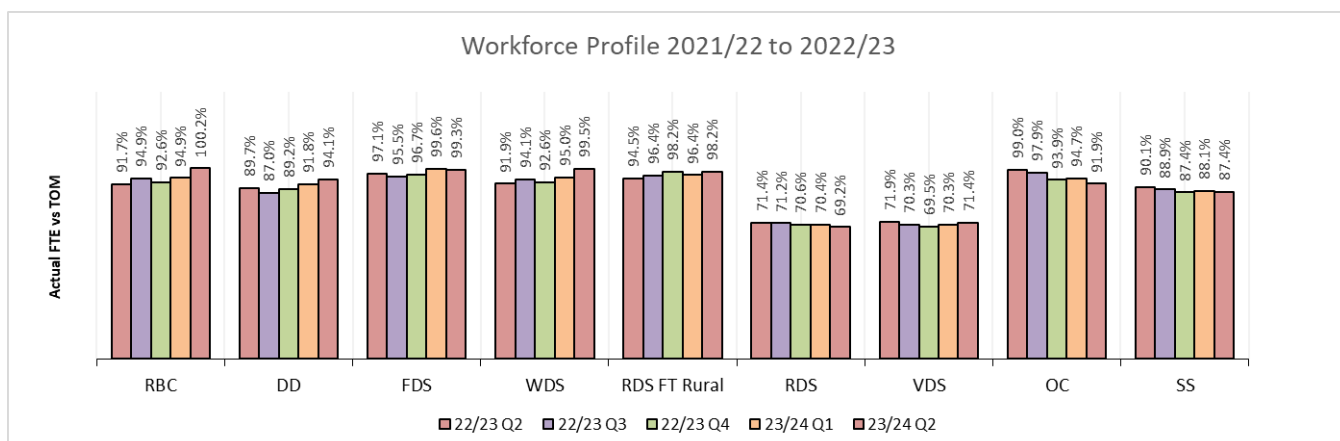
Strengthen and continually improve our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

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*					
	RBC	DD	FDS	Trainees	TOTAL WDS	RDS FT Rural	RDS*	VDS*	OC	SS	TOTAL (ALL)
Target Operating Model (FTE)	2855	350	255		3460	56	3309	384	170	853	8232
Initiatives, Projects and Capital Funded		8	15		23				7	86	116
Actual (FTE)	2861	337	268	47	3513	55	2290	274	163	821	7116
Actual (Headcount)	2864	337	268	47	3516	56	2699	274	167	874	7586

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

As at 30 September 2023, SFRS employed 7026 people, equating to a headcount of 7624, a reduction of 42 (people) and 51 (headcount) from quarter 1. 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; 17 employees are on external Secondment (including union duties), 11 on career or reservist breaks and 10 in Partnership Initiative funded posts.



The Target Operating Model (TOM) for the 5 Watch Duty System (5WDS) has been updated to reflect Year 1 operational changes for the Service Strategic Review Programme (SSRP) and the interim TOM, leading to headcount now being slightly above the TOM. There has been an increase in headcount within Day Duty posts due to vacancies being filled on a substantive or temporary basis and the FDO headcount continues to be above the TOM, mainly due to secondments and project posts. Staffing levels for On Call staff groups are broadly stable, with a slight reduction in the RDS staff group. Operations Control shows a reduction due to unexpected leavers, however recruitment activity is underway. Support Staff show a slight reduction in headcount from quarter 1.

Workforce Planning (WFP) continue to actively monitor the leavers profile against the 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 agreed structures. Resourcing activity for 2023 is complete and WFP have outlined requirements to the Talent team to enable them to develop a resourcing plan for 2024. All resourcing activity remains under continual review to ensure organisational requirements can be met.

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)	-53	22	2	-29	1	1019	110	14	118	1233

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

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 (%)	-1.9%	6.1%	0.7%	-0.9%	1.8%	30.8%	28.6%	8.1%	12.6%	14.8%

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

Forty-Seven Wholetime firefighter (WTFF) trainees are undertaking their initial training which commenced in September with 1 individual unable to progress due to injury. With the headcount remaining stable against the TOM, SLT determined that there will be no WTFF course in January as outcomes from the Pensions remedy are still developing and the level of retirement remains low. To ensure resilience and flexibility, recruitment options are being developed should they be required, including use of the WTFF pool, On Call migration and external level transfer.

Candidates are being progressed through the stages of the WTFF selection process to enable the Service to remain agile to increase recruitment volumes as required should data and evidence relating to the pension remedy increase demand. Thirty-five candidates undertook medicals in October in the event that an intake is required in early 2024. Once the evaluation of the On-Call migration pilot is complete, consideration will be given to whether to run further migration processes alongside traditional Wholetime intakes.

A review and evaluation of the External Transfer process transfer has been undertaken to evaluate the potential benefits of this recruitment stream. There are 19 people who have currently expressed an interest in transferring to SFRS and these applicants remain available as a potential recruitment stream, however we have yet to determine their suitability for transferring to SFRS.

Support staff vacancies have increased slightly from quarter 1. All support staff vacancies continue to be subject to review and approval by SLT to ensure staffing costs are managed within agreed budgets. A highly competitive external labour market is contributing to ongoing challenges in attraction and retention across various roles. A review of our advertising and promotional material is underway to promote what the Service has to offer.

A working group was set up to support recruitment for hard to fill posts within Fleet and a recruitment event held at the West Asset Resource Centre (ARC) in October 2023. The event also incorporated recruitment for the Emergency Services Mobile Communications Programme (ESMCP) supported by a social media campaign. Twenty-three candidates are being shortlisted for the roles available and learnings will be taken from this event to inform future events at the other 3 ARCs.

The vacancy rate for OC has increased to 8.1% compared to 5.3% last quarter as ongoing work to review recruitment and retention covered in the quarter 1 performance report is progressed.

A local campaign targeting recruitment for the Edinburgh OC commenced this quarter, and the following additional measures were taken to maximise the likelihood of a successful outcome:

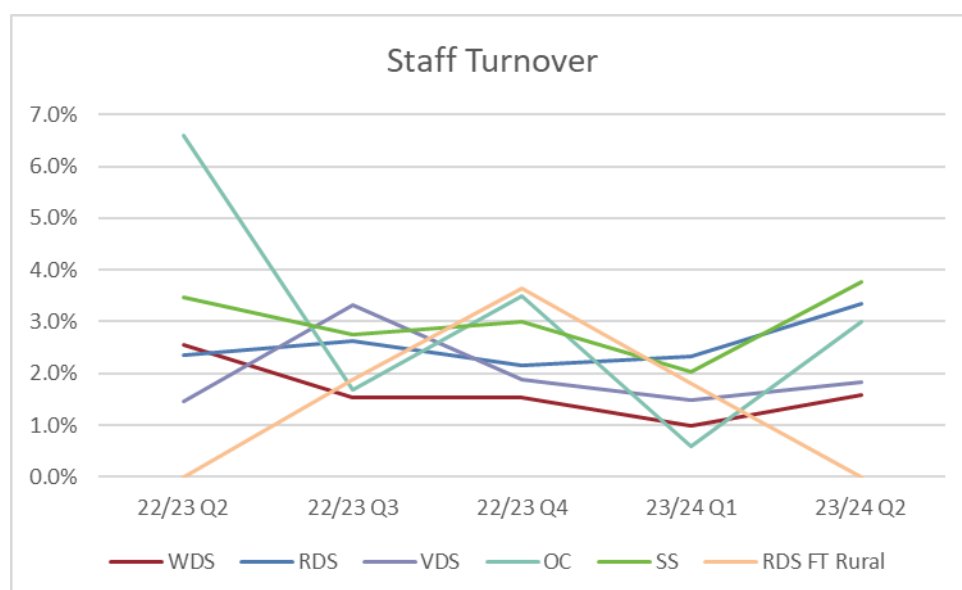
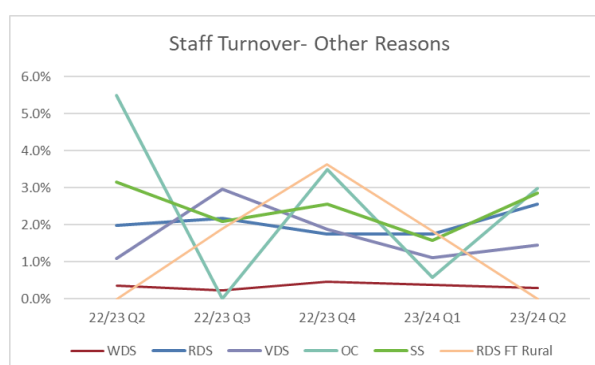
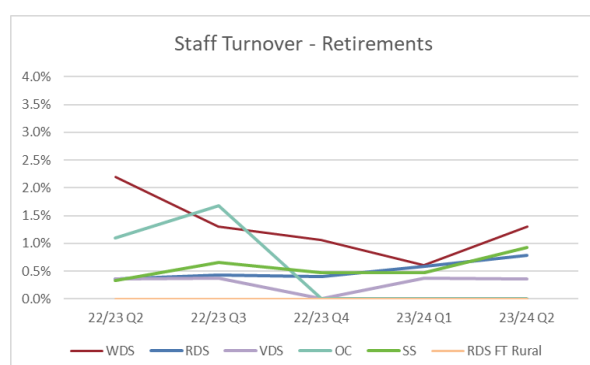
- An extended Social Media campaign to generate interest in available vacancies, alongside local press releases.
- An open day held within Edinburgh OC to provide prospective candidates with further insight into the role and support with the application process.
- Further relevant updates to the OC section on the SFRS Website to ensure currency and accuracy of information.
- A significant refresh of the Recruitment Information Pack available to candidates.

Planning for a National OC Recruitment Campaign has also commenced for 2024 to provide a pool of candidates for future vacancies and maintain resilience.

In relation to retention, a focused wellbeing programme continues to be delivered within OC; with a lifestyle and nutrition focussed programme recently completed. Additionally, health promotion material has been made available and can now be accessed through a dedicated OC Sharepoint site. The Wellbeing team continue to work collaboratively with OC and the mental wellbeing champions to deliver bespoke interventions to staff.

1.1.4 Percentage Staff turnover by employee group

EMPLOYEE GROUP	Wholetime (WDS)				Retained					
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS	VDS	OC	SS	TOTAL (ALL)
Retirements	0.9%	2.4%	3.7%	1.3%	0.0%	0.8%	0.4%	0.0%	0.9%	1.0%
Other Reasons	0.2%	1.2%	0.4%	0.3%	0.0%	2.6%	1.5%	3.0%	2.9%	1.5%
Turnover	1.1%	3.6%	4.1%	1.6%	0.0%	3.3%	1.8%	3.0%	3.8%	2.5%



The graph above reflects staff turnover rates in the last five quarters. There has been a small increase in the overall rate from 1.6% in quarter 1 to 2.5% in quarter 2. Total wholetime turnover has increased to 1.6% in quarter 2 from 1.0% in quarter 1, due to the implementation of the Deferred Choice Underpin (DCU) being applied from 1st October 2023.

Following engagement across relevant stakeholders, updated definitions for “in scope” and “deferred” personnel have been agreed and implemented aligned to eligibility and pensions benefit criteria. This has led to a noticeable reduction in “deferred” personnel to 23 as of September 2023. There remain 329 employees who are in-scope of the pension remedy who may choose to retire earlier than anticipated and the Scottish Public Pensions Agency (SPPA) have confirmed that the DCU has been implemented. In addition, there are 52 business as usual (BAU) leavers forecast and 14 projected resignations, totalling 418 wholetime colleagues who could potentially leave SFRS by December 2023. A range of options are being developed to provide short term resilience in the event of a higher than forecast retirement rate, which would be deployed in conjunction with the wholetime recruitment considerations outlined at 1.1.3. These options are being co-ordinated via relevant forums such as the Staffing Solutions Team and include use of Day Duty Staff, mixed crewing and Training recovery actions.

There is a slight increase in Flexi Duty Officer (FDO) turnover from 3.7% in Quarter 1 to 4.1% in this quarter. This is as expected due to implementation of the DCU, however forecast retirements for the remainder of 2023 are expected to see this reduce.

The People Directorate continue to support the On-Call Improvement Programme (OCIP) through the newly formed On Call Strategic Coordinating Group (OCSCG) which replaces the National On-Call Leadership Forum (NOCLF), supporting the development, piloting and implementation of OCIP recommendations to drive improvements in attraction and retention. The RDS turnover rate has increased from 2.3% in quarter 1 to 3.3% in quarter 2 and there is a noticeable increase in those with less than 5 years’ service leaving the SFRS. This has been subject to light touch analysis and reported to SLT via the Strategic Workforce Planning paper. OC turnover has increased from 0.6% in quarter 1 to 3.0% in quarter 2 following unexpected resignations.

Support staff turnover increased from 2.0% in quarter 1 to 3.8% in quarter 2, with a mix of retirements and resignations.

Section 2

2.1

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 was 4 which is an increase from the 2 received in quarter 1 of 2023/24. From these, two were based in the West, 1 in the North and 1 in a Directorate. Two were concluded within six weeks and both cases related to a breach of Policy and 1 was upheld. No appeals were received. The remaining 2 ongoing cases are in relation to a breach of Policy and Dignity and Integrity.

2.1.2 Total number of discipline cases concluded within six weeks

A total of 22 new discipline cases commenced within this quarter. One was within a Directorate, 6 in the North, 2 in the East and 13 in the West. This was 5 less than the new cases presented at quarter 1 of 2023/24. The main reasons for the 22 new cases are allegations of Breach of the Code of Conduct and Breach of Contract.

In this quarter, 1 case concluded within 6 weeks, 13 concluded within 14 weeks, 1 case was completed after 14 weeks and the remaining 9 cases will carry over to the next quarter. At the end of quarter 2, there was a total of 30 current cases carrying forward into quarter 3. It should be noted that the 22 cases were received at varying points within quarter 2. The reasons for the delays in completing some cases are mainly due to employees' absence and complexities of the cases, although some have been due to other competing demands. This will continue to be monitored closely to ensure investigations are completed timeously.

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

There was 1 case of bullying and harassment within this quarter and this is incorporated into the Grievance Section above.

Section 3

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

3.1.1 Top 3 reasons for New Management Referrals

In quarter 2 2023/24 there were 264 new management referrals attended. The top 3 reasons for management referrals in quarter 2 were:

1. Musculoskeletal – 144 (55%)
2. Psychological – 68 (26%)
3. Circulatory – 8 (3%)

These were also the leading reasons in quarter 1. All other referral reasons accounted for the remaining 44 referrals.

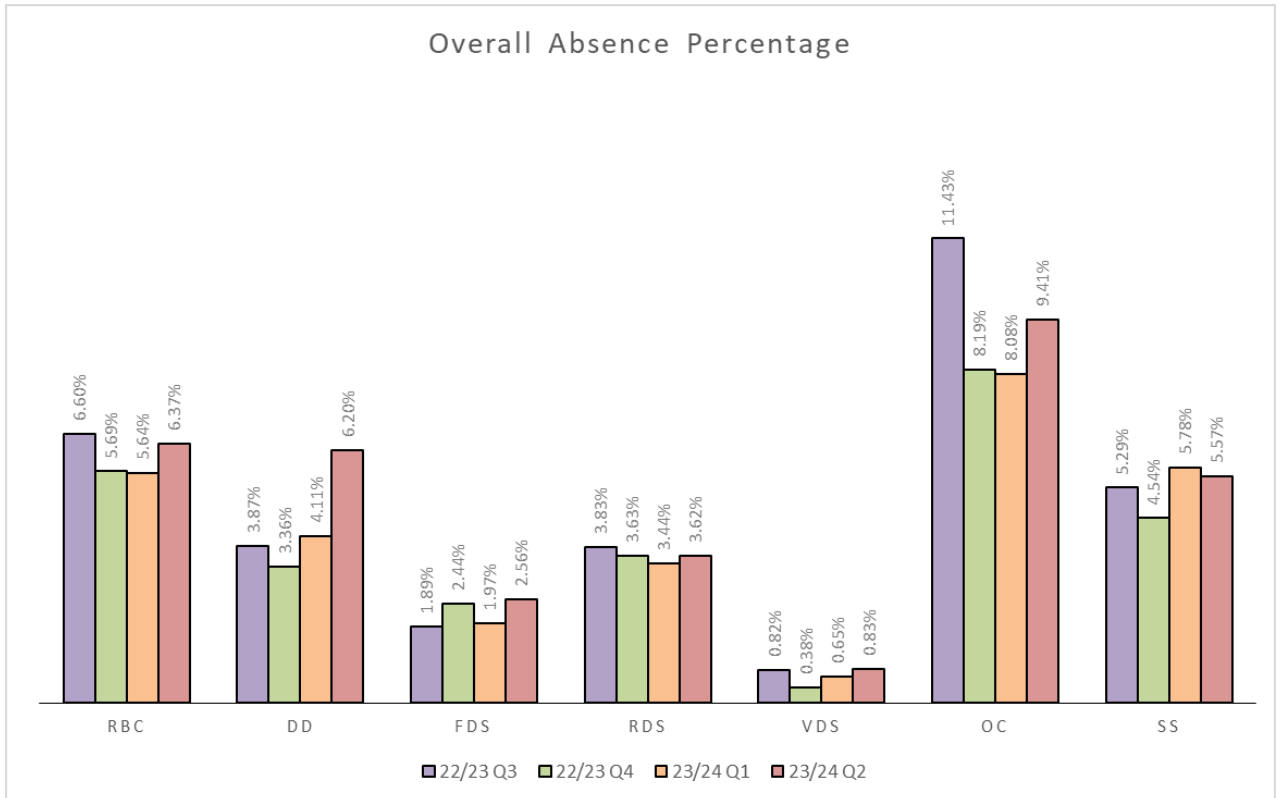
There has been a significant increase in musculoskeletal referrals beginning in quarter 1 and increasing further in quarter 2. This is likely attributable to the introduction of the in-house physiotherapy service and efforts to raise awareness of the support available to staff.

Of the 68 referrals for psychological conditions, 14 were for mental health conditions and 54 due to stress. Whilst referrals due to mental health are consistent with quarter 1 referrals, those for stress have reduced by 33 (38%) from quarter 1 2023/24 from 87 to 54.

Of the 54 referrals due to stress 29 were due to work related stress and 25 were due to non-work-related stress. The leading reason for work related stress referrals in quarter 2 was relationships (11), which increased from 8 in quarter 1. Role was the leading reason for such referrals in quarter 1 but reduced from 14 to 7 in quarter 2. The leading reason for non-work-related stress was also relationships (14) which is consistent with quarter 1 (12).

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)	6.37%	6.21%	2.57%	5.95%	3.62%	0.84%	9.42%	5.58%	4.47%



The overall absence percentage for all SFRS working days lost in quarter 2 is 4.47% which is an increase of 0.39% compared to the previous quarter. There has been an increase across all employee groups since the last quarter, with the exception of Support Staff. The breakdown of the overall data is shown below in both short and long-term percentages.

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)	2.31%	0.97%	0.56%	1.92%	0.99%	0.34%	3.78%	1.37%	1.32%

This table shows the percentage of workdays lost due to short-term absence as a percentage of workdays available. It is noted that short-term absence has slightly increased across all staff groups by 0.14% since the last quarter to 1.32%. OC has seen the most notable increase in short term absence since the last quarter, increasing by 1.9% to 3.78%. The OC Management Team has put in place monthly meetings with the People Adviser to assist in managing the short-term absences with the aim of reducing these.

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)	4.07%	5.24%	2.01%	4.03%	2.63%	0.50%	5.64%	4.21%	3.15%

This table shows the percentage of working days lost due to long-term absence as a percentage of working days available. There has been a slight increase in long-term absence across all staff groups by 0.25%, apart from within the OC which has decreased by 0.54% and Support Staff which has decreased by 0.35% compared to the previous quarter. It is noted that the largest increase is within the RBC group, which increased by 0.54% since quarter 1 and this will be monitored with the line managers and appropriate support provided by the People Advisers in the next quarter.

3.1.5 Short-term absence by top three absence reasons

Short Term Sick - Top 3 Reasons	Musculoskeletal	Respiratory	Stomach or Bowel	Other	TOTAL
RBC	930	615	404	576	2524
DD	42	84	27	67	220
FDS	10	39	1	37	87
RDS	988	616	196	680	2479
VDS	2	25	2	55	84
OC	14	106	40	104	264
SS	62	198	65	276	600
Total Working Days Lost	2047	1682	735	1794	6257
Number of Employees	339	425	267	303	1334

3.1.6 Long-term absence by top three absence reasons

Long Term Sick - Top 3 Reasons	Musculoskeletal	Psychological	Surgical	Other	TOTAL
RBC	2482	691	552	729	4454
DD	306	449	-	435	1190
FDS	120	47	78	65	310
RDS	3732	1033	467	1356	6587
VDS	79	-	-	46	125
OC	71	85	22	215	393
SS	326	770	139	612	1847
Total Working Days Lost	7115	3075	1258	3458	14905
Number of Employees	191	78	39	89	397

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 all staff groups there has been an increase in the number of short-term absences, excluding Support Staff and FDS. Overall, there has been an increase of 681 working days lost compared to quarter 1 2023/2024, with the main increases relating to MSK and respiratory absences.

All staff groups have had an increase in working days lost in relation to long-term absence, with an overall increase of 1,221 days lost compared to quarter 1 2023/2024.

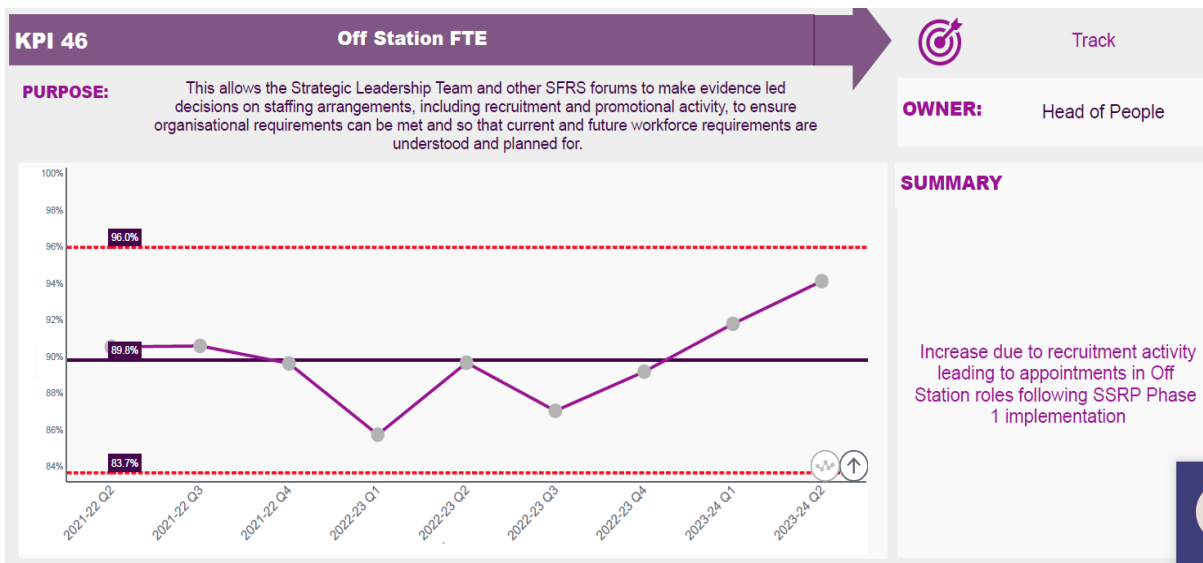
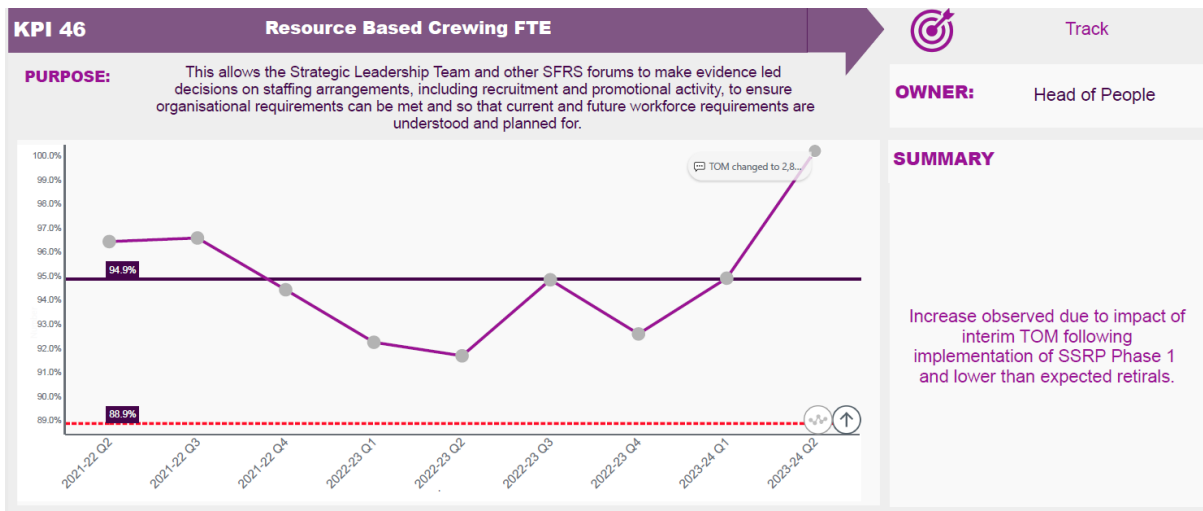
Within OC long-term psychological absences decreased in this quarter by 128 days. The People Adviser is continuing to support the Management Team within the OC to address both short and long-term absence in this area and ensure that the employees are being appropriately supported through our Mental Health Programmes.

Employees who are on long-term absence continue to be fully supported by Wellbeing, their managers and the People Advisers. This has included the continuation of the delivery of local Attendance Management Training to a cadre of On-call Managers in the West SDA.

Appendix 1 – Glossary of Terms

5WDS	Five Watch Duty System
ARC	Asset Resource Centre
BAU	Business As Usual
DCU	Deferral Choice Underpin
DD	Day Duty
ESMCP	Emergency Services Mobile Communications Programme
FDO	Flexi Duty Officer
FDS	Flexi Duty System
FTE	Full Time Equivalent
MSK	Musculoskeletal
NOCLF	National On-Call Leadership Forum
OC	Operations Control
On-Call RDS/VDS	Retained and Volunteer Duty System
OCIP	On-Call Improvement Programme
OCSCG	On-Call Strategic Coordinating Group
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS FT	Retained Duty System Full Time
SFRS	Scottish Fire and Rescue Service
TOM	Target Operating Model
SC	Station Commander
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
SPPA	Scottish Public Pensions Agency
SS	Support Staff
SSRP	Strategic Service Review Programme
TAG	Tactical Action Group
TOM	Target Operating Model
VDS	Volunteer Duty System
WC	Watch Commanders
WDS	Watch Duty System
WFP	Workforce Planning
WSDA	West Service Delivery Area
WTFF	Wholtime Firefighter

Appendix 2 – PMF People Measures

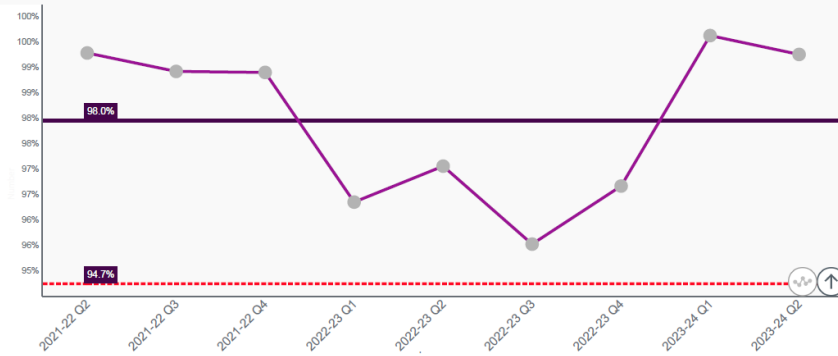


KPI 46 Flexi Officer FTE

Track

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER: Head of People



SUMMARY

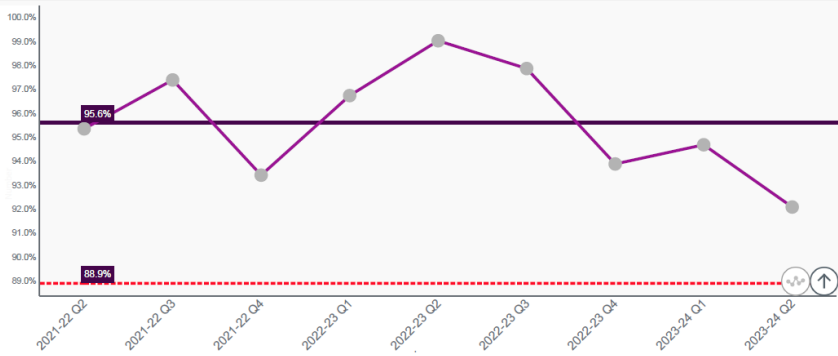
Small decrease - no evident trend and attributed to end of extra project positions ending

KPI 46 Operations Control FTE

Track

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER: Head of People



SUMMARY

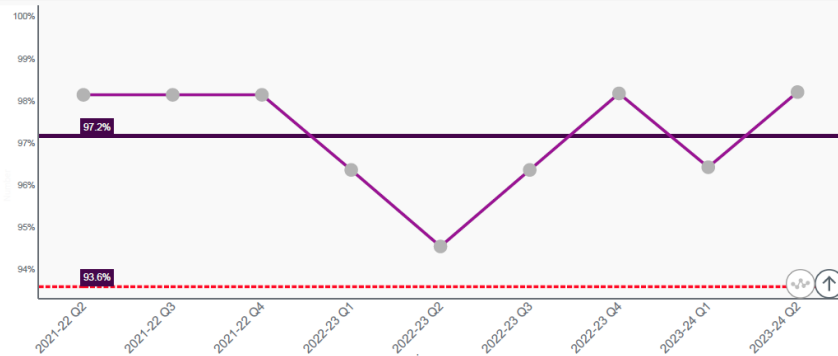
Decrease noted due to retirements and unforecast resignations

KPI 46 Rural Full-time FTE

Track

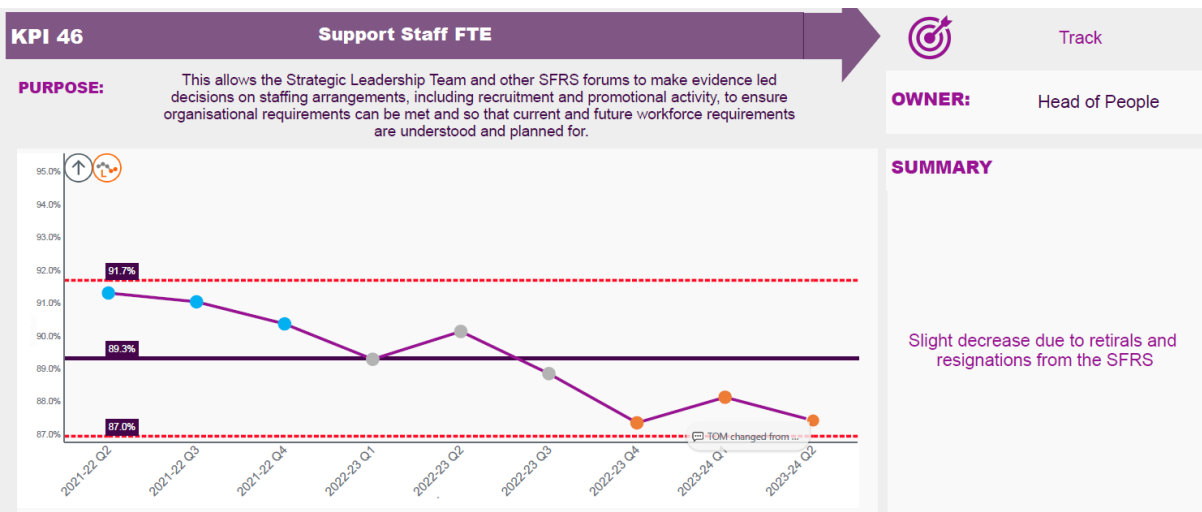
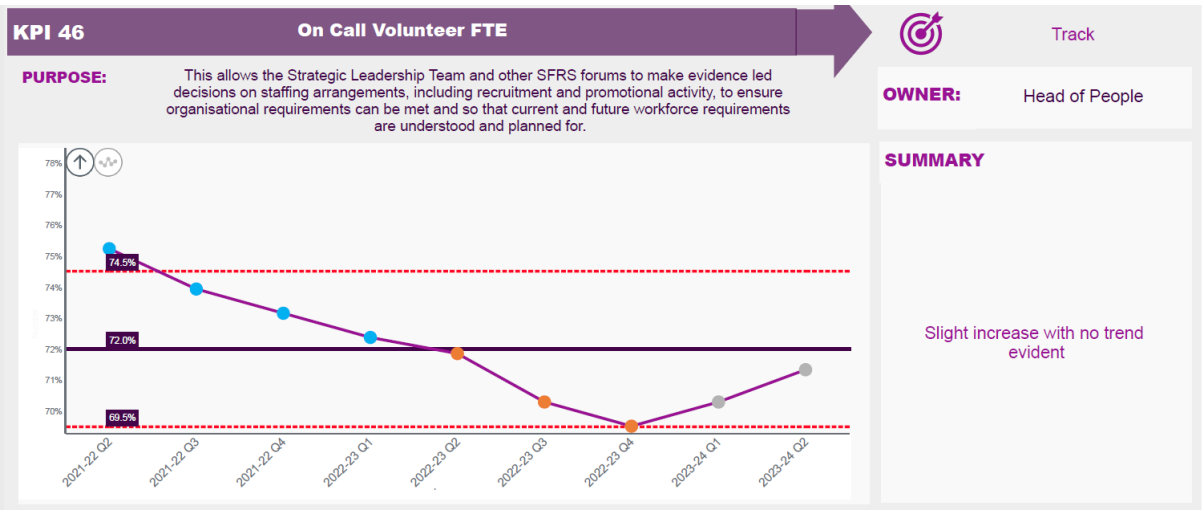
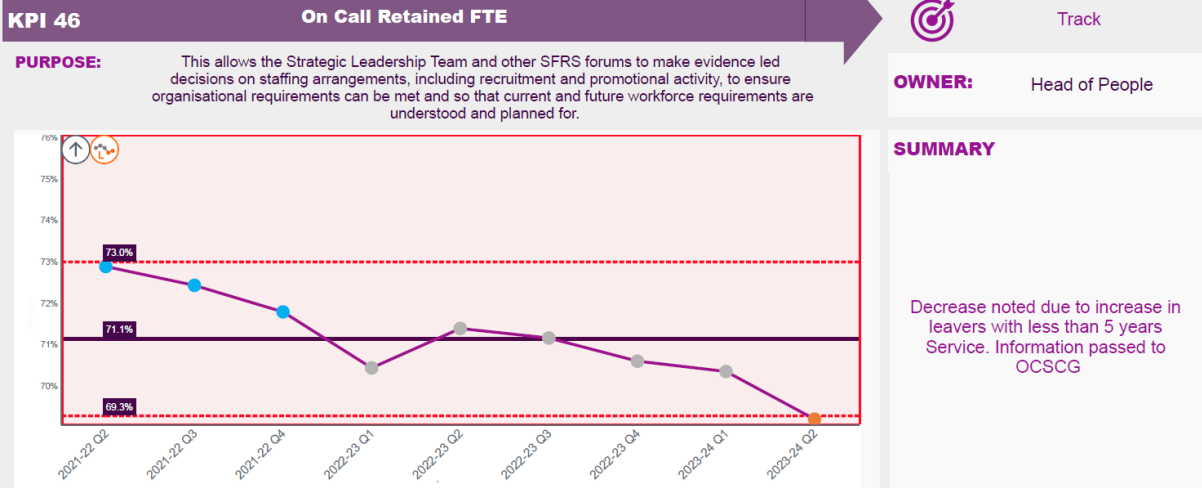
PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER: Head of People



SUMMARY

Slight increase due to appointment to vacancy



KPI 47

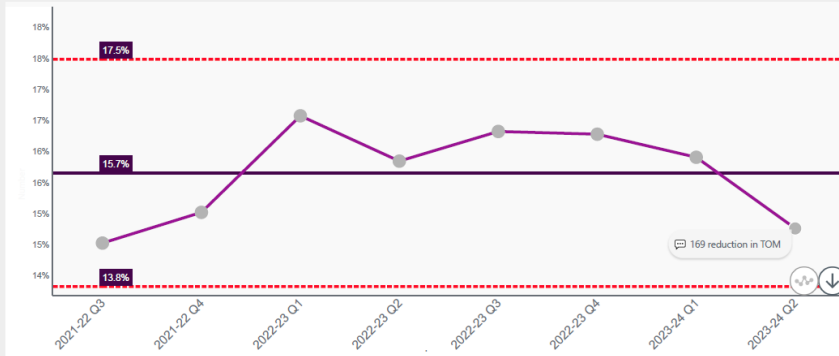
Vacancies Rate



Track

PURPOSE: Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.

OWNER: Head of People



SUMMARY

Decrease observed in vacancy rate due to impact of organisational change and implementation of SSRP Phase 1 and appointments into Day Duty roles.

KPI 48

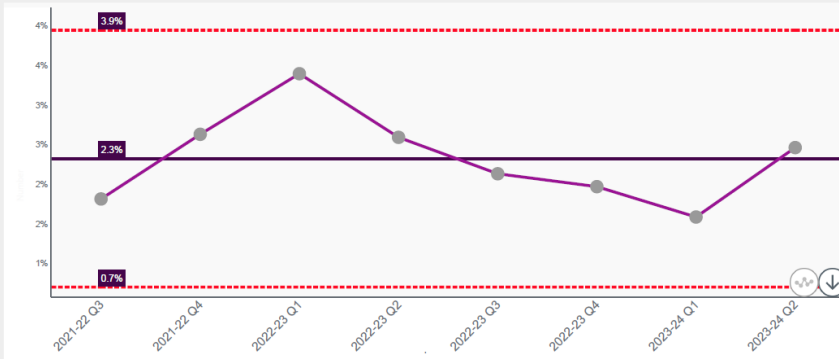
Turnover Rate



Track

PURPOSE: Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness as an employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.

OWNER: Head of People



SUMMARY

Increase in rate due to pensions remedy impacts in uniformed roles, unforecast leavers from Operations Control and retirements and resignations across support staff roles

KPI 49

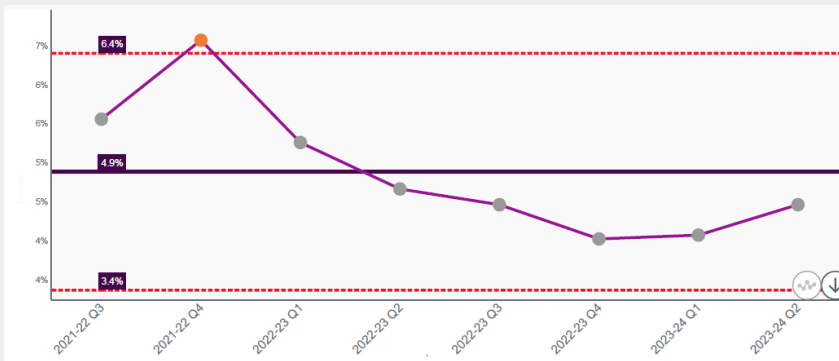
Absence Rate



Reduce against previous year

PURPOSE: Monitoring levels of short- and long-term absence along with the underlying reasons and trends enables SFRS to support employee health and wellbeing, helping colleagues return to work and stay in work.

OWNER: Head of People



SUMMARY

Slight increase across all Staff groups with no discernible trends evident



Report No: C/PC/36-23

Agenda Item: 7.2

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 2023							
Report Title:	PEOPLE PERFORMANCE REPORT – QUARTER 1 2023/24 (VERSION 2 AMENDED)							
Report Classification:	For Information	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	The purpose of this report is report is to enable the Scottish Fire and Rescue Service (SFRS) People Committee to scrutinise the People KPIs from the Performance Management Framework (PMF) and the more detailed quarterly People Performance Report.							
2	Background							
2.1	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.”							
2.2	People performance is monitored and reported through the quarterly People Performance Report, associated KPIs in the PMF, and scrutinised by the People Committee as well as within the SFRS Annual Report.							
3	Main Report/Detail							
3.1	The People quarterly performance report sets out organisational performance against the agreed set of People measures, which are regularly reviewed and enhanced where appropriate and practical.							
3.2	The Executive Summary of the report (p. 2) draws the Committee’s attention to key points relating to: <ul style="list-style-type: none"> • The retirement profile in Service Delivery, linked to pension changes. • Work to improve attraction, retention and attendance in operations Control. • The most common reasons for long term absence across the service. 							
3.3	Due to the ongoing introduction of the new Cority Health and Wellbeing Management System, wellbeing performance data was not available and therefore version one of this report did not contain data on the number of new occupational health management referrals. However this is now included in section 3.1.1 of the revised report.							

3.4	This is the first quarterly reporting period with the new PMF measures, which are now presented via a Power BI dashboard. The People related measures from the PMF dashboard are included as Appendix 2 of the attached paper.
4	Recommendation
4.1	This report is for information only.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risks identified and tracked and managed through the People risk register.
5.2	Financial
5.2.1	There are no financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report.
5.4	Workforce
5.4.1	The report outlines organisational performance against key people and workforce measures.
5.5	Health & Safety
5.5.1	There is potential the some of the absences reported in this paper result from Health & Safety related incidents.
5.6	Health & Wellbeing
5.6.1	The report details a range of health & wellbeing activities to support employee wellbeing, attendance and performance.
5.7	Training
5.7.1	There are no direct training implications arising from this report.
5.8	Timing
5.8.1	The report details performance over the first quarter of 2023/24 and provides longer term trend analysis.
5.9	Performance
5.9.1	The report details organisational performance against a range of people measures.
5.10	Communications & Engagement
5.10.1	This report is shared with a range of governance forums for scrutiny and for information.
5.11	Legal
5.11.1	Some elements of the report relate to SFRS' legal responsibilities as an employer.
5.12	Information Governance
5.12.1	DPIA not required for this report.
5.13	Equalities
5.13.1	EHRIA not required for this report.
5.14	Service Delivery
5.14.1	There are no direct Service Delivery implications arising from this report.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Liz Barnes, Deputy Chief Officer – Corporate Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.3	Rationale:	The accompanying report details SFRS performance against agree People measures, allowing trend analysis to be carried out, risks identified, and corrective actions taken as appropriate. It should be noted that many aspects of the reporting are dependent on accurate recording of information by the relevant colleagues and managers, and manual analysis of data.
8	Appendices/Further Reading	
8.1	Appendix A: People Quarterly Management Information Report Q1 2023/23	
Prepared by:		Lyndsey Gaja, Interim Director of People
Sponsored by:		Liz Barnes, Deputy Chief Officer – Corporate Services
Presented by:		Lyndsey Gaja, Interim Director of People
Links to Strategy and Corporate Values		
Strategic Plan 2022-25 Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.		
Governance Route for Report		Meeting Date
<i>People Committee</i>		<i>14 September 2023</i>
<i>People Committee</i>		<i>7 December 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Information</i>



**People Quarterly Management
Information Report
Quarter 1 2023 / 24
(Version 2)**

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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 People 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:

While the monthly retirement rate in the WDS staff group has steadily declined from c3.8% in Q1 2022/23 to 0.6% in Q1 2023/24, a key focus for the Service continues to be the potential impact of pension changes on the forecast retirement profile, in particular as the Deferred Choice Underpin implementation takes effect from October 2023. As noted in the report, there are a total of up to 418 Wholetime uniformed colleagues who could potentially leave the Service by December 2023, including 243 individuals 'in-scope' for pensions changes. There remains a significant degree of uncertainty over the extent to which these potential leavers will choose to retire earlier than previously forecast. Monthly workforce planning updates are provided to the SLT to enable monitoring of trends and forecasts to allow data-based decision making.

Work to support attraction, retention and wellbeing in Operations Control continues to contribute to positive trends, with the turnover rate reducing from 6.5% in Q2 2022/23 to 3.5% in the final quarter of 2022/23 and 0.6% in this reporting period. The absence rate in OC also continues to reduce, although it remains higher than for other staff groups and there is therefore an ongoing focus on this area.

Across SFERS the main reasons for long term absences continue to be MSK and Psychological. In quarter 2 a programme of activities will take place to promote MSK injury awareness and prevention. Specific mental health & wellbeing support is being provided to colleagues in Operations Control.

Version one of this report stated that between the period from 18th March to 31st March 2023, the Wellbeing Team transitioned to a new Wellbeing management system which required a freeze on appointments for this period (except for employees in crisis). As a result, figures for this period were not directly comparable with data reported for previous periods and it was recognised that this may impact data produced in quarter 1 2023/24. The Wellbeing team also continued to develop and embed the new system; and explore and develop how to ensure the accuracy of the data and develop the reporting. On that basis, performance data for quarter 1 was not available at the time the report was published however is now included in section 3.1.1 for information.

Section 1

1.1

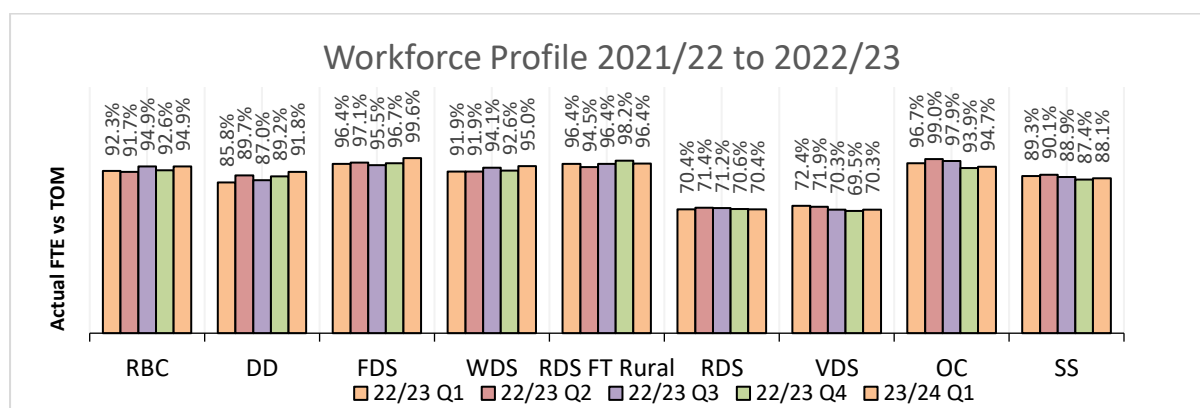
Strengthen and continually improve our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

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*					
	RBC	DD	FDS	Trainees	TOTAL WDS	RDS FT Rural	RDS*	VDS*	OC	SS	TOTAL (ALL)
Target Operating Model (FTE)	3021	350	255		3626	56	3309	384	170	856	8401
Initiatives, Projects and Capital Funded		8	16		24				7	88	119
Actual (FTE)	2868	328	270	46	3512	54	2328	270	168	832	7164
Actual (Headcount)	2870	329	270	46	3515	55	2743	270	172	882	7637

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

As at 30 June 2023, SFRS employed 7068 people, equating to a headcount of 7675. 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; 22 employees are on external Secondment (including union duties), 9 on career breaks and 7 in Partnership Initiative funded posts.



Staffing levels for most staff groups are broadly stable or show slight increases against TOM compared to the same period last year, with the exception of the Volunteer Duty System, Operations Control, and Support Staff groups which have shown a small reduction against TOM compared to quarter 1 2022/23. 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 agreed structures. 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)				Retained*		VDS*	OC	SS	TOTAL (ALL)
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS*				
Vacancy (FTE)	108	30	1	139	2	981	114	9	112	1357

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

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 (%)	3.6%	8.4%	0.4%	3.8%	3.6%	29.6%	29.7%	5.3%	11.9%	15.9%

*The notional TOM for RDS and VDS staff is reflective of the establishment figures that were in place under legacy FRS arrangements and does not represent a staffing figure that is required to crew all appliances on SFRS On Call stations.

The external transfer process this year realised 5 transferees (2 CC, 2 WC and 1 SC). A register of transfer requests received is maintained and would allow a transfer process to be conducted quickly, if required.

45 Wholetime firefighter (WTFF) trainees are nearing completion of their initial training which commenced in May. Although 3 individuals withdrew from the course for varying reasons and there is no trend evident related to withdrawals from Trainee courses over the last 12 months. Based on Workforce Planning data, 48 candidates are being progressed for a September intake.

Candidates are being progressed through the stages of the selection process to enable the Service to be in a better position to increase recruitment volumes quickly should the impact of the pension remedy require a larger intake of wholetime firefighters than currently planned. A review of the WFFF recruitment process is also underway to consider improved ways to meet forecast demand and improve candidate experience. Once the evaluation of the On-Call migration pilot is complete, consideration will be given to further On-Call migration process alongside traditional Wholetime intakes.

The vacancy rate for OC has decreased slightly to 5.3% from 6.1% last quarter as ongoing work to review recruitment and retention is carried out, including feedback from exit interviews, wellbeing support and work done with Corporate Communications.

Work has been undertaken in relation to attraction as follows:

- Inclusion of a section on OC added to SFRS Website.
- Social media campaign launched to advertise posts with an Instagram Q&A session held.
- Interviews with current colleagues recorded and uploaded via social media platforms.
- Information on role and recruitment shared with media partners and published in several newspapers. STV recorded a piece at Edinburgh OC which was on their website.

Work was conducted as a result of feedback from exit interviews as follows:

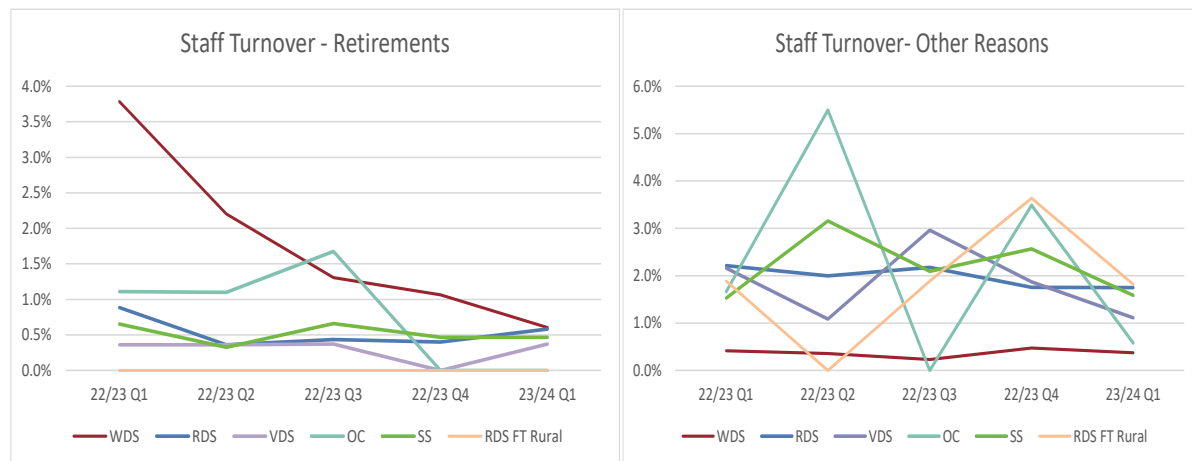
- Workshop held with WCs at WSDA OC to discuss local issues and support for both trainees and supervisors.
- Liaised with OC Training to amend internal assessment processes.
- Review ongoing of operational demand and daily administrative tasks to ascertain if further flexibility can be introduced.

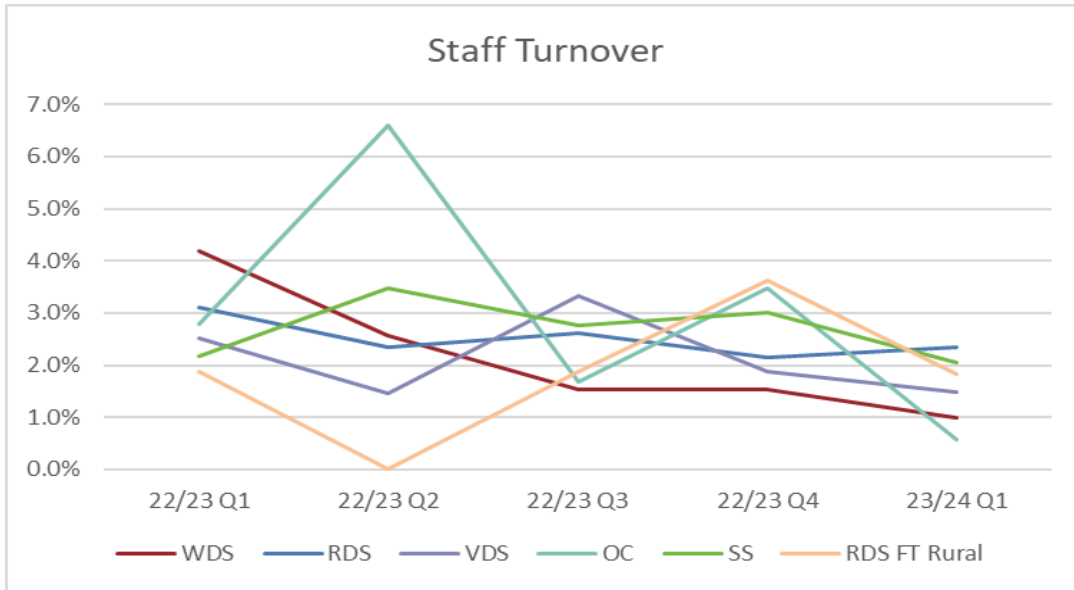
Support staff vacancies have decreased from 12.5% to 11.9% since last quarter. All support staff vacancies continue to be subject to review and approval by SLT to ensure staffing costs are managed within agreed budgets. A highly competitive external labour market is contributing to ongoing challenges in attraction and retention across various roles.

The pay award for support staff for 2023/24 has been agreed which includes the removal of the first incremental point within each grade, effectively increasing starting salaries for each post, along with and a cost-of-living increase applied to all grades, improving the overall reward package.

1.1.4 Percentage Staff turnover by employee group

EMPLOYEE GROUP	Wholetime (WDS)				Retained					TOTAL (ALL)
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS	VDS	OC	SS	
Retirements	0.3%	1.5%	3.0%	0.6%	0.0%	0.6%	0.4%	0.0%	0.5%	0.5%
Other Reasons	0.3%	0.9%	0.7%	0.4%	1.8%	1.7%	1.1%	0.6%	1.6%	1.0%
Turnover	0.6%	2.4%	3.7%	1.0%	1.8%	2.3%	1.5%	0.6%	2.0%	1.6%





The graph above reflects staff turnover rates in the last five quarters. There has been a small decrease in the overall rate from 2.0% in quarter 4 to 1.6% in quarter 1. Total wholetime turnover has decreased to 1.0% in quarter 1 from 1.5% in quarter 4 2022/23, partly due to employees awaiting the implementation of the Deferred Choice Underpin being applied from 1st October 2023.

It is also important to recognise there are currently 109 deferred leavers and a further 243 employees are in-scope of the pension remedy and may choose to retire earlier than anticipated when pension changes take effect in October 2023. This, in addition to the 52 business as usual (BAU) leavers forecast and 14 projected resignations, totals 418 wholetime colleagues who could potentially leave SFRS by December 2023. A range of options are being developed to provide short term resilience in the event of a higher than forecast retirement rate, which would be deployed in conjunction with the wholetime recruitment considerations outlined at 1.1.3. These options are being co-ordinated via the Strategic Service Review Programme (SSRP) Tactical Action Group (TAG) and include use of Day Duty Staff, mixed crewing and Training recovery actions.

There is a noted decrease in Flexi Duty Officer (FDO) turnover from 4.2% in quarter 4 2022/23 to 3.7% this quarter, which is understood to relate to colleagues awaiting implementation of the legislation regarding the Deferred Choice Underpin related to the Pension Remedy. It is forecast that this will increase next quarter and is part of ongoing horizon scanning.

On-call staff groups continue to experience the historical challenges with attraction and retention which are being prioritised by the National On-Call Leadership Forum.

OC turnover has decreased from 3.5% in quarter 4 to 0.6% in quarter 1 following some proactive work within OC, including a review of recruitment procedures and feedback from exit interviews, in addition to provision of wellbeing support.

Support staff turnover decreased from 3.1% in quarter 4 to 2.0% in quarter 1, mainly due to a reduction in the number of Fixed Term Contracts coming to an end.

Section 2

2.1

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 was 2 which is a reduction from the 5 received in quarter 4 of 2022/23. From these, 1 was concluded within six weeks. Two appeals were received and following consideration were not upheld. Both cases were within the West SDA and related to an alleged breach of the Dignity and Integrity Policy.

2.1.2 Total number of discipline cases concluded within six weeks

A total of 27 new discipline cases commenced within the quarter 4 within the Directorates, 12 in the North and 11 in the West. This is higher than the new cases presented at quarter 4 of 2022/23 by 10 cases. The main reasons for the 27 new cases are allegations of Breach of the Code of Conduct and Breach of Contract. Alongside the disciplinary processes, the themes linked to the Code of Conduct will be addressed through management development activities and planned work around SFRS culture and values.

In this quarter there were 5 cases concluded within 6 weeks, 5 concluded within 14 weeks, 1 case was completed after 14 weeks and the remaining 16 cases will carry over to the next quarter. It should be noted that the 27 cases were received at varying points within quarter 1. The reasons for the delays in completing some cases was mainly due to employees' absence and complexities of the cases. Some delays to case work have been due to other competing demands. It is anticipated that this will continue into the next reporting cycle and will continue to be monitored closely.

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 five. Due to the nature of the complaints received, the cases were investigated via the grievance and disciplinary processes and have been incorporated into the sections above.

Section 3

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

As reported in quarter 4 2022/23, between the period from 18th March to 31st March, the Wellbeing Team transitioned to a new Wellbeing management system which required a freeze on appointments for this period (except for employees in crisis). As a result, figures for this period are not directly comparable with data reported for previous periods. It is recognised that this may impact data produced in quarter 1 2023/24.

The Wellbeing team continue to develop and embed the new system; and explore and develop how we ensure the accuracy of the data and develop the reporting.

As this work remains ongoing, Wellbeing will not present performance data for quarter 1 2023/24 at the present time. There are several influencing factors that have resulted in this decision being taken:

- There has been some delay in progressing the further development of the new system which has impacted ability to produce robust data.
- Building reports bespoke to our requirements requires additional support from Cority, the system provider.
- We have identified data entry issues that are likely to be as a result of the migration to the new system and new processes.
- Full integration with the People system has not yet taken place. This means that we are not yet able to link data between the systems. This continues to be progressed with Cority.

Performance data for quarter 1 will be provided in quarter 2 2023/24.

3.1.1 Top 3 Reasons for New Management Referrals

In quarter 1 2023/24 there were 278 new management referrals. The top three reasons for management referral in quarter 1 were:

1. Musculoskeletal – 115 (41%)
2. Psychological (Stress and Mental health) – 100 (36%)
3. Circulatory – 10 – (4%)

All other referral reasons accounted for the remaining 53 referrals.

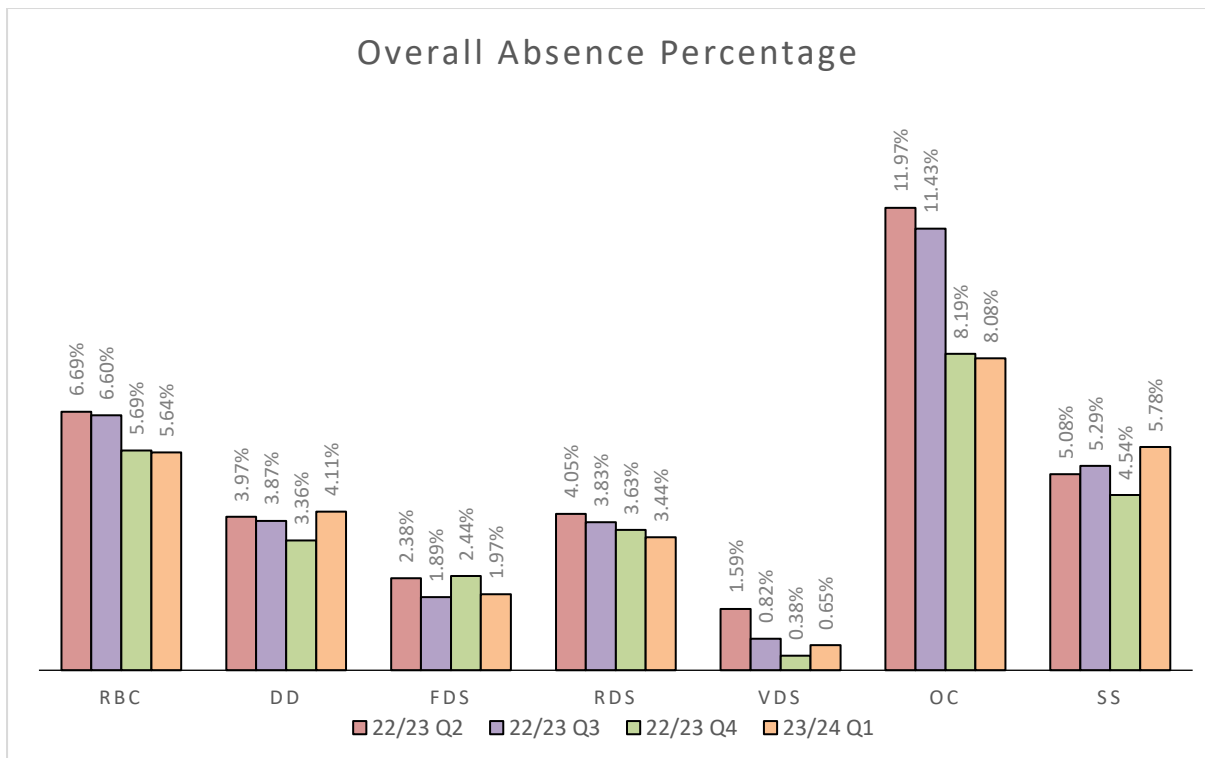
Thirteen psychological referrals were for mental health conditions and 87 due to stress.

Of the 87 stress referrals 39 were due to work related stress and 48 were due to non-work related stress.

The leading reason for work related stress was Role. The leading reason for non-work related stress was Relationships.

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)	5.65%	4.11%	1.98%	5.00%	3.45%	0.65%	8.08%	5.78%	4.08%



The overall absence percentage for all SFRS working days lost in quarter 1 is 4.08% which is an increase of 0.5% compared to the previous quarter. It is noted that short-term absence has slightly decreased across staff groups, as shown below, particularly in OC which has decreased to 1.90% compared to 3.16% in the previous quarter. All staff groups have seen a slight increase in long-term absences, excluding FDS which has seen a slight decrease.

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)	2.12%	0.91%	0.69%	1.77%	0.92%	0.01%	1.90%	1.22%	1.18%

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 short-term absence rate across all employee groups of 0.27% in this quarter. The largest decrease can be seen within the OC, which has decreased by 1.3%. It is possible that this decrease is related to more robust monitoring by management and support from the People Adviser, who has been working closely with the new OC management team in this area.

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)	3.53%	3.20%	1.29%	3.23%	2.53%	0.65%	6.18%	4.56%	2.90%

This table shows the percentage of working days lost due to long-term absence as a percentage of working days available. There has been a slight increase in long-term absence across all staff groups by 0.32%, apart from FDS, which has decreased by 0.28% compared to the previous quarter. It is noted that the largest increase is within the Support Staff group, which increased by 1.5% and this will be monitored with the line managers and appropriate support provided by the People Advisers in the next quarter.

3.1.5 Short-term absence by top three absence reasons

Short Term Sick - Top 3 Reasons	Musculoskeletal	Respiratory	Stomach or Bowel	Other	TOTAL
RBC	849	487	386	565	2287
DD	47	31	2	133	213
FDS	28	27	15	44	114
RDS	963	443	176	700	2282
VDS	-	-	2	-	2
OC	18	40	15	61	134
SS	73	205	53	215	546
Total Working Days Lost	1978	1233	649	1718	5578
Number of Employees	322	327	242	315	1206

3.1.6 Long-term absence by top three absence reasons

Long Term Sick - Top 3 Reasons	Musculoskeletal	Psychological	Surgical	Other	TOTAL
RBC	1739	833	580	651	3803
DD	207	246	15	279	747
FDS	75	20	61	57	213
RDS	3176	1441	489	1186	6292
VDS	106	-	-	53	159
OC	134	213	-	88	435
SS	348	902	174	613	2037
Total Working Days Lost	5784	3655	1319	2927	13685

Number of Employees	152	97	42	77	368
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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 all staff groups there has been a decrease in the number of short-term absences, excluding FDS and VDS which have seen very slight increases. Overall, there has been a large decrease of 1,314 working days lost compared to quarter 4 2022/2023, with a decrease in respiratory absences across all groups.

All staff groups have had an increase in working days lost in relation to long-term absence, with an overall increase of 1,441 days lost compared to quarter 4 2022/2023.

MSK issues continue to be the main reason for long-term absence and the overall number of absences has increased in this quarter by 10 employees. It is possible that this increase is due to delays with the NHS waiting times as they continue to recover from the impact of the pandemic. A series of events are planned for August 2023 across the Service, focusing on education and prevention of MSK injuries. The MSK Injury Reduction Group has also been re-established and a revised action plan is in place to address the challenges associated with MSK injury and absence.

Within OC long-term psychological absences increased in this quarter by 7 employees. The People Adviser is continuing to support the Management Team within the OC to address both short and long-term absence in this area and ensure that the employees are being appropriately supported through our Mental Health Programmes. Wellbeing commenced the delivery of the 'Healthy Lifestyle and Nutrition Project' with OC colleagues as reported in quarter 4. The one-to-one sessions will be complete in quarter 2 and an evaluation of the project will take place following completion in quarter 2 allowing information to be available in quarter 3.

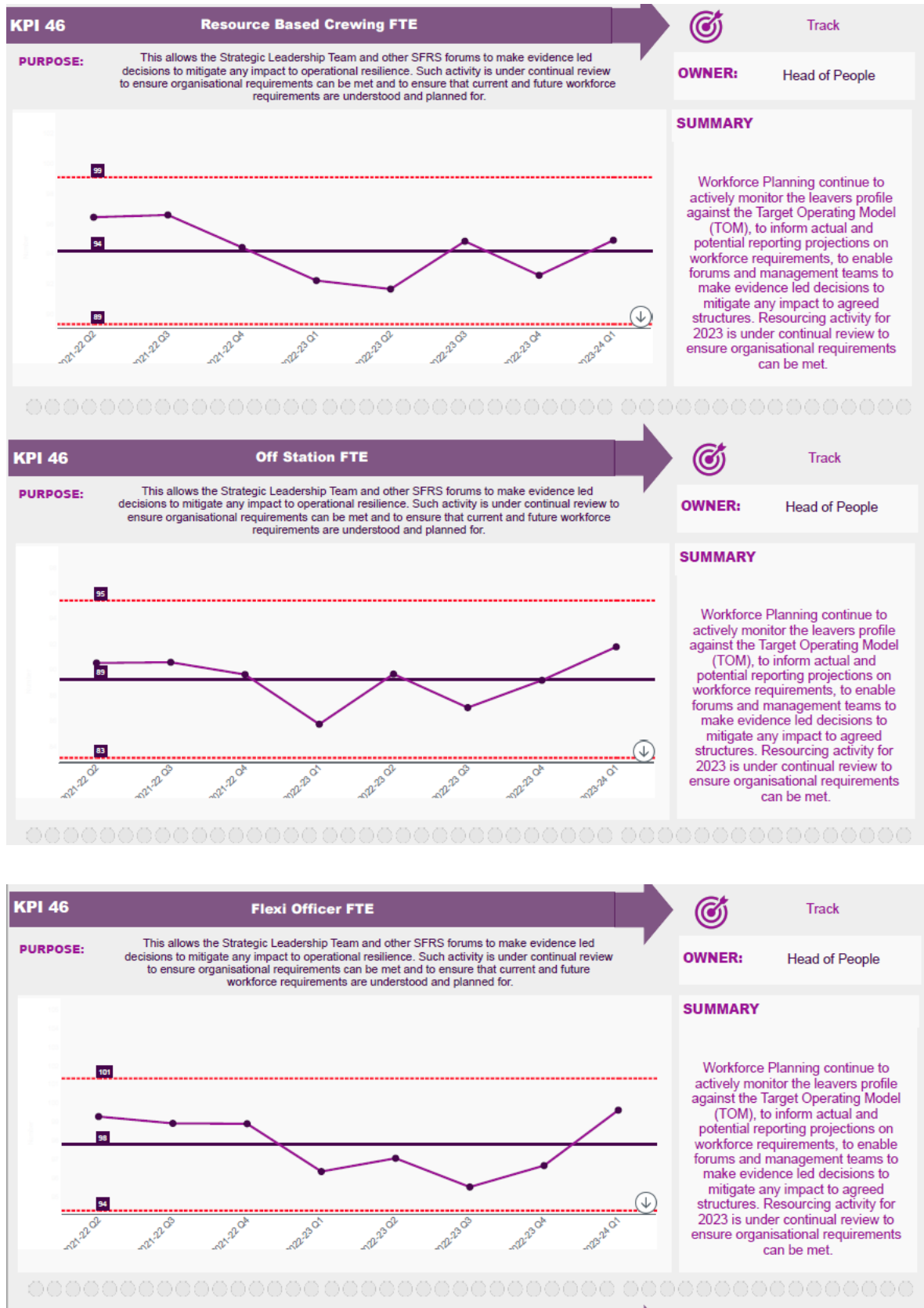
Employees who are on long-term absence are being fully supported by Wellbeing, their managers and the People Advisers. This has included the continuation of the delivery of local Attendance Management Training to a cadre of newly promoted managers. An internal audit was completed in quarter 4 and whilst this concluded that the Service has in place a robust framework for the management of sickness absence, this identified a number of actions to ensure that colleagues are adhering to various stages of the policy and procedures. Based on

the recommendations, refresher guidance will be communicated to managers and published on the iHub, as well as being incorporated into the local training sessions to ensure that the management steps and interventions are all actioned as expected. Work has also commenced on national management development courses, which will incorporate a dedicated session on Attendance Management

Appendix 1 – Glossary of Terms

BAU	Business As Usual
CC	Crew Commander
DD	Day Duty
FDO	Flexi Duty Officer
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
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS FT	Retained Duty System Full Time
SFRS	Scottish Fire and Rescue Service
TOM	Target Operating Model
SC	Station Commander
SDA	Service Delivery Area
SLT	Strategic Leadership Team
SS	Support Staff
SSRP	Strategic Service Review Programme
TAG	Tactical Action Group
VDS	Volunteer Duty System
WC	Watch Commanders
WDS	Watch Duty System
WTFF	Wholetime Firefighter

Appendix 2 – PMF People Measures



KPI 46 Operations Control FTE Track

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions to mitigate any impact to operational resilience. Such activity is under continual review to ensure organisational requirements can be met and to ensure that current and future workforce requirements are understood and planned for.

Quarter	FTE Value
7/21-22 Q2	96
7/21-22 Q3	100
7/21-22 Q4	95
7/22-23 Q1	98
7/22-23 Q2	102
7/22-23 Q3	100
7/22-23 Q4	95
7/23-24 Q1	96

OWNER: Head of People

SUMMARY

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 agreed structures. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.

KPI 46 Rural Full-time FTE Track

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions to mitigate any impact to operational resilience. Such activity is under continual review to ensure organisational requirements can be met and to ensure that current and future workforce requirements are understood and planned for.

Quarter	FTE Value
7/21-22 Q2	97
7/21-22 Q3	98
7/21-22 Q4	98
7/22-23 Q1	95
7/22-23 Q2	92
7/22-23 Q3	95
7/22-23 Q4	98
7/23-24 Q1	95

OWNER: Head of People

SUMMARY

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 agreed structures. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.

KPI 46 On Call Retained FTE Track

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions to mitigate any impact to operational resilience. Such activity is under continual review to ensure organisational requirements can be met and to ensure that current and future workforce requirements are understood and planned for.

Quarter	FTE Value
7/21-22 Q2	73
7/21-22 Q3	72
7/21-22 Q4	71
7/22-23 Q1	68
7/22-23 Q2	71
7/22-23 Q3	70
7/22-23 Q4	69
7/23-24 Q1	68

OWNER: Head of People

SUMMARY

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 agreed structures. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.

KPI 46

On Call Volunteer FTE



Track

PURPOSE:

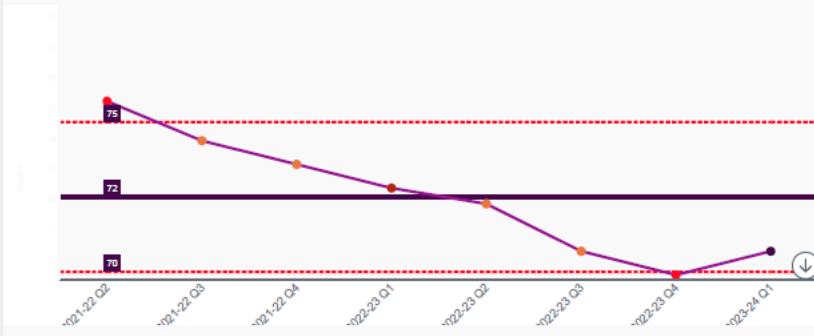
This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions to mitigate any impact to operational resilience. Such activity is under continual review to ensure organisational requirements can be met and to ensure that current and future workforce requirements are understood and planned for.

OWNER:

Head of People

SUMMARY

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 agreed structures. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.



KPI 46

Support Staff FTE



Track

PURPOSE:

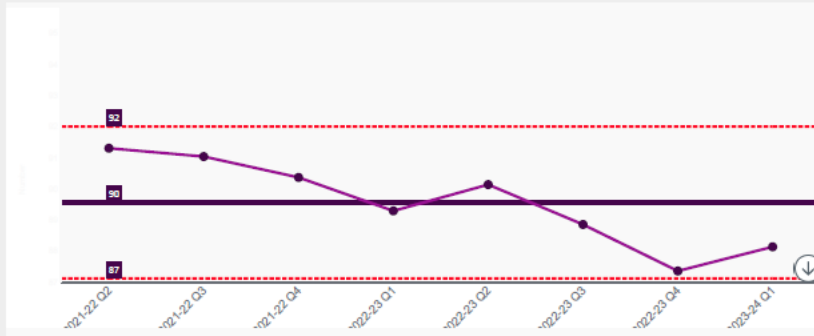
This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions to mitigate any impact to operational resilience. Such activity is under continual review to ensure organisational requirements can be met and to ensure that current and future workforce requirements are understood and planned for.

OWNER:

Head of People

SUMMARY

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 agreed structures. Resourcing activity for 2023 is under continual review to ensure organisational requirements can be met.



KPI 47

Vacancies Rate



Track

PURPOSE:

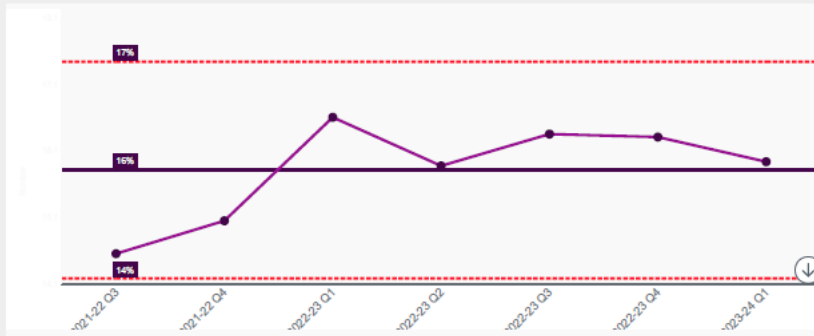
We continue to improve our recruitment processes and make our roles more attractive to all members of our communities.

OWNER:

Head of People

SUMMARY

45 Wholetime firefighter (WTF) trainees are nearing completion of their initial training which commenced in May. Based on the Strategic Workforce Planning paper provided to the SLT a decision to progress 48 candidates for a September intake has commenced. We are progressing a number of candidates through the various stages of the selection process for intakes in 2024. Support staff vacancies have decreased from 12.5% to 11.9% since last quarter. Due to ongoing market conditions we continue to experience difficulties in attracting and onboarding applicants across various roles.



KPI 48

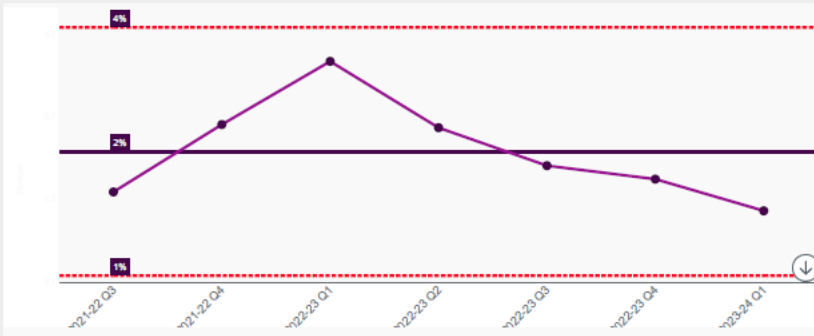
Turnover Rate



Track

PURPOSE: Improving the experience of employees should reduce staff turnover. Developing and sustaining a positive workforce culture where all employees feel treated with respect and dignity will also support this.

OWNER: Head of People



SUMMARY

There has been a small decrease in the overall rate from 2.0% in quarter 4 to 1.6% in quarter 1. Total whole-time turnover has decreased to 1.0% in Quarter 1, partly due to employees awaiting the implementation of the Deferred Choice Underpin being applied from 1st October 2023. On-Call turnover has increased slightly to 2.3% in Quarter 1 from 2.2% in quarter 4 for RDS but has remained steady at 1.9% for Volunteers. Support staff turnover decreased from 3.1% in quarter 4 to 2.0% in Quarter 1, due to more effective management of support staff vacancies and a reduction in number of Fixed Term Contracts ending.

KPI 49

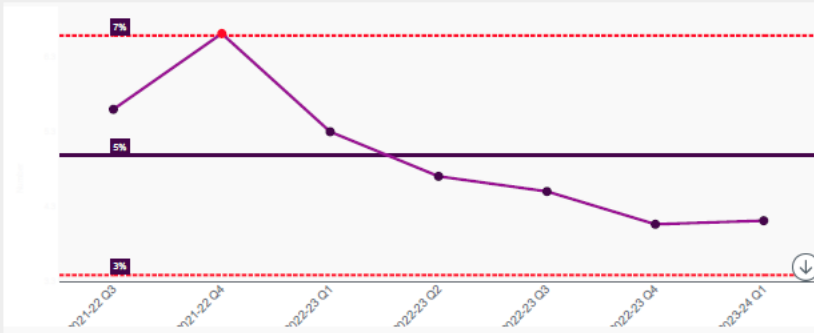
Absence Rate



Reduce against previous year

PURPOSE: By being the best employer it can be, SFRS provides a wide range of support to employees through the Health and Wellbeing Department via the referral pathway to help staff return to work and stay in work.

OWNER: Head of People



SUMMARY

Average overall absence percentage for all SFRS working days lost in quarter 1 is 4.08% which is an increase of 0.5% compared to the previous quarter. It is noted that short-term absence has slightly decreased across staff groups, as shown below, particularly in OC which has decreased to 1.90% compared to 3.16% in the previous quarter. All staff groups have seen a slight increase in long-term absences, excluding FDS which has seen a slight decrease.



Report to:		PEOPLE COMMITTEE							
Meeting Date:		7 DECEMBER 2023							
Report Title:		CAREER READY PROGRAMME UPDATE							
Report Classification:		For Information	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>	<u>G</u>
1	Purpose								
1.1	The purpose of this report is to provide People Committee with an update on the current Scottish Fire and Rescue Service (SFRS) partnership with Career Ready.								
2	Background								
2.1	Career Ready is a social mobility charity that SFRS has worked in partnership with since 2021 to deliver the Career Ready programme. The Career Ready programme facilitates an 18-month mentorship scheme for young people who are S5/S6 pupils. It includes a 4-week paid internship within the Service that provides an introduction to the skills and experience needed in the world of employment.								
3	Main Report/Detail								
3.1	In the 3-years of SFRS' partnership with Career Ready, the Service has provided in-house mentors for 24 young people and held a structured 4-week internship program at the NTC (National Training Centre). Feedback has been collated from a range of sources, including Service Delivery Areas, SFRS Mentors, Career Ready Management and the young people involved, which demonstrates that the programme has been a success. Some of this feedback has been captured in the presentation, included at appendix A. Also available is a link to the Career Ready impact and evaluation reports on the Career Ready website .								
3.2	Colleagues within Service Delivery continue to be significant supporters of the Career Ready programme, with the majority of mentors coming from operational areas. A selection of feedback is included in the slides at appendix A.								
3.3	Since 2022, the structured 4-week internship program has been designed to support young people who presented as exceptionally low in confidence. Specifically, there was a blend of practical learning (Drill Yard, Firefighter and First Aid skills) and classroom-based learning, with the aim of preparing the young people for employment and supporting their CV. Whilst this learning related to career success, the program also encouraged self-development. Young people learned invaluable skills such as self-confidence, increased resilience, and the ability to make informed decisions. The internship programme concluded with a practical consolidation exercise based on a house fire scenario. Each young person was allocated their own tasks and responsibilities, enabling them to utilise the skills gained over the course of the programme and put them into practice.								

3.4	The SFRS role in providing meaningful opportunities and education through programmes such as Career Ready is of paramount importance to the young people of Scotland.
3.5	<p>The partnership with Career Ready also supports the SFRS in their achievement of the following areas:</p> <ul style="list-style-type: none"> • Promoting SFRS as a future employer • Increasing opportunities for young people • Promoting young people’s wellbeing • Corporate parenting, developing our workforce • Commitment to the Young Person’s Guarantee
3.6	<p>The programme also attracts a diverse range of young people, as demonstrated below:</p> <ul style="list-style-type: none"> - 58% Female, 37% Male, 5% Non-Binary. - 26% reported receipt of free school meals, 17% of education maintenance allowance. - 58% have no parental history of higher education. - 13% have a disability or additional needs. - 12% are care experienced. - 20% are from ethnic backgrounds other than white British.
3.7	<p>Youth engagement and the development of young people in Scotland are key areas of focus within the Scottish Government’s National Outcomes. The SFRS’s partnership with Career Ready supports the achievement of Education Scotland’s four capacities of a Curriculum for Excellence:</p> <p>1- Successful Learners. The young people developed practical skills across first aid, CV preparation, interview technique and presentation skills.</p> <p>2- Confident Communicators. Some of the young people were lacking in confidence at the commencement of their placements, however, they were all able to speak publicly in front of a large audience in the SFRS headquarters auditorium following completion of their internship.</p> <p>3- Effective Contributors. With a mix of practical and classroom-based exercises, the young people made positive suggestions, relayed ideas and applied problem-solving skills to scenarios such as fire prevention and casualty care.</p> <p>4- Responsible Citizens. Each young person took responsibility for homework and assigned tasks. They understood the importance of safety, teamwork, respect, work ethic and punctuality.</p>
3.8 3.8.1 3.8.2 3.8.3	<p>Programme Delivery Model (2023)</p> <p>In 2023, the SFRS matched mentors with 6 young people who successfully completed their 4-week internship at the National Training Centre between 19 June and 14 July 2023. The internship was supported across all directorates, enabling students to gain knowledge of a wide range of uniformed and professional support roles within the SFRS. The Service invests c£10k in direct costs of facilitating the programme, primarily made up of the cost of paying the Career Ready interns the SFRS Apprenticeship rate for the duration of their four-week internship.</p> <p>Advertisement for SFRS mentors is primarily carried out using the weekly brief on iHub and through informal, word of mouth practices between previous mentors and their colleagues. To date, we have secured 6 volunteer mentors for the forthcoming year (all from Service Delivery Areas) and have capacity to accommodate two further mentors.</p> <p>At their meeting on 22 November 2023, the Strategic Leadership Team (SLT) agreed to continue supporting the Career Ready programme into 2024, recognising the positive impact it has on the young people who take part, the colleagues who act as mentors and</p>

	the wider social benefits. The SLT also requested that the People team scope options to grow the programme to offer internships across a wider geographical area and continue work to develop pathways from the Career Rady programme into employment with SFRS.
4	Recommendation
4.1	People Committee are asked to note the update on SFRS's partnership with Career Ready and the positive impacts the programme has delivered over the past three years.
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>SFRS continue to work towards increasing the public value of our service by delivering programmes such as Career Ready in a professional way.</p> <ul style="list-style-type: none"> • SFRS will ensure that only individuals with full PVG status and any other relevant checks will be eligible to act as Mentors on the programme and interact with the young people. All guidance protocols will be followed when liaising with the young people. • Non-attendance and poor timekeeping have been a periodic concern. Future risk will be mitigated by ensuring the interns are aware of the expectations and consequences of non-attendance. Early intervention with appropriate support mechanisms will be put in place if required. • SFRS mentors will be issued with a reminder of confidentiality, Principles of Data Protection Act 2018 and the SFRS Code of Conduct to protect privacy and ensure appropriate data handling with sensitive information that may be disclosed by their mentees.
5.2	Financial
5.2.1	There is a direct annual cost of c£10k o deliver the programme in its current size and format.
5.3	Environmental & Sustainability
5.3.1	All young people that took part in the programme were made aware of the importance of the environment and sustainability as a national priority and the way in which SFRS is contributing to these outcomes through their policies and practices.
5.4	Workforce
5.4.1	The Career Ready internship has been facilitated by a centralised delivery lead whose role was to organise the allocation of SFRS mentors, as well as designing and leading the 4-week internship at the National Training Centre.
5.4.2	Additional SFRS personnel were also required to give 1-2 hours of their time to share their area of expertise with the young people. Fire ground technicians were involved in the setting up of equipment needed for the practical activities.
5.4.3	SFRS Mentors continue to offer their time to coach and support the young people at monthly meetings throughout the course of their 18-month development programme.
5.5	Health & Safety
5.5.1	All aspects of Health and safety were adhered to with the applicable risk assessments completed prior to the commencement of the programme.
5.6	Health & Wellbeing
5.6.1	Evaluation activity demonstrates the positive impact the programme can have on the mental health and wellbeing of the young people who take part.

OFFICIAL

5.7 5.7.1	Training The practical element of the Internship require input from SFRS colleagues with an appropriate level of skills, knowledge, and expertise. This is only likely to be possible if the internship is hosted within an appropriate setting, such as NTC or within Station grounds.	
5.8 5.8.1	Timing The Career Ready Programme runs over an 18-month period commencing annually in October. An SFRS mentor meets monthly with their allocated young person throughout that timeframe and provides supports during their internship.	
5.8.2	SFRS Mentors will be matched with their mentees in October and attend briefing sessions within their allocated School during November/December. It is hoped that SFRS will be able to share plans regarding the continuation of the Career Ready programme and internship at these forthcoming meetings.	
5.9 5.9.1	Performance No performance implications are anticipated.	
5.10 5.10.1	Communications & Engagement There is a continuous communication channel with Career Ready, Local Councils and Schools throughout the programme timeframe to ensure that required standards are being met and that mentors understand their role. Advertisements for future SFRS Career Ready mentors is facilitated via the Weekly Brief platform on iHub, Station Commanders and previous SFRS mentors are also encouraged to advocate for the role.	
5.11 5.11.1	Legal Any risks associated with hosting school pupils for internships at SFRS premises and colleagues attending external mentorship meetings are managed through appropriate risk assessment and implementation of control measures, including instruction and supervision. Appropriate PVG memberships for all colleagues dealing with mentees is in place and necessary to ensure compliance with legislation.	
5.12 5.12.1	Information Governance A Data Protection Impact Assessment has been carried out on the Career Ready programme.	
5.13 5.13.1	Equalities An Employee and Human Rights Impact Assessment has been carried out on the Career Ready programme.	
5.14 5.14.1	Service Delivery No service delivery implications are anticipated	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Lyndsey Gaja, Interim Director of People
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Feedback from participants and wider evaluation activity undertaken by Career Ready at a national level provides assurance on the positive impact of the programme.

8	Appendices/Further Reading	
8.1	Appendix A: Career Ready Presentation Slides	
8.2	Further Reading: Annual Report and Impact - Career Ready	
Prepared by:		WC Kevin Reynolds, KA McDougall – Talent Development Team
Sponsored by:		Lyndsey Gaja, Interim Director of People
Presented by:		WC Kevin Reynolds, Talent Development Team, People Directorate
Links to Strategy and Corporate Values		
Links to SFRS objectives as a Corporate Parent and fulfilling the SFRS commitment to the Young Person’s Guarantee.		
Governance Route for Report		Meeting Date
<i>People Managers</i>		<i>26 September 2023</i>
<i>People Directorate Management Team</i>		<i>25 October 2023</i>
<i>People Board</i>		<i>01 November 2023</i>
<i>Strategic Leadership Team (Performance, Finance & Planning)</i>		<i>21 November 2023</i>
<i>People Committee.</i>		<i>07 December 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Recommendation</i>
		<i>For Recommendation</i>
		<i>For Decision</i>
		<i>For Information</i>

The logo of the Scottish Fire and Rescue Service (SFERS) is centered in the background. It features a circular emblem with a red border containing the text 'SCOTTISH' at the top and 'FIRE AND RESCUE SERVICE' at the bottom. The central part of the emblem is divided into four quadrants: a green thistle, a red flame, a black silhouette of a firefighter, and a white mountain peak. The emblem is surrounded by a grey, sunburst-like border.

SFERS & Career Ready

Update for the Strategic leadership Team

A warm SFRS
welcome .



A little
background
of the
programme





Interns at work



First aid and CPR skills





Learning the dangers of smoke in the home.



It's *cool* to work for SFRS !!!!



Good job !!



Testimony from an SFRS Group Commander

Kevin,

'Career Ready struck the perfect balance, allowing me to inspire and support my mentee, whilst unlocking his true potential to discover the right career path.

Being fully supported through the programme by Watch Commander Kevin Reynolds and the Career Ready Team, the journey allowed us to meet each month and zone-in on skills for career success including communication and networking, organisational and problem solving.

It accumulated in progression on to a secured college place with guaranteed employment on successful completion'.

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Testimony from an SFRS Station Commander

- The role of a mentor in the Career Ready programme has given me a great deal of satisfaction, I have relished my involvement in this programme as it provides me with an opportunity to enhance the reputation of the SFRS in a wider setting and share the diverse range of roles we offer as an organisation.
- Being a mentor has allowed me to help and support others to unlock their true potential and realise their goals gives me a fantastic sense of achievement. I have been able to share my own personal experiences, my standards, leadership, management and interpersonal skills. I feel privileged to have worked for an organisation who has continually supported my development, I feel that this foundation has allowed me to confidently pass on my skills and knowledge to a young person starting on their career journey enabling them to make informed decisions about their future.
- I am committed to continuing to support my mentee throughout the remainder of this mentoring process and am confident the life skills and qualities she has attained will allow her to achieve success in her desired career.

Many Thanks



Hose handling skills & the importance of teamwork.

Statement from the Acting Head teacher.

'Good morning, Kevin,

Thank you for your time you have spent with our young people, we really appreciate it. We are very fortunate to have a fantastic staff team and the improvements we are making. Our staff are driven in maximising opportunities for our young people has been outstanding. We are also very fortunate to have fantastic partnership working. Thank you for the experiences and mentoring you have provided for our young people; it really does make a difference.

Kind regards,

Acting Head Teacher

Duncanrig Secondary School
Winnipeg Drive
East Kilbride

Understanding
the
importance of
working
together.



School Coordinator, shares feedback from one of the interns

'Dear Lyndsey, Kevin,

I am writing to you to share the feedback from one of our pupils from Duncanrig Secondary, the mentee who attended the SFRS Career Ready Internship.

She said that "The Internship was absolutely amazing; it couldn't have been any better!".

She said it was obvious that a lot of hard work and thorough planning went into the program. She said it was a great balance of activities and there was a degree of flexibility to allow the participants to get the best experience they could.

I asked her about her highlights, she said there were so many but the passing out ceremony was something special.

Finally, she would also like to say a special thanks to Watch Commander Kevin Reynolds for his dedication, hard work, enthusiasm and passion on delivering the program. He made a big impression on her, and she said there couldn't have been a more fitting Internship for her.

I asked if she would recommend it to others to which she replied "Absolutely, without a doubt!"

I would also like to thank you on behalf of Duncanrig Secondary for providing one of our pupils with such a positive experience.

Kind Regards,

PT DYW Duncanrig Secondary School, Winnipeg Drive, East Kilbride, South Lanarkshire.75 8ZT

Hard at work



Statement from an SFRS Watch Commander

Good morning,

I have had the privilege of working with Watch Commander Kevin Reynolds on the Career Ready program for the last two years. My main task was educating and training young people in ICAT and first aid.

Watch Commander Reynolds has organised and coordinated the programme, and in my opinion, it has worked very well. I feel his style and dedication to the program and the young adults are a credit to the Program and to the service.

I look forward to having the opportunity to work on this project again.

Kindest Regards,

Watch Commander

Casualty Care Dept/ Technical Rescue /Training, Safety and Assurance Directorate/

National Training Centre

Scottish Fire & Rescue Service

Growing
together as
a real team.



A young person's
thought became a
drawing, became a
logo, became an
inspiration





Thank you

career
ready



Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 DECEMBER 2023						
Report Title:	POLICY REVIEW SCHEDULE UPDATE						
Report Classification:	For Information	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 outcome of the review of the People Directorate Policy Schedule.						
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 policy schedule required an overall review to enable a realignment of the priorities and the appropriate documents to be revised, developed and created in the next 2 years taking account of risks and organisational objectives/priorities, as well as the capacity within the People Directorate.						
3	Main Report/Detail						
3.1	Following the latest review of the rolling policy programme of work the People Directorate has reviewed the current Schedule, taking into account stakeholder engagement, SFRS priorities and risks for 2023/24 and to reflect Directorate current and anticipated priorities and timescales. This review has included consideration of where an alternative to a policy may be more appropriate such as e.g. a guidance note.						
3.2	<u>Recommendations to Amend Policy to Guidance Notes</u>						
3.2.1	Having considered the content of each, it was recommended that the following policies should change to a guidance note, subject to consultation with the relevant representative bodies. The consultation took place in November 2023 and it was agreed that the following policies will change to guidance notes: <ul style="list-style-type: none"> • Reimbursement of Dental/Optical costs • No Smoking Policy • Induction Process • Leadership Development Centre Policy • ID Cards Policy and Procedure • Volunteer Policy • Political Restrictions • Management of Health Conditions • Exit Interviews Policy and Procedure • Drivers Health Assessment Policy • Transfer of Uniformed Employees Policy • Transfer Requests 						

	<ul style="list-style-type: none"> • Temporary Promotions Procedure • Attendance During Adverse Weather and Disruptive Conditions 																				
3.2.2	The policies above are outlined in Appendix A .																				
3.3	<u>Policies for Review in 2023/24</u>																				
3.3.1	With exception of those referenced at 3.2, the revised People Policy Schedule is attached as Appendix B .																				
3.3.2	Whilst policy priorities have been refreshed, this schedule will remain under review in connection to priority areas related to the impact of pensions remedy, Strategic Service Review Programme (SSRP) and the People, Payroll, Finance and Training (PPFT) project, progress on standardisation of uniformed terms and conditions of employment and to take account of any legislative changes.																				
3.3.3	For the remainder of 2023/24, there are 10 Policies to be completed which are viewed to be priority or were already at a progressed stage so should continue. These are at various stages in the governance/consultation process as indicated below:- <table border="0" style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 60%;">1. Recognition of Prior Learning</td> <td>Awaiting final issue</td> </tr> <tr> <td>2. Appraisal Policy and Procedures</td> <td>Awaiting final issue</td> </tr> <tr> <td>3. Job Evaluation Policy</td> <td>Out for final consultation</td> </tr> <tr> <td>4. Fitness Policy and Procedure</td> <td>Out for first consultation</td> </tr> <tr> <td>5. Secondary Employment</td> <td>Review of first consultation</td> </tr> <tr> <td>6. Trainee Firefighter Development Programme</td> <td>Working group review</td> </tr> <tr> <td>7. Market Allowance Policy</td> <td>Review (Dec 23 DMT)</td> </tr> <tr> <td>8. Organisational Change Framework, incorporating: <i>Redeployment, Voluntary Severance/Early Retirement, Support Staff Pay Protection</i></td> <td>New / Review (Dec 23 DMT)</td> </tr> <tr> <td>9. Post Incident Support Policy</td> <td>Review (Dec 23 DMT)</td> </tr> <tr> <td>10. Working Hours and Leave - Wholetime Uniformed Instructors</td> <td>Review (Feb 24 DMT)</td> </tr> </table>	1. Recognition of Prior Learning	Awaiting final issue	2. Appraisal Policy and Procedures	Awaiting final issue	3. Job Evaluation Policy	Out for final consultation	4. Fitness Policy and Procedure	Out for first consultation	5. Secondary Employment	Review of first consultation	6. Trainee Firefighter Development Programme	Working group review	7. Market Allowance Policy	Review (Dec 23 DMT)	8. Organisational Change Framework, incorporating: <i>Redeployment, Voluntary Severance/Early Retirement, Support Staff Pay Protection</i>	New / Review (Dec 23 DMT)	9. Post Incident Support Policy	Review (Dec 23 DMT)	10. Working Hours and Leave - Wholetime Uniformed Instructors	Review (Feb 24 DMT)
1. Recognition of Prior Learning	Awaiting final issue																				
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10. Working Hours and Leave - Wholetime Uniformed Instructors	Review (Feb 24 DMT)																				
3.3.4	There are also specific aspects of a number of policies currently been looked at in 2023/24 – namely, Family Leave (pay provisions for maternity, adoption and paternity) and Special Leave (proposals to introduce carers leave) Policies; wording in Discipline Policy regarding timescales for investigations; and levels of managers who hear cases which may result in dismissal under a number of People policies. For each, specific business cases or proposals will be brought through governance and consultation (although full formal processes may not be necessary).																				
3.4	<u>Policies for Review in 2024/25 and Beyond</u>																				
3.4.1	For 2024, there are currently 20 policies due to commence a review. Of these, it is recommended that the following 11 policies are progressed as priority during 2024/25: <ol style="list-style-type: none"> 1. Recruitment and Selection (was due review in February 2017) – has not been progressed due to competing priorities; peer review commenced in 2023 and a number of factors leading to requirement to review in 2024. 2. Managers in Development to Competent (was review in January 2017 and still listed as an ‘interim’ policy) - gaps in the policy requiring further clarification on application therefore considered priority and review has already commenced. 3. Code of Conduct (was due review in October 2023) – considered priority due to recommended revisions of some People policies to guidance notes, but also to take cognisance of any changes required resulting from the culture action plan activity. 4. Death in Service (was due review in November 2019) – small additions identified as required. 5. Overtime Policy (Uniformed employees) (was due review in September 2020) – likely to be considered within SST work. 																				

<p>3.4.2</p> <p>3.4.3</p> <p>3.4.4</p>	<p>6. Detached Duty Policy (was due review in July 2020) - likely to be considered within SST work.</p> <p>7. Relocation Policy (was due review in July 2014) – requested as part of the work of Rural and Islands Group who have been considering some of the challenges related to hard to fill posts in these areas.</p> <p>8. Grievance (was due review in December 2020) - hasn't been progressed due to competing priorities.</p> <p>9. Continual Professional Development Policy (was due review in September 2020) -is part of NJC review so should be considered following the outcomes of this.</p> <p>10. TOIL (Uniformed) (due review in December 2024) – requires to be considered in terms of business need and part of informal discussions with the FBU regarding its application.</p> <p>11. Employment and Criminal Convictions (due review in November 2024) – specific review to include Security arrangements.</p> <p>It is recommended that the following policies (which were due review in 2024/25) should be deferred until 2025/26 at the earliest due to capacity to progress taking account of above:</p> <ol style="list-style-type: none"> 1. Additional Responsibility Allowance (ARA) 2. Further/Higher Education (Qualification) 3. Career Break 4. Special leave 5. Secondment Policy 6. Wholetime Day Duty Working Hours and Leave Policy and Procedure 7. Recall to Duty 8. Health Surveillance 9. Wellbeing Policy <p>A number of these have already been deferred for a period beyond their next scheduled review date, this has generally been due to competing priorities and these being considered low risk e.g. no specific legislative implications or organisational risks. It is therefore proposed that these should be subject to consultation with the representative bodies to seek to agree to change the current review date on the published policy i.e. push this out by a number of years to ensure transparency to colleagues over when this is next expected to be reviewed.</p> <p>There are a further 3 policies due for review in 2025; 7 in 2026; 3 in 2027; 5 in 2028; and 1 in 2029. It is also proposed that the Homeworking and Flexible Working policies are merged into one policy at their future review date (currently 2026).</p>
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>The People Committee are asked to note the content of this report. The revised schedule will recommence normal regular governance updates and consultation with the representative bodies on a quarterly basis.</p>
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1</p> <p>5.1.1</p>	<p>Risk</p> <p>There is a risk that policies are no longer legally compliant or deemed as best practice. There is a risk that the required level of stakeholder engagement and input into policy reviews is not achievable due to the volume of People policies which require consultation alongside a range of other organisational consultations and priorities.</p>
<p>5.2</p> <p>5.2.1</p>	<p>Financial</p> <p>There are no financial implications associated with this review.</p>

5.3 5.3.1	Environmental & Sustainability There are no implications that require to be noted.
5.4 5.4.1	Workforce Whilst employee implications are detailed within each separate policy, there are capacity implications in delivering reviews of a wide number of policies across 2023 and 2024.
5.5 5.5.1	Health & Safety Where applicable, matters relating to health and safety are clearly outlined within each separate policy.
5.6 5.6.1	Health & Wellbeing Where applicable, matters relating to health and wellbeing are clearly outlined within each separate policy.
5.7 5.7.1	Training Where applicable, matters relating to training are clearly outlined within each separate policy.
5.8 5.8.1	Timing Once agreed, all policies will follow the review scheduled revised timeframes.
5.9 5.9.1	Performance 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 5.10.1 5.10.2	Communications & Engagement There is a governance process in place, which involves consultation with the relevant Trade Unions, Service Delivery colleagues and People practitioners during the review process. Updated policies are communicated with employees via normal communication channels once approved through governance.
5.11 5.11.1	Legal All policies comply with employment legislation, are responsive to case law and aim to follow best practice.
5.12 5.12.1	Information Governance DPIA completed No. All individual policies and procedures are supported by their own DPIA where applicable.
5.13 5.13.1	Equalities EHRIA completed No. All individual policies and procedures have their own EHRIA.
5.14 5.14.1	Service Delivery The review of the Policy Schedule is in line with the Gateway Process which incorporates the benefits and impact on employees across the Service. It is recognised that priority policies need to be identified to ensure stakeholder engagement is realistic and achievable considering other organisational priorities.
6	Core Brief
6.1	Not applicable

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7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Lyndsey Gaja, Interim Director of People
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Due diligence takes place on a regular basis through People DMT and People Board.
8	Appendices/Further Reading	
8.1	Appendix A –Change from People Policies to Guidance Notes	
8.2	Appendix B – People Policy Schedule	
Prepared by:		Gillian Clark, People Manager
Sponsored by:		Rachael Scott, Deputy Head of People
Presented by:		Gillian Clark, People Manager
Links to Strategy and Corporate Values		
Strategic Plan 2022-25 Outcome 6: People		
Governance Route for Report		Meeting Date
<i>People DMT</i>		<i>25 October 2023</i>
<i>People Board</i>		<i>1 November 2023</i>
<i>EPF</i>		<i>16 November 2023</i>
<i>People Committee</i>		<i>7 December 2023</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Decision</i>
		<i>For Information</i>
		<i>For Information</i>

Change from People Policies to Guidance Notes

Current Policies
Reimbursement of Dental/Optical Costs
No Smoking
Induction Process
Leadership Development Centre Policy
ID Cards Policy and Procedure
Volunteer Policy
Political Restrictions
Management of Health Conditions Policy
Drivers Health Assessment Policy
Transfer of Uniformed Employees Policy
Temporary Promotions Procedure
Transfer Request
Attendance During Adverse Weather and Disruptive Conditions

People Policy Schedule

Policy Name	Policy Status	Next Policy Review - Year
2023/24		
Recognition of Prior Learning	Awaiting final issue	2023
Appraisal Policy and Procedures	Published	2023
Job Evaluation	Final consultation	2023
Fitness Policy and Procedure	New	2023
Secondary Employment	New	2023
Trainee Firefighter Development Programme Policy	Review	2023
Market Allowance Policy	Review	2023
Organisational Change Framework	New	2023
Redeployment	Review	2024
Pay Protection (Support Staff)	Review	2024
Voluntary Severance/Early Retirement Policy & Procedure	Review	2024
Post Incident Support Policy	Issued	2024
Working Hours and Leave -Wholetime Uniformed Instructors	Review	2023
2024/25		
Recruitment and Selection	Review	2024
Uniformed Managers In-Development to Competent	Review	2024
Code of Conduct	Policy Review on hold	2024
Death in Service	Policy Review on hold	2024
Overtime	Policy Review on hold	2024
Detached Duty	Policy Review on hold	2024
Relocation	Policy Review on hold	2024
Grievance	Policy Review on hold	2024
Continual Professional Development Policy	Policy Review on hold	2024
TOIL (Uniformed)	Issued	2024
Employment and Criminal Convictions	Issued	2024
2024/25 (but proposed defer to 2025/26 at earliest)		
Additional Responsibility Allowance (ARA)	Policy Review on hold	2024
Further/Higher Education (Qualification)	Policy Review on hold	2024
Career Break	Policy Review on hold	2024
Special Leave	Issued	2024
Secondment		2025
Wholetime Day Duty Working Hours and Leave Policy and Procedure	Policy Review on hold	2024
Recall to Duty	Issued	2024

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Health Surveillance	New	2024
Wellbeing Policy	New	2024
2025/26 and Beyond		
Discipline Policy and Guidance Documents	Issued	2025
Time off for Trade Union Duties	Issued	2025
Discretionary - LGPS	Issued	2025
Business Travel/Reimbursement of Expenses	Issued	2026
Re-Employment Policy	Issued	2026
Pre-Placement Policy	Issued	2026
Attendance Management Policy, Procedure and Manager Handbook	Issued	2026
Purchase of Additional Annual Leave	Issued	2026
Flexible Working		2026
Homeworking	Issued	2026
Dignity and Integrity at Work Policy and Handbook (Bullying and Harassment)	Issued	2027
Consultation and Negotiation	Issued	2027
Whistleblowing	Issued	2027
Reservists	Issued	2028
Support Staff Handbook	Issued	2028
Managing Employee Performance	Issued	2028
Flexi Time Scheme (Support Staff)	Policy Review on hold	2028
Working Together Framework	Issued	2028
Family (Maternity, Paternity, Adoption, Parental & Shared Parental) Leave	Issued	2029
RDS Annual Leave and Public Holiday	New (future)	N/a - New Policy
RDS Payment for Work Activity	New (future)	N/a - New Policy



Report No: C/PC39-23

Agenda Item: 8.2

Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 DECEMBER 2023						
Report Title:	TALENT ACQUISITION – NEW APPROACH TO RECRUITMENT & SELECTION						
Report Classification:	For Information	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 outline a new approach to Recruitment and Selection within the Scottish Fire and Rescue Service (SFRS). The approach refines the existing attraction, recruitment and selection processes, procedures and associated practices to improve outcomes for the Service and Candidates.						
2	Background						
2.1	SFRS continually review our recruitment and selection processes looking for efficiencies and improvements and implement changes when required. However, the recruitment processes remain resource intensive, lengthy and require to be refreshed.						
2.2	Taking account of feedback across SFRS, there is a need to streamline the processes to make them more efficient, less time consuming for managers and to implement practices that ensure we get the right person for the job in a timely manner and provide a positive experience for all candidates.						
2.3	SFRS has struggled in some areas, to attract sufficient talent and can identify a number of consistently hard to fill posts. Whilst the external employment market can impact this, there is a need to broaden the attraction pool with new approaches to advertising of vacancies and highlighting the range of opportunities within SFRS, as well as positive employment practices and Terms and Conditions.						
2.4	Feedback from managers and candidates from recent selection processes has indicated that there is a need for a more flexible approach to recruitment and selection, where the requirements of individual vacancy is considered and the process designed to meet this, as opposed to a single process for all vacancies. Consideration has been given to opportunities to improve this and increase flexibility.						
3	Main Report/Detail						
3.1	Talent Attraction						
3.1.1	The current labour market has changed significantly over the last few years with successfully attracting and recruiting candidates becoming more challenging. Societal and generational changes mean that potential employees may be becoming much more selective and demanding more from organisations, with salary and permanency of role not always the only consideration.						

3.1.2	Key to attracting talent is building a stronger Employer Brand and Employee Value Proposition (EVP). An EVP describes what an organisation stands for, requires and offers as an employer. The psychological contract between employers and workers addresses and sets expectations, beliefs and obligations of the employment relationships. Whilst our advertised salaries are not always considered to be competitive in certain sectors, options such as use of market allowances is available, in particular for hard to fill posts. This could be supported by improved advertising of other benefits of SFRS as an employer such as pension, leave entitlements and agile working.
3.1.3	Our recruitment system, myjobscotland, may not always be the best platform for advertising posts, so alternative options, such as agencies or other job boards will be available for managers to use. Whilst we currently utilise Frameworks for temporary agency, we do not always have suitable Frameworks available to fill permanent staff vacancies. This will be considered as part of an overall options package for hard to fill posts.
3.1.4	SFRS should be promoted as an employer of choice, demonstrating the values, culture and a total rewards package that the organisation can offer. Enhancing employee engagement to create a positive working environment would support that message and encourage employee retention. The typical components of EVP can be seen in Appendix A.
3.1.5	In the short term it is proposed that work is undertaken with the Communications team on how to better promote the opportunities within SFRS and benefits offered whilst in the longer term consideration of the benefit of a formal EVP could be undertaken.
3.1.6	Delivering a more diverse and inclusive workforce will continue to be a priority. Existing activities such as positive action initiatives, consideration of apprenticeships and youth initiatives will continue. There will be the opportunity to have open days for hard to fill posts and more promotion of events through social media and relevant job boards.
3.1.7	Further work will be undertaken to identify other opportunities, including improving our processes for neurodivergent candidates, candidates with disabilities and new approaches to engaging with under-represented groups.
3.2	Neurodiversity
3.2.1	Neurodiversity is a term that explains the differences in how individuals process information. Neurodiverse conditions include Autism, Dyslexia, Dyspraxia and ADHD, which are all a natural form of human neurocognitive variation and very specific to the individual candidate.
3.2.2	Neurodiverse candidates have unique and valuable strengths and as an organisation we should be tapping into this talent and ensuring that our attraction and selection processes encourage this. Additionally, employers are required to make reasonable adjustments to selection processes and work environment to support individuals.
3.2.3	It is proposed that in order to attract and retain neurodiverse employees, SFRS should be more progressive in the methods of selection and consideration of adjustments for candidates with a disability. This may include; alternative methods of application or assessment, adjusting the format or structure of an interview, introducing more regular breaks in the process and neurodiversity awareness to be included in training for recruiting managers. Further details on some of these alternatives are attached as Appendix B.
3.3	Recruitment & Selection Process
3.3.1	<u>Application Process</u> Traditionally, SFRS has used an application form with a number of application questions as the first stage in the selection process. While this approach is widely used, it is proposed

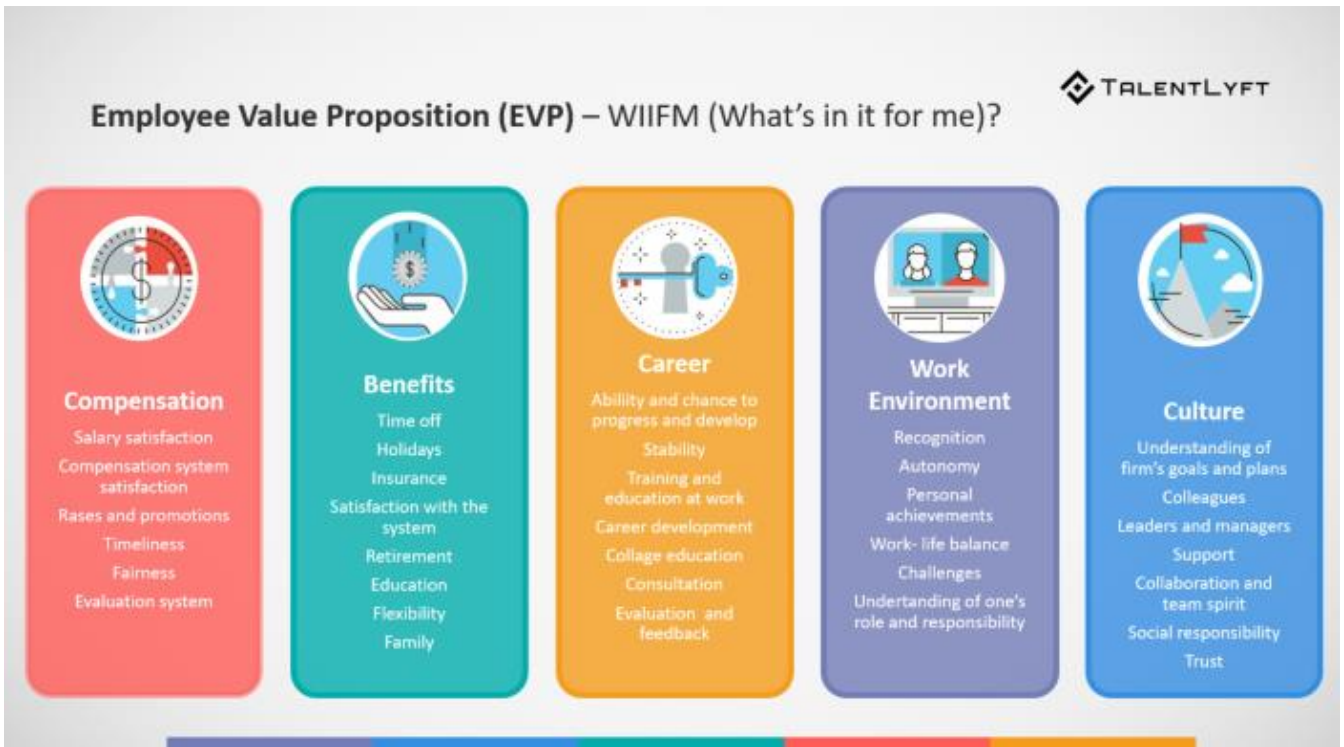
	that a more flexible approach is delivered to consider other options, such as CV's with supporting statements, a mix of CV and application questions, video or phone screening. Therefore, enabling the application process, and associated timescale to be selected based on consideration of the needs for each role.
3.3.2	Benchmarking has identified that some Fire and Rescue Services use Leadership Quality based evidence portfolios. Further information is being gathered to consider the use of this for promotion processes, in the longer term.
3.3.3	As part of the application process each role will have a set of essential and desirable criteria, whether that is specific qualifications, knowledge, skills and experience. It is recommended that these are reviewed to ensure that they continue to meet the needs of SFRS as well as considering any requirements for further qualifications or development, as eligibility for promotion.
3.3.4	It is recommended that the appraisal process forms a part in the eligibility criteria for internal candidates, with a robust sign off from managers. Further development would need to be provided to managers to ensure they have the skills to have these career conversations and support the development of individuals in their teams. Management training would be provided to ensure the appraisal process was carried out effectively and decisions or outcomes are evidence based to reduce subjectivity in the process.
3.3.5	Consideration is also being given to a new approach to our promotional campaigns. This may include development programmes or temporary appointments with supported development prior to being appointed to a promoted post.
3.3.6	Feedback from recent internal processes has indicated that candidates felt unprepared for the interview process. Masterclasses have been developed for candidates, who are considering their career progression as well as signposting tools for self-development.
3.3.7	Initially this will take place alongside selection processes for promoted posts however it is anticipated that these will be programmed throughout the year for employees to attend.
3.3.8	<u>Assessment Process</u> SFRS currently utilises psychometrics for volume recruitment, promotional processes, and specific/targeted support staff posts.
3.3.9	In the short term psychometrics tests will continue to be used for the Whole time Firefighter recruitment process as well as the engagement tools for the On-Call process. The contracts for these tools are due to cease later next year, therefore, these assessments now need to be reviewed and other options considered to ensure value for money and effectiveness in identifying the best candidates for the role.
3.3.10	There is benefit from the appropriate use of psychometric assessments for both selection or development purposes. However, there is a very small numbers of qualified assessors in SFRS to support delivery of these for large campaigns, thus it is not viable. It is recommended that psychometric testing continues to be considered for strategic roles, on a case by case basis.
3.3.11	In the medium - long term further work will be undertaken to review options used by other organisations and Fire and Rescue services e.g. Career Progression Gateway, an online assessment to evaluate performance.
3.3.12	<u>Interview and Selection Process</u> SFRS have applied a competency-based approach to interviews and it is recommended that this continues. However, technical and opinion based questions should also be included to enable a full assessment of the candidate, their experience and values.

3.3.13	Masterclass sessions on recruitment and selection techniques are being developed to ensure managers have the correct skills to carry our recruitment and selection practices effectively, consistently and fairly.
3.3.14	Following feedback, it is recommended that the number of panels for promotion processes is reduced to ensure consistency across the panels.
3.3.15	Guidance is being revised, as are supporting documents, such as refreshed question sets, presentations and exercises that can be used to support the selection process.
3.3.16	Appendix C shows an example of the interim and longer term proposal for promotional campaign
4	Recommendation
4.1	<p>The People Committee are asked to note the content of this report, with particular focus on the following:</p> <ul style="list-style-type: none"> • Development of a more flexible approach to recruitment and selection • Use of the appraisal to support the application process for internal appointments • Masterclass sessions on recruitment and selection • Development of alternative methods of application and assessment for Neurodivergent candidates and other disabilities. • Support the longer-term plans to develop and improve selection processes
5	Key Strategic Implications
5.1	Risk
5.1.1	If the Service fails to adjust to the current market conditions and generational differences, it will continue to face challenges in the attraction and retention to key roles in the Service.
5.1.2	Additionally, failure to adopt measures that demonstrate an ongoing commitment to fair and transparent recruitment and selection processes may damage the SFRS's reputation as an employer of choice and attract public, media and political scrutiny.
5.1.3	Delivering on these improvements will largely impact on People resources therefore timeframes may need reviewed depending on other work priorities.
5.2	Financial
5.2.1	It is anticipated that costs associated with the actions will be contained within existing budgets in most cases. However, where there is an additional financial implication business cases will be submitted for additional costs/expenditure, where identified.
5.3	Environmental & Sustainability
5.3.1	No environmental or sustainability implications are anticipated.
5.4	Workforce
5.4.1	There will be a positive impact on the workforce through delivery of standardised and consistent approaches to recruitment and selection and providing them with the correct tools.
5.4.2	Communication and engagement with the workforce is key to advising them of the new approach.

5.5 5.5.1	Health & Safety Where health and safety implications are identified, for example candidates attending campaign fitness and practical assessments appropriate risk assessments will be carried out as per standard process.
5.6 5.6.1	Health & Wellbeing Mental and physical health is a key priority for the SFRS to ensure a healthy motivated workforce. Our processes need to consider the pressures of participating in our processes, and signposting support for those that are unsuccessful.
5.7 5.7.1	Training Masterclass sessions, guidance materials and supporting information will be provided to Managers and Employees to give them the skills required to run and prepare for R&S processes.
5.8 5.8.1	Timing Short/medium/long term priorities in relation to progressing each of the actions are to be scoped out once consultation and governance processes have concluded.
5.9 5.9.1	Performance Policies and processes will continue to be monitored as part of the People Directorate Plan.
5.10 5.10.1	Communications & Engagement Engagement is required with managers and employers across the Service to ensure that all understand the new approach to Recruitment and Selection.
5.10.2	A number of the approaches will require support from other People functions and also other Directorates and we need to share plans timeously to ensure that have this built into their plans.
5.10.3	Engagement with stakeholder to share ideas/plans to get buy in and agreement to the new approach.
5.11 5.11.1	Legal The SFRS is covered by the Equality Act 2010 (Specific Duties) (Scotland) Regulations which require the Service to demonstrate their compliance through applied policy, procedure and guidance.
5.11.2	The Equality Act 2010 also introduced a Public Sector Equality Duty (PSED). This places a duty on Public Bodies to consider how their policies or decisions affect people who are protected under the Equality Act.
5.12 5.12.1	Information Governance DPIA assessments will be carried out where work within the plan requires it.
5.13 5.13.1	Equalities EHRIA will be completed and reviewed as work progresses.
5.14 5.14.1	Service Delivery The introduction of masterclasses to managers and employees should enhance their skills in recruitment and selection.
6	Core Brief
6.1	Not applicable

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7	Assurance (Board/Committee Meetings ONLY)	
7.1	Director:	Lyndsey Gaja, Interim Director of People
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	New approaches under development are based on an analysis of current challenges with attraction, recruitment and selection as well as consideration of best practice.
8	Appendices/Further Reading	
8.1	Appendix A – EVP	
8.2	Appendix B – Make recruitment process more inclusive.	
8.3	Appendix C – Interim and future considerations - example	
Prepared by:		Anne Whyte, Lead People Adviser
Sponsored by:		Danielle Milligan, People Manager
Presented by:		Anne Whyte, Lead People Adviser
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022 – 2025 – Outcome 6.		
Governance Route for Report		Meeting Date
<i>POD DMT</i>		<i>3 August 2023</i>
<i>People Board</i>		<i>20 September 2023</i>
<i>Strategic Leadership Team (Policy)</i>		<i>4 October 2023</i>
<i>People Committee</i>		<i>7 December 2023</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Recommendation</i>
		<i>For Information</i>
		<i>For Information</i>



How to make your recruitment process more inclusive for neurodivergent applicants

Job Advert

- Eliminate language that turns away Neurodivergent people such as 'team player' or 'excellent communication skills - some neurodivergent conditions can cause difficulties with communication and social interaction, so think about whether this skill is really essential for the role
- For candidates with dyslexia, for example, the words on a job advert and application may move around the page or appear in an inverted form, making the information more difficult to process and digest. To make your job advert more inclusive, make it available in readable fonts with wide spacing, such as Arial, Comic Sans, Verdana, and Century Gothic in sizes 12 - 14.
- Use plain English
- Break up text into small and easily readable chunks
- Subheadings, bullet points and short paragraphs make text easier to read

Application Process

- Give candidates alternative ways to showcase their skills
 - E.g. instead of only accepting written applications, could accept video entries/pre-interview or a CV

Interview Process

- Make the interview as comfortable as possible
 - E.g. ask if they have any reasonable adjustments for the day
 - During the interview ask clear questions in plain English
 - Provide extra time if required
 - Give interview questions in advance
 - Some neurodivergent people can find crowds overwhelming, so if you have a panel of interviewers, offer the candidate the opportunity to meet them on a one-to-one basis rather than in a large group.
 - Some neurodivergent people find it difficult to read body language
 - Allow a break in the interview if required
- Create a flexible interview process that varies from candidate to candidate
 - E.g. allow candidate to have interview take place in a location that is familiar and comfortable to them, for example via telephone, face-to-face, or virtual
- Offer as much information as you can in advance of the interview
 - E.g. you might provide a map of the site, information on public transport or parking nearby, and a timetable for how the interview will run. You could also let the candidate know who will be meeting them and provide them with a quiet space to wait until their interview time. Plenty of information can help neurodivergent people to feel more comfortable in an unfamiliar and stress-inducing setting.

Introduce 'work sample' tests

- When hiring for neurodiversity, instead of using telephone interviews or CVs, employers should assess candidates using 'work sample' tests instead. These involve asking candidates to complete role-specific tasks designed to test their skill set for the role in question.
- Work samples are a more accurate predictor of performance than interviews or CVs - and allow all candidates to be judged fairly on merit and skill alone.
- Interviews can be particularly difficult for neurodivergent candidates who struggle with social interactions

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- Examples of this include preparing a presentation in advance, having candidate demonstrate how they would perform specific job tasks, writing answers to the questions on a whiteboard instead of verbally communicating

Companies with Examples of Inclusive Hiring

- Microsoft - [Inclusive Hiring at Microsoft | Global Diversity and Inclusion at Microsoft](#)
 - Neurodiversity programme
 - Supported employment
 - Disability hiring
 - Disability Employee Resource Group (Employee Network)
- Dell - [Neurodivergent hiring program \(dell.com\)](#)
 - Neurodivergent specific hiring campaigns, internships, full-time roles
- JP Morgan
 - The JP Morgan Autism at Work programs applies to all open roles listed on their careers site. Once you have applied to a role you just send an email to autism.at.work@jpmorgan.com with a copy of your CV, the job requisition number and the title of the position.

Example of Interim & future considerations

Stage	Previous Process	Interim Process	Future considerations
Pre/During advert	Engagement Sessions	Masterclass sessions for candidates and managers	Rolling programme of R&S sessions
			Roll out positive action events
Essential criteria	Substantive and competent SC with ICL2/appraisal	Substantive and competent SC with ICL2 Current appraisal 'ready for progression' with AC endorsement No current discipline, performance or conduct issues	Enhance use of appraisals Introduce IFE Qualifications (or other qualifications relevant to role)
LME	Spreadsheet completed to advise if endorsed or not	Current appraisal to be countersigned by AC	More robust appraisal process
Application	Values based Q's	CV with supporting statement Operational competence Q	Competency or Development Portfolio
Psychometrics	Wave test	No psychometrics	To be used for development purposes or more strategic roles
Interviews/Selection	Values based Q's	Smaller panel numbers/ face to face /review questions to allow demonstration of their knowledge and experience 10 minute presentation on an agreed subject at start of interview. Develop bank of thematic questions – operational Also CPD question & strategic priorities.	
Feedback	Written feedback provided	Scheduled feedback to be organised for all candidates at all stages. Face to face or via Teams.	



Report No: C/PC/40-23

Agenda Item: 9.1

Report to:		PEOPLE COMMITTEE						
Meeting Date:		7 DECEMBER 2023						
Report Title:		TRAINING FUNCTION UPDATE AND PERFORMANCE REPORT Q2 2023-24						
Report Classification:		For Scrutiny					<p style="color: red; text-align: center;">SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p>	
1	Purpose							
1.1	The purpose of this report is to provide a high-level overview of the Training Function activity and performance over Q2 2023-24.							
2	Background							
2.1	This report outlines the performance measures collated by the Training Function 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.							
2.2	Following a joint workshop held with the People Committee and Service Delivery Committee, in March 2023, the performance reporting approach was covered in detail and it was confirmed that we lift the level of reporting appropriate to the Committee/Board level, which also aligns with an audit recommendation. This paper now represents what that looks like in practice using the SFRS Corporate Power BI system and forms a key part of our continuous improvement journey within the Training Function.							
3	Main Report/Detail							
3.1	For ease of reference, this report is split into two parts. Firstly, providing a Training Function Update (Appendix A) with regard to key aspects of work across the Training Function over Q2 2023-24.							
3.2	Secondly, this report places a specific focus on the Key Performance Indicators as set out in the <u>Performance Management Framework (PMF) 2023-24</u> . With an update into the Q2 2023-24 data, using the corporate <u>PowerBI</u> reporting tool, aligned to the Training Function (see Appendix B). Further detail to support this is included within section 3.5 to 3.12.							

3.3	Training Function Key Performance Indicator as set out in the PMF 2023-24. (Performance Power BI dashboard can be viewed within Appendix 2)
3.4	Further to this please see additional context against each of the KPI aligned to the Training Function:-
3.5	KPI 22 - % completion of Operational Core Skill Modules for Firefighter to Watch Commander against training programme;
3.5.1	<p>The Operational Core Skills Modules within the TfOC are pre-populated and continue to operate on a 12-month rolling programme. The Q2 2023-24 figures for the 5 Core skills mentioned (see below) show a positive increase in completion rates against the Q1 2023-24 figures.</p> <ol style="list-style-type: none"> 1. BA / Fire Behaviour / Tactical Ventilation 2. RTC/Extrication 3. Casualty Care 4. Hazmat 5. Water Awareness <ul style="list-style-type: none"> • Feedback suggests this increase can be attributed to development and engagements sessions arranged and carried out with supervisory officers to promote the importance of module completion to improve firefighter safety. • More focus during engagement sessions being placed on correct and timely recording of all training carried out. • Monitoring the data closely and addressing gaps on an individual level. • The Learning & E-Development team have conducted a series of drop-in sessions over Teams with operational staff in rural and remote locations as we continue to explore ways to provide support for distance learning ensuring that individuals can maintain their core skill competency.
3.6	KPI 23 - % completion of Advanced, Support and Emerging Risks Modules for Firefighter to Watch Commander against training programme;
3.6.1	Advanced Modules, Support Modules and any new packages on Emerging Risks are populated into the schedule by the Training Function on a Quarterly basis using a risk-based approach. The Operational Competency Strategic Group (OCSG) have responsibility for prioritising and scheduling Advanced modules, Support modules, and any new packages on Emerging Risks for the upcoming Quarters. The OCSG is chaired by a Group Commander from the Training Function and has representatives from a range of Functions and Service Delivery Areas across the Service. Q2 Modules topics where Evacuation Procedures, Fire Escape Hoods, Sleeping Risks and Driving through Red Lights.
3.6.2	The Q2 statistics for Wholetime (WT) show an encouraging return to the agreed 95% competency levels. There has also been a significant increase in both the On Call Retained Duty System (RDS) and Volunteer duty systems (VDS) against Q1 figures.
3.6.3	Following feedback received, this increase follows the same pattern as the Core skills increase, due to local engagement with supervisory managers providing guidance and setting expectations. There are also positive steps being made at some LSO areas to encourage On Call staff to utilise WT facilities, and joint training events being carried out more frequently.
3.7	KPI 24 - % completion of Flexi Duty Officer Modules against training programme;

3.7.1	The Flexi Duty Officer (FDO) Training for Operational Competence (TfOC) in Q2 2023/24 indicates a very slight increase when contrasted with the preceding quarter. Staff turnover, including retirements, within the FDO staffing group, meaning FDO's newly promoted will require to begin their development in role. As these changes begin to be less frequent and with ongoing engagement, we should hope to see an increase in these figures as we move forward.
3.8	KPI 25 - % completion of Incident Command currency following National Training Standards;
3.8.1	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 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.
3.8.2	The on-call Voluntary Duty System (VDS) figure falls just under the 95% target with an actual figure of 8 personnel not current in the skill, out of a total of 73. These personnel have not completed an Incident Command Assessment (ICA) due to short notice unforeseen availability issues. It is worth noting that due to the small numbers involved in on call VDS Incident Command, any shortfall will translate to a large drop in the percentage of the total.
3.8.3	Wholetime (WT) competency targets at Incident Command Level 1(ICL1), (ICA)/2/3/4 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.
3.8.4	The current figures have remained steady over the last two quarters and The Training Function are working alongside Workforce Planning to align promotional Campaigns with Incident Command Development courses.
3.9	KPI 26 - % completion of Core Skills currency following National Training Standards;
3.9.1	The Initial Casualty Assessment Treatment (ICAT) Basic competency percentage for the three Service Delivery Area's (SDA), across all relevant duty groups is 77% for Q2. This is an 11% increase from the Q1 figures, with wholetime rates rising from 73% to 88% and on-call rates rising from 64% to 70%. The current target percentage for this specific indicator, relating to ICAT Basic is set at a target competency rate of 60% so on a national basis we are above the target figure. The competency target is something will be kept under review in light of the fact that ICAT Basic is a core skill for the FF – WC cadre.
3.9.2	When reviewed against each SDA there are variations in currency rates. The East Service Delivery Area (ESDA) continues to perform very strongly with all duty groups well above the required 60% competency rate. The North Service Delivery Area (NSDA) also performs well in general with wholetime and on-call above the percentage target. As per the previous quarter figures the West Service Delivery Area (WSDA) at present is unfortunately not meeting the 60% target with an overall rate of 52%. When reviewed against the specific Local Senior Officer (LSO) areas in the WSDA the percentage variations are notable. Wholetime figures for East and West Dunbartonshire and Argyll & Bute (EWDAB), Dumfries and City of Glasgow, (CoG) are below the target level as are the on-call figures for EWDAB. A review of these variations will continue to be undertaken to gain a full understanding of any restricting factors. One of the factors that has been identified initially is a capability for staging ICAT course locally in these LSO areas.
3.9.3	The Service lead for casualty care with the support of the Casualty Care Practitioner Group are working to identify options for addressing the issue and targeting support for these areas. This includes the proposal to increase delivery of further ICAT Intermediate courses in the

	<p>WSDA to enhance delivery potential by having ICAT Intermediate trained personnel on stations for delivery of ICAT basic courses and to support ICAT maintenance skills. Engagement through Training Function Station Commanders aligned to these LSO areas will also take place to aide improvements identified.</p>
3.9.4	<p>Driving: The overall percentage of Emergency Response Driving (ERD) reassessment completion currently sits at 80% across all duty systems with wholetime seeing 74% completion, On-Call at 92% and Volunteers duty system at 68%.</p>
3.9.5	<p>Individual SDA results for wholetime show both NSDA and ESDA at 80% completion with the WSDA showing a 68% completion rate. The reduction in percentage completion within WSDA can be attributed to staffing levels within the driver training section, this is due to resignation and long-term sickness. One member of staff on long term sick has now returned to work and steps have been taken to fill the vacant position, both of which will contribute to improving the completion rates for the Q3 reporting period. This was compounded, across all SDAs by the additional TNA and driver training requirements aligned to Strategic Service Review Programme (SSRP), which has now concluded and will, again, contribute to an improving picture across all SDAs in the next reporting period.</p>
3.9.6	<p>On-Call and volunteer completion rates across all SDAs shows; NSDA On-Call 84% and Volunteer at 75%; ESDA On-Call 103% and WSDA On-Call 97% and Volunteer 66%.</p>
3.9.7	<p>Results between individual LSO areas also varies with the EWDAB and CoG showing the lowest completion rates within WSDA. This, as above, is the result of staffing levels and SSRP requirements, which moving forward, should see an improving picture across both LSO areas and the wider WSDA.</p>
3.9.8	<p>Within the NSDA, the focus continues to be towards Highland LSO which has the lowest completion rate within the NSDA at 65%, with WIOS LSO showing 71%. The NSDA has again seen some personnel and staffing issues within Inverness with long term sickness and a temporary promotion seeing a reduced instructor number. As above, significant work is underway to backfill vacant positions within Inverness and collaborative work with <u>Western Isles, Orkney and Shetland (WIOS)</u> LSO has taken place to find an innovative solution to fill hard to fill posts across all WIOS islands. This work will have a positive impact moving forwards.</p>
3.9.9	<p>Work is continuing between driver training and Central Staffing mgmt. to support an increase in the quantity of reassessments being carried out daily, this will significantly assist in the completion rates of ERD reassessments long term and will see an initial twofold increase with the desire to raise to fourfold increase after a review period. Work has been interrupted due to competing priorities linked to SSRP on both sides, however meetings are scheduled to progress with this new process over November and December 2023. The proposed model, developed in partnership with Police Scotland through a series of benchmarking exercises, would see no reduction in training standards and all elements contained within the current SFRS ERD reassessment course content would be fully assessed.</p>
3.9.10	<p>Breathing Apparatus (BA), Compartment Fire Behaviour Training (CFBT). Tactical Ventilation (TV): The percentage of BA currency over all SDA's sits at 81%, an increase of 2% on Q1. Wholetime currency over all three SDA's is 85% an increase of 5% on Q1. On call currency has also seen a rise from 76% in Q1 to 78% this quarter.</p>
3.9.11	<p>CFBT currency over all three SDA's is currently at 66%, an increase of 1% on Q1. Wholetime SDA percentage sits at 75%, and on call 59%. Although the trajectory of improvement continues, the introduction of a BA recovery plan will see continued improvement.</p>

3.9.12	Tactical Ventilation currency remains low at 43%. The implementation of the BA recovery plan will address this situation.
3.9.13	<p>A Training Support Co-ordinator post has been created which allows the function to identify persons who require the appropriate training and co-ordinate and schedule how and where the training will be delivered. This targeted approach will see risk critical training delivered to the persons most in need whilst improving skills and reducing organisational risk.</p> <p>The BA recovery Plan has been communicated through extensive stakeholder engagement and plans for implementation as soon as possible continue.</p>
3.10	<p>KPI 27 - % completion of Specialist Rescue currency following National Training Standards;</p>
3.10.1	Competency across all Specialist Rescue capabilities continues to progress following the impact of unforeseen pension changes, SSRP, retirements and recent promotion process leading to staff promotions or transfers. All Specialist Rescue courses are under continual 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.
3.10.2	Urban Search and Rescue (USAR) currency has seen an overall gradual decline from 63% to 60% in Q2. 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 initial USAR Tactical Advisor course has now been completed with further courses scheduled for November and December which has seen a slight reduction in Technician courses.
3.10.3	An additional USAR Instructor has now taken up post for the NSDA which will allow for the implementation and quality assurance of the USAR Knowledge Applied Training Assessment (KATA) programme with a projection of a notable increase in competency figures within the area.
3.10.4	The removal of the training collapsed structure simulator has impacted upon course delivery over the last 4 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.
3.10.5	Water rescue maintains a high level of competence with over performance figures linked to the request of Strategic Leadership Team (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 Very High Frequency (VHF) radio courses for all 20 stations is progressing well. 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. Water Rescue and High-Volume Pump Instructional cadre along with Capability team have all completed the Managing Water and Flood Incidents course to allow for Tactical Advisors course development.
3.10.6	Rope rescue competency has seen an increase into Q2 from 93% to 97%. Ongoing communications with the Rope Rescue Station Commanders have assisted in aligning competency levels across the 5 Group Duty System (5GDS) . The purpose being to select the most suitable personnel from each station, with a targeted training approach for each watch.

3.10.7	<p>Mass Decontamination competency has seen a slight increase in performance compared to Q1 which is due to the increase in 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.</p>
3.11	<p>KPI 28 - % of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan;</p>
3.11.1	<p>During Q2 2023 – 2024 the Training Function has achieved completion rate of 93% against the level Key Performance Indicators' (KPI) which aligns to agreed compliance levels.</p>
	<ul style="list-style-type: none"> • The 7% non-completion of courses are within the refresher programmes; the reasons for non-completion are venue booking conflicts (eg. LSO area requesting use of carbonaceous facilities which that are also required for acquisition courses on the same date), insufficient number of appropriately skilled instructors available on the specific date required and insufficient numbers of nominees for a course to make it viable. Work is on-going to improve these factors as part of our commitment to continuous improvement. Total number of Acquisition courses delivered versus number scheduled – 100% • Total number of Refresher courses delivered versus number delivered number- 91% • Total number of Instructor Courses delivered versus number scheduled – 100%
3.12	<p>KPI 29 - % of all Training Function Course Delivery (Candidate Satisfaction %)</p> <p>Candidate satisfaction remains high and increased very slightly between Q1 and Q2 2023</p>
3.12.1	<p>24 to 99.91%.</p>
3.12.2	<p>This KPI comes from the number of candidates selecting “Good” or “Very Good” vs the total number of responses to the “What was your overall opinion of the course” question on the course evaluation forms. i.e only 0.09% of candidates (2 candidates from 2,305) in Q2 2023 24 selected “Fair” or “Poor”.</p>
4	<p>Recommendation</p>
4.1	<p>To scrutinise the report and provide feedback as necessary on its content and the new approach of reporting and presenting performance data for 2023/24.</p>
5	<p>Key Strategic Implications</p>
5.1	<p>Risk</p>
5.1.1	<p>To ensure risk movement is monitored and actions taken to mitigate this at a Function level the Training Function have reviewed the Functional Risk Register with a specific focus on the control actions and aligned this to workstreams where applicable.</p>
5.2	<p>Financial</p>
5.2.1	<p>There are no financial implications arising from the content of this report.</p>
5.3	<p>Environmental & Sustainability</p>
5.3.1	<p>There are no environmental & sustainability implications arising from the content of this report.</p>

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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:	Andrew Watt, Director of Training Safety & 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 – Training Function Update	
8.2	Appendix B– Training Function – Power BI Dashboard	

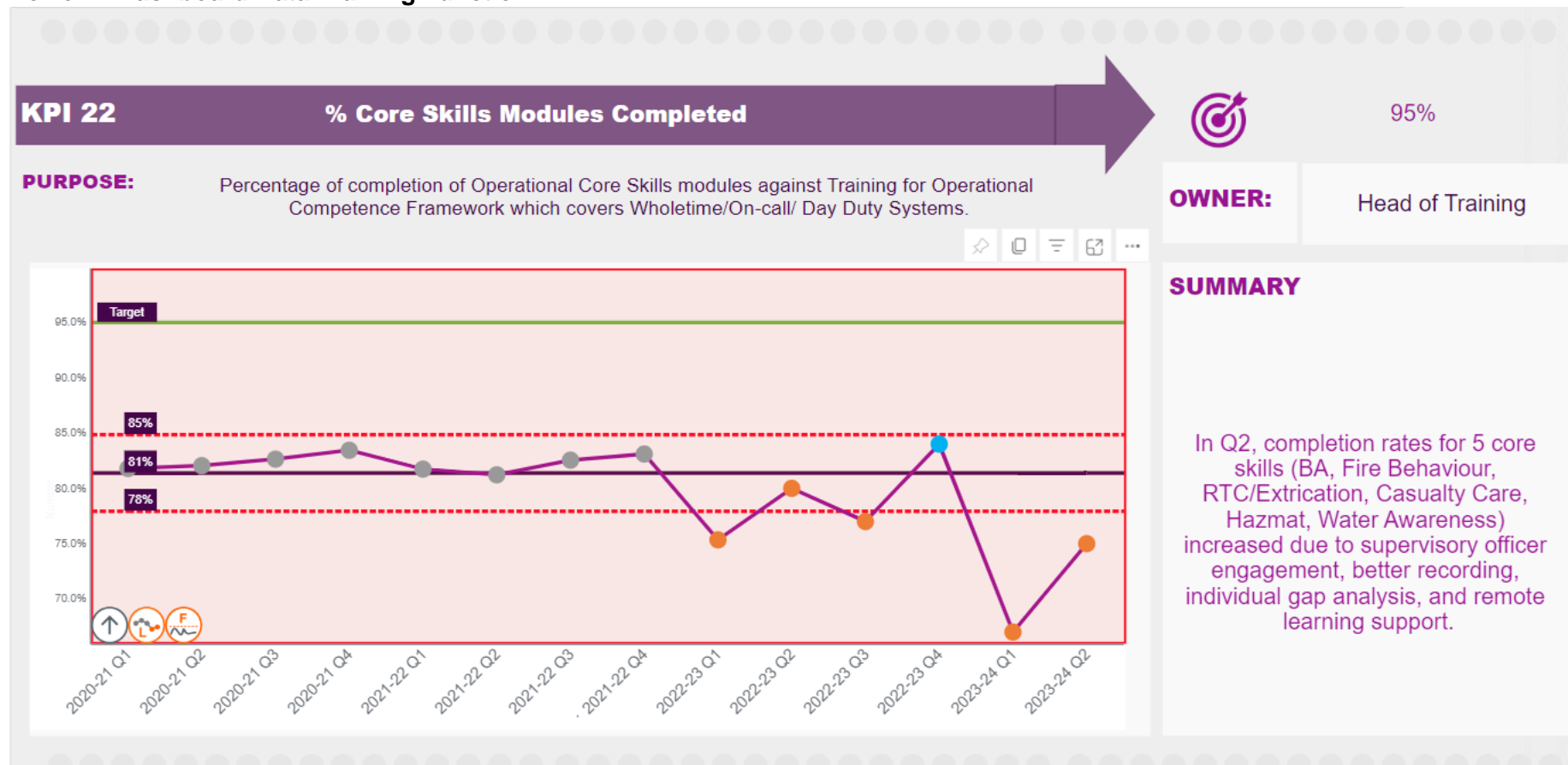
8.3	<p><u>Further Reading:</u> SFRS Performance Management Framework 2023-24</p>	
Prepared by:	Area Commander Ally Cameron, Training Function and Andy Scott, Learning, E-Systems & Performance Manager.	
Sponsored by:	Bruce Farquharson, Deputy Assistant Chief Officer Head of Training	
Presented by:	Bruce Farquharson, Deputy Assistant Chief Officer Head of Training	
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>Functional Management Team (FMT)</i>	<i>2 November 2023</i>	<i>For Scrutiny</i>
<i>Directorate Management Team (DMT)</i>	<i>15 November 2023</i>	<i>For Scrutiny</i>
<i>Training Continuous Improvement Board (Training Performance Section only)</i>	<i>6 December 2023</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>7 December 2023</i>	<i>For Scrutiny</i>

Key activity within the Training Function this quarter to support performance improvements:

TRAINING FUNCTION UPDATE	
Item	Commentary
Training Strategy / Vision	Following robust consultation and engagement, the Training Vision & Strategy 2023 – 2028 (TVS) has been presented to Strategic Leadership Team on 8 th Nov'23 and approved. Training will now work with Comms on the launch of the 'Training Vision and Strategy.
Review of Training Function Structure and workstreams	To support the delivery of our vision and strategy a review has taken place to ensure workloads and responsibilities are prioritised appropriately. This will support the progression and development of the three key frameworks as detailed without our TVS - Skills Maintenance, Training Delivery and Training Assets Frameworks. This also coincides with the wider restructure of national and local instructors which will be completed across the East and West Service Delivery Areas in Q4 of 23/24. Collectively this is a significant change for the Training Function and aligns with our journey of continuous improvement.
Clinical Governance	The Training Function will continue to lead this work through 2023/24. The most recent quarterly Clinical Governance Practitioner Working Group (CCPWG) was held in October. The meeting provided an opportunity for the CCPWG Terms of Reference to be reviewed. Work is underway to secure the 2024 Pre-Hospital Trauma Life Support (PHTLS) course for the Services casualty care leads. PHTLS promotes excellence in trauma patient management and is an international course that SFRS utilises to support our quality assurance arrangements for casualty care.
Trainee Firefighter Foundation Programme	All squads have now completed Task and Task Management and are performing to a good standard overall. Trainees are in the process of completing the skills rotations phase, including BA, ICAT and Water.
Credit Rating Development	Training have worked with the People Directorate to renew the Skills for Justice membership which will fulfil SCQF requirements and support the development of the credit rating team via two consultancy days per year. Members of the Credit Rating Team completed the Credit Rating Bodies Online Workshop through October, run by the SCQF Partnership. This will ensure Training have the required skills, resilience and capacity to conduct this work. Work has recently been completed to review each of the modules of the Wholtime Trainee Firefighter Foundation Programme, utilising the practices developed through the workshop. Our activities are in line with the SCQF Quality Assurance Model which sets out the detailed criteria and types of evidence that requires to be submitted.

<p>Training Needs Analysis (TNA)</p>	<p>Dedicated TNA page now within the Training Function section on i-Hub.</p> <ul style="list-style-type: none"> • Q3 and where known Q4 training delivery courses now scheduled as per the TNA. • Full review both Nationally and Locally being undertaken for training requirements identified by LSO areas linked SSRP. • TNA report of Core skills of BA, CFBT and TV produced to enable progress to be fully tracked and highlight areas of focus within the Training delivery plan.
<p>Performance Reporting</p>	<p>A new performance officer role has been created within our Learning and Development team of the Training Function. This will assist with our business partnering arrangements with the Data Services team, and our transition to corporate reporting of performance through PowerBI.</p>
<p>BA Recovery Plan</p>	<p>Preparation for implementation of BA Recovery Plan well progressed. Pre-course Learning matrix created to cross reference National Training Standard learning outcomes against revised recovery delivery model and Pre-Course learning material created.</p> <p>Pre-Course learning will be delivered in Q4 with practical element of BA Recovery commencing in Q1.</p>

PowerBI Dashboard Data Training Function: -



KPI 23 % Advanced, Support & Emerging Risks Modules Completed



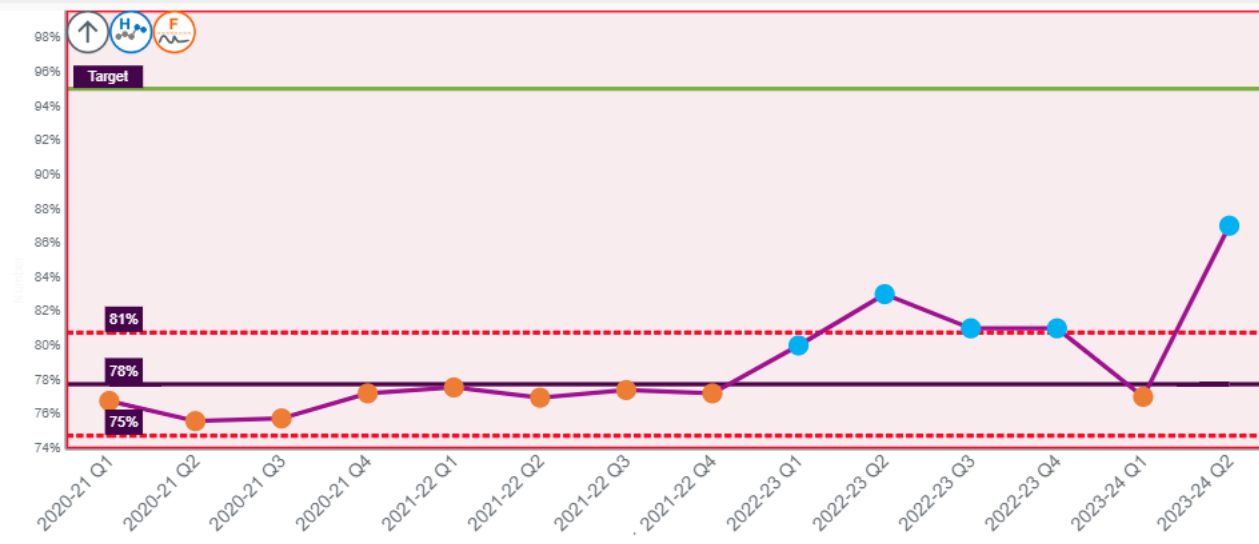
95%

PURPOSE:

Percentage of completion of Advanced, Support and Emerging Risks Modules against the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.

OWNER:

Head of Training



SUMMARY

Q2 Modules included, Evacuation Procedures, Fire Escape Hoods, Sleeping Risks, and Driving through Red Lights. Competency levels improved for Wholetime staff, On Call, and Volunteer duty systems, attributed to local engagement with supervisory managers and collaborative training events.

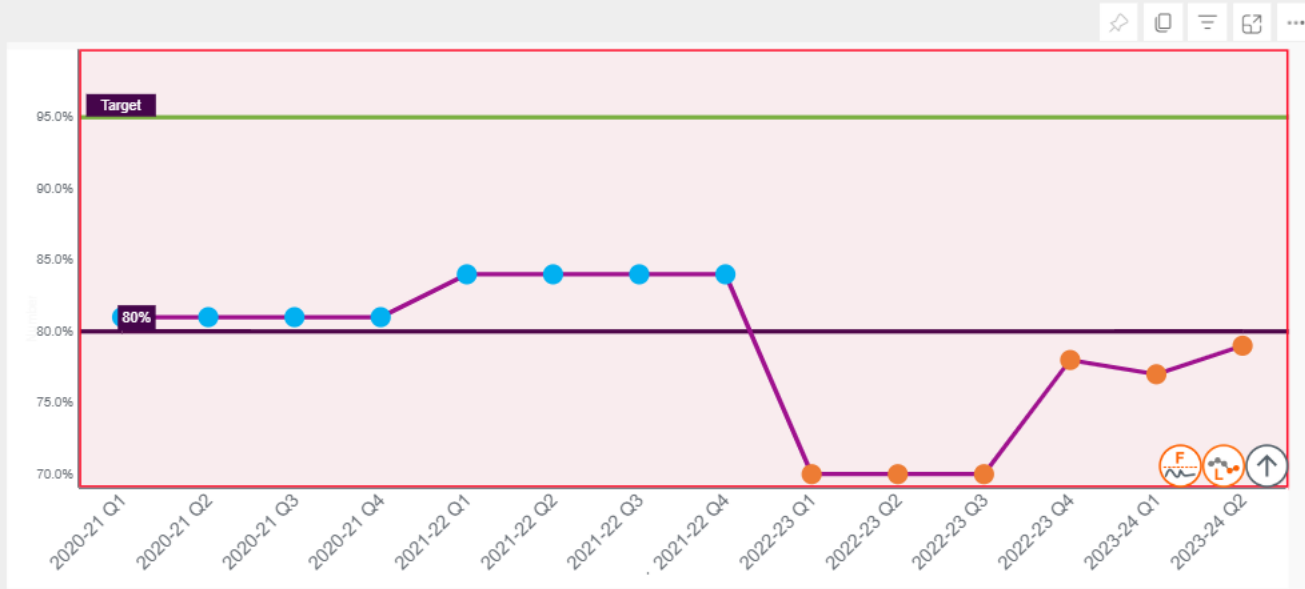
KPI 24 % Flexi Officer Module Completion



95%

PURPOSE: Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.

OWNER: Head of Training



SUMMARY

Q2 Flexi Duty Officer (FDO) Training showed a slight increase compared to the previous quarter. Staff turnover, including retirements, impacts FDO development. Expectations for improvement with reduced turnover and ongoing engagement.

KPI 25

% Incident Command Module Completion



91%

PURPOSE:

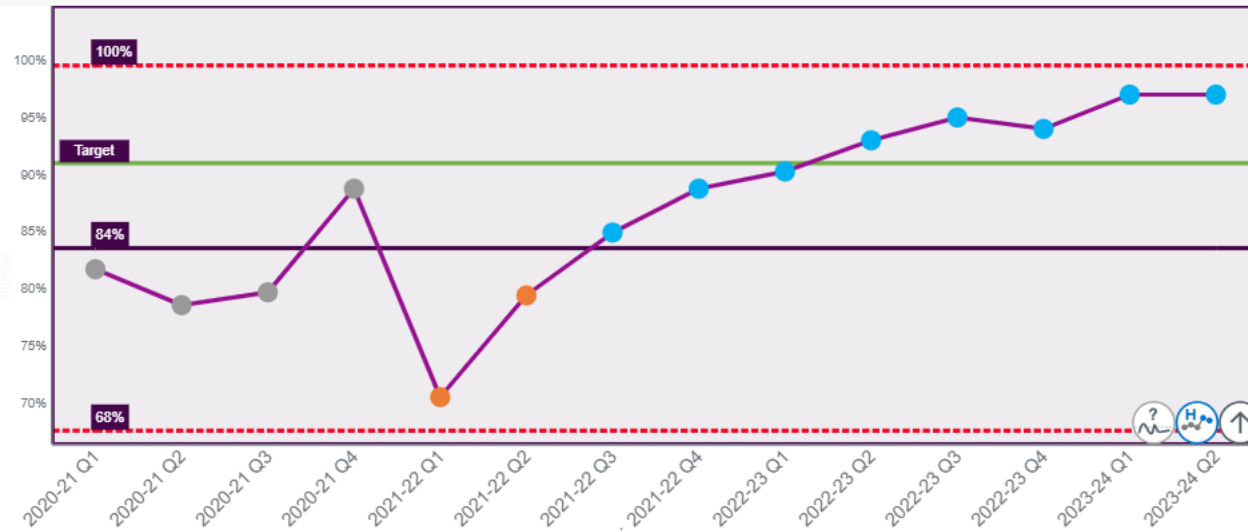
Percentage of completion of Incident Command currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER:

Head of Training

SUMMARY

Incident Command competence is high, with ongoing support and remote/rural delivery development. VDS just below 95% due to unforeseen availability issues. Wholetime competency at pre-COVID levels, with shortfalls addressed through rescheduling.



KPI 26

% Core Skills Currency



73%

PURPOSE:

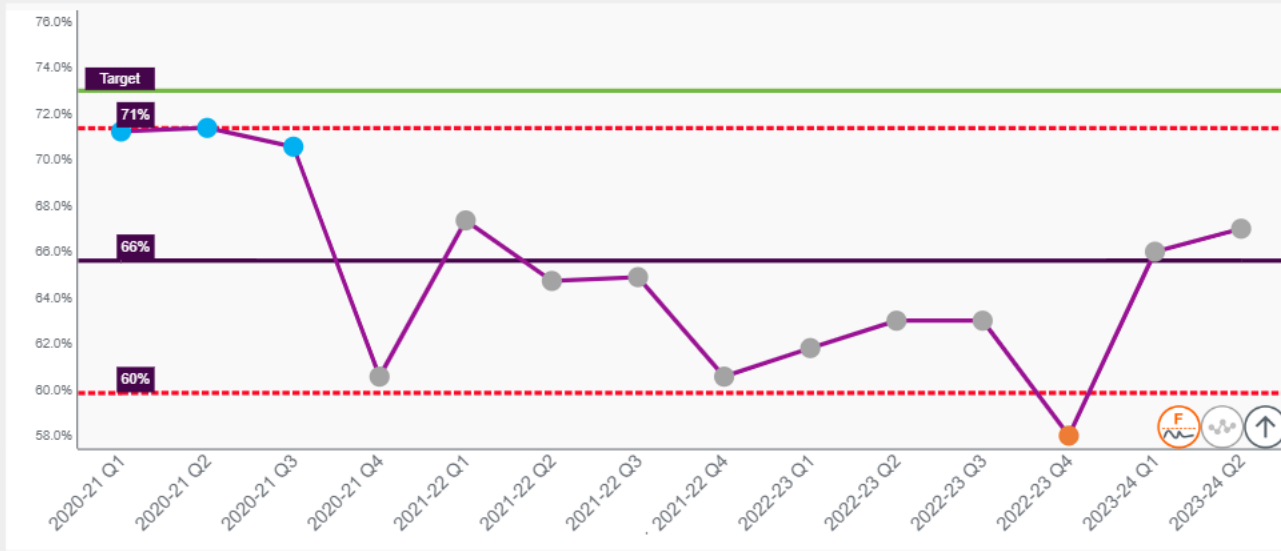
Percentage of completion of Core Skills currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER:

Head of Training

SUMMARY

Q2: ICAT Basic 77% (11% ? from Q1), Wholetime 88%, on-call 70%, exceeding 60% target. ERD reassessment 80%, BA 81%, CFBT 66%, Tactical Ventilation 43%. Plans for better training coordination and risk reduction include a BA recovery plan and Training Support Co-ordinator role.



KPI 27

% Specialist Rescue Currency



92%

PURPOSE:

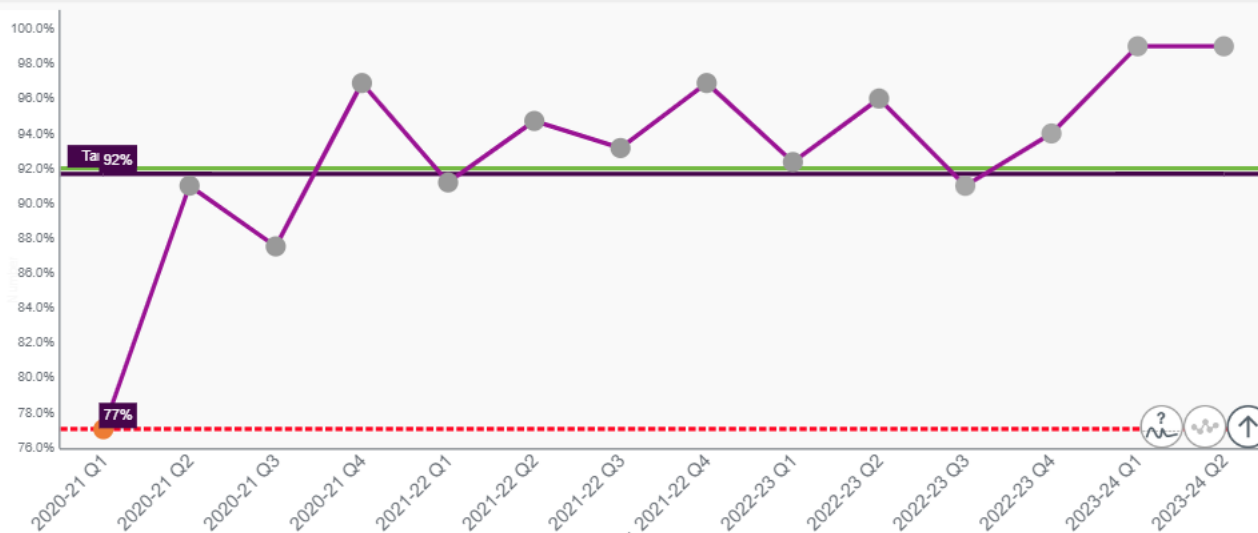
Percentage of completion of Specialist Rescue currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

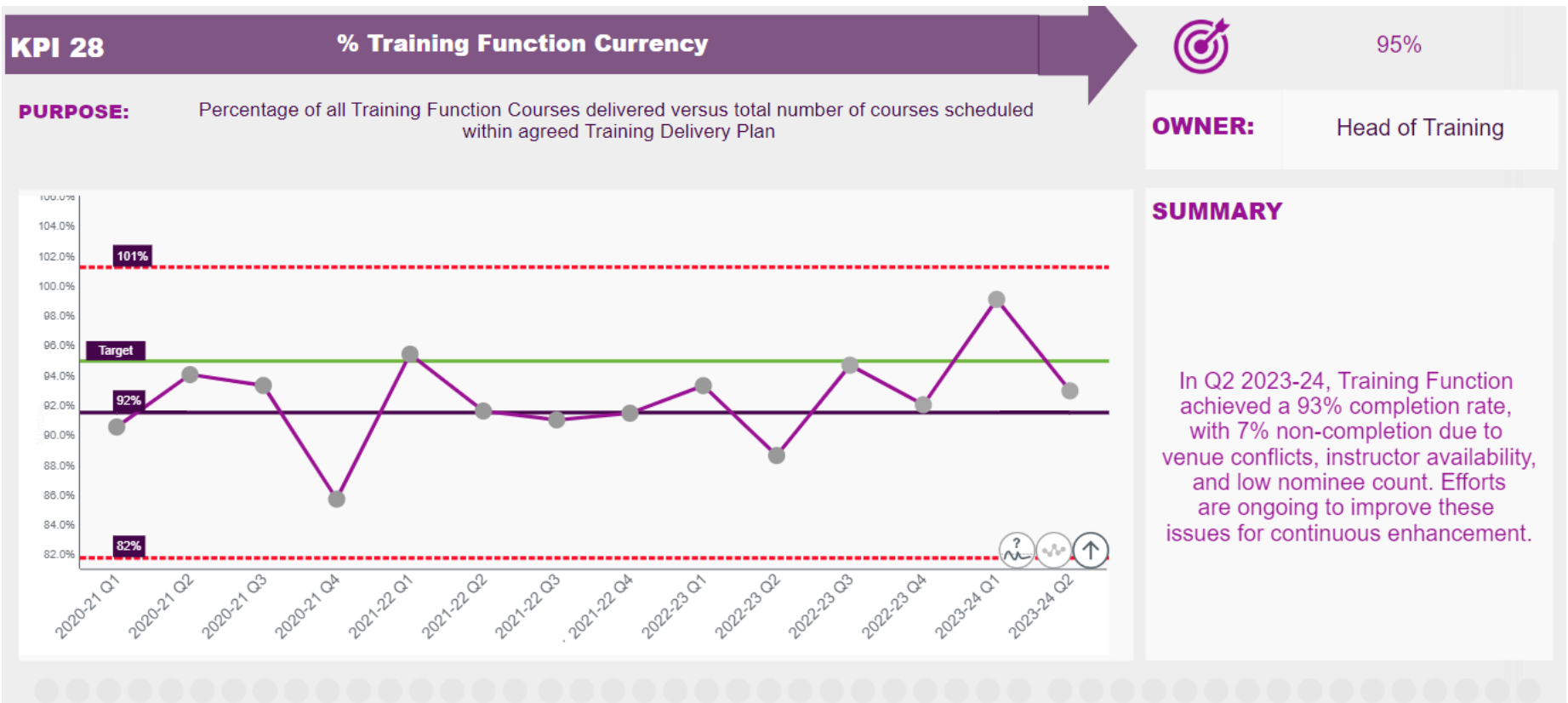
OWNER:

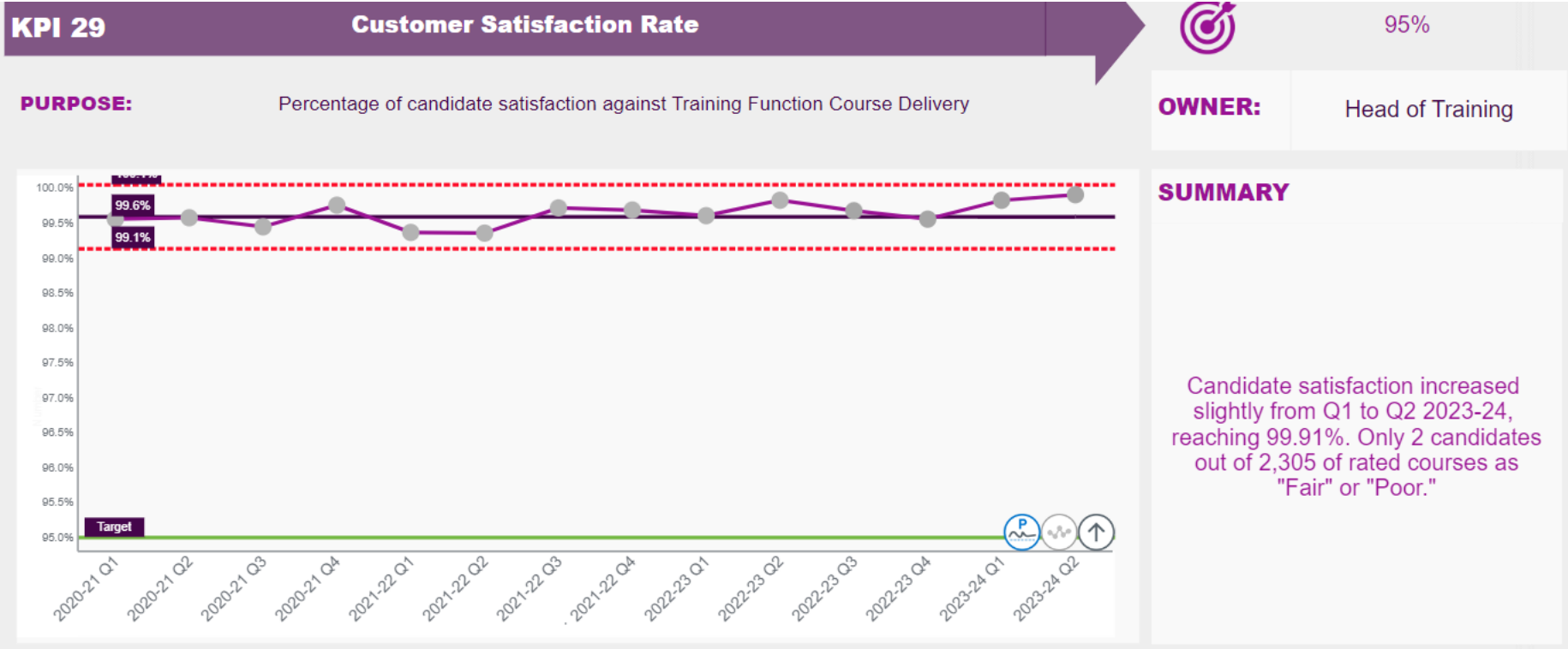
Head of Training

SUMMARY

Specialist Rescue competency continues to increase despite staffing changes. Heavy Rescue at 64%, Urban Search & Rescue at 63% with capacity increase. Strong water rescue, stable rope rescue figures, and slight Mass Decontamination improvement.









Report No: C/PC/41-23

Agenda Item: 9.2

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 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>	<u>G</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.							
3.5	Following this review, it was determined that; <ul style="list-style-type: none"> • 22 recommendations were complete 							

3.6	<ul style="list-style-type: none"> • 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 <p>From the 23 recommendations initially identified and allocated to Training Function leads, 9 of these have now been completed.</p> <ul style="list-style-type: none"> • Rec 3 – Restructuring of the Training Function’s instructional Cadre. <p>Hard to fill post identification process has been carried out and complete. The creation of 5 x non-uniformed posts across the Function has been delivered. This has seen 5 posts now filled with personnel starting early September 23.</p> <ul style="list-style-type: none"> • Rec 5 – A suite of supporting guidance notes / briefing notes will be produced in support of the Training Standards. <p>All Training Courses are delivered aligned to the NTS. Course admin includes timetables and comprehensive lesson plans. This allows for the continuity of course delivery and support for Instructors. Practitioners’ groups are established to discuss and share best practice as well as issues faced. Briefing Notes can then be accessed by all Instructors (new and current) and the information contained in these will be reviewed annually.</p> <ul style="list-style-type: none"> • Rec 10 – Establishing a “centre of excellence” for trainee firefighters at NTC <p>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.</p> <ul style="list-style-type: none"> • Rec 29 – Production of electronic instructor training manuals <p>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.</p> <ul style="list-style-type: none"> • Rec 32 – Move from one size fits all for ERD courses – <p>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.</p>
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<p>3.4</p> <p>3.5</p>	<ul style="list-style-type: none"> • Rec 33 – Review of student/instructor ratio for ERD courses <p>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.</p> <ul style="list-style-type: none"> • Rec 44 – Review Rope Rescue & Safe Working at Height instructor cadre – <p>The recommendation was a dedicated Height / Technical Rope Rescue (TRR) Instructional Team (1 x WC / 1 x CC) within each SDA. This has been achieved and succession planning continues within this specialism.</p> <ul style="list-style-type: none"> • Rec 45 – Introduce (Knowledge Applied Technical Assessments (KATA) approach to re-accredit Water Rescue <p>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.</p> <ul style="list-style-type: none"> • Rec 47 – Introduction of a development pathway for Water Tac ad role <p>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> <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 <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 <p>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</p>
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<p>3.6</p> <p>3.7</p> <p>3.8</p> <p>3.9</p>	<ul style="list-style-type: none"> Rec 16 – Post course development for migrating RDS staff should be considered on an individual basis <p>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.</p> <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. Recommendations 15, 18 & 19 are now complete, and progress continues to be made with Rec 12.</p> <ul style="list-style-type: none"> Rec 15 - It is recommended that new employees attend a pre-foundation programme induction course. <p>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. The foundation course 4 weeks before is not practical as they will not be SFRS employees, have no access to ICT, would require to be released by current employer and cause unwarranted logistical challenges.</p> <ul style="list-style-type: none"> Rec 18 - RDS acquisition training be modularised and aligned to station risk-profiling. <p>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 models for both courses.</p> <ul style="list-style-type: none"> Rec 19 - A working group be established to explore the practical implications of implementing a move away from pre-defined timescales towards one based upon student performance. <p>On Call migration was trialled in December 2022. This has now gone through a review debrief. This will determine future Migration courses and the process of accelerating development pathways.</p> <p>Recommendation 7, which relates to the harmonisation of IT systems used by Training is being supported through the wider project work of PPFT and is being overseen by the allocate Training Function lead Andy Scott (Learning Content, E-Systems and Performance Manager).</p> <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> <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 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>
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3.10	<p>New Continuous Improvement Recommendation (57) – entered into the CIP March 2023.</p>
3.11	<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)
3.12	<p>New Continuous Improvement Recommendations 58 – 63 – entered into the CIP Action Plan – March 2023 – Azets Internal Training Audit Report Recommendations.</p> <ul style="list-style-type: none"> • 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. • 59 - As planned, management should introduce regular training needs analysis and the shift to a more localised approach for refresher training - COMPLETE • 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. • 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 be using external training providers for at least some elements of mandatory training, e.g. casualty care. • 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. • 63 - When improvement actions are agreed at MRG based on analysis of feedback, they should be assigned action owners and implementation timeframes.
3.13	<p>New Continuous Improvement Recommendation 64 – entered into the CIP Action Plan – September 2023 – BA Recovery Programme.</p> <ul style="list-style-type: none"> • Quarterly and annual report on BA, CFBT & Tac Vent currency statistics is provided to Management Teams and Service Delivery Senior Management Teams. BA Recovery plan and new BAU model formulated to increase currency levels.
3.14	<p>New Continuous Improvement Recommendations 65 – 68 entered into CIP Action Plan October 2023 – Training Function Vision and Strategy 2023 – 2025</p> <ul style="list-style-type: none"> • 65 - The creation / production of a Training Function Vision and Strategy document. This is to be a collaborative process involving all members of the Training Function Management Team (TMT).

	<ul style="list-style-type: none"> • 66 - The creation / production of a Skills Maintenance Framework document in support of the Training Function Vision and Strategy document. This document will be one the 3 fundamental building blocks to support the delivery of the Functions Vision and Strategy. • 67 - The creation / production of a Training Delivery Framework document in support of the Training Function Vision and Strategy document. This document will be one the 3 fundamental building blocks to support the delivery of the Functions' Vision and Strategy. • 68 - The creation / production of a Training Assets Framework document in support of the Training Function Vision and Strategy document. This document will be one the 3 fundamental building blocks to support the delivery of the Functions' Vision and Strategy. <p>3.15 As of 1 November 2023, the status of all 68 recommendations is as follows:</p> <ul style="list-style-type: none"> • 40 recommendations are now complete. • 28 recommendations therefore remain and are currently in progress, to be delivered by the allocated Training Function leads and their teams. <p>3.16 The Training Function will retain responsibility for the progression of all 28 outstanding recommendations, with an owner assigned to each and managed through the TSA Directorate governance route.</p> <p>3.17 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 meeting as a standing item and reported by exception at monthly FMT’s. The CIP Action Plan will sit on the Training Management Team SharePoint, where progress will be reviewed and updated accordingly.</p> <p>3.18 The protocol in place for the addition of new improvement recommendations, periodic and status updates to the CIP Action Plan are as follows:</p> <p>3.19</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 • 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 5.1.1	<p>Risk</p> <p>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.</p>

5.2 5.2.1	Financial 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 5.3.1	Environmental & Sustainability Not applicable
5.4 5.4.1	Workforce This ongoing improvement programme is in support of the development of the Training teams and the wider development of SFRS personnel.
5.5 5.5.1	Health & Safety Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety.
5.6 5.6.1	Health & Wellbeing Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety.
5.7 5.7.1	Training 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 5.8.1	Timing 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 5.9.1	Performance 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.
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 Not applicable
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 & 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:		Bruce Farquharson, Deputy Assistant Chief Officer Training Function
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
<i>Training Functional Management Team</i>		<i>01 November 2023</i>
<i>Training Safety & Assurance Directorate Management Team</i>		<i>15 November 2023</i>
<i>Training Continuous Improvement Board</i>		<i>06 December 2023</i>
<i>People Committee</i>		<i>07 December 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Information Only</i>

Continuous Improvement Programme - Action Plan Progress

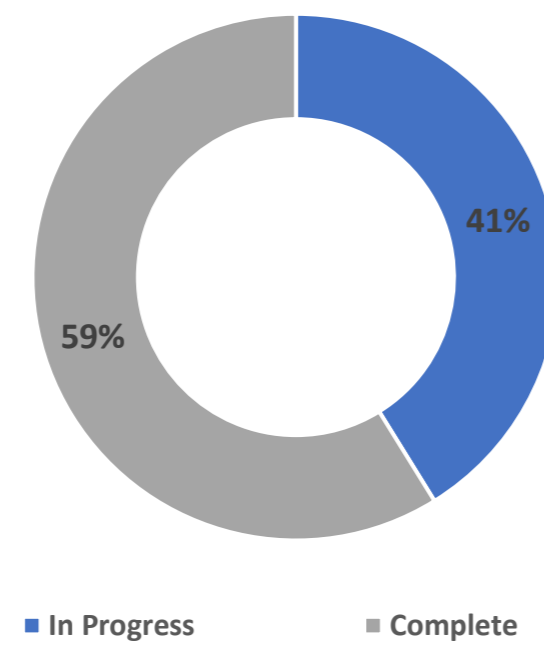
Updated	Next Update
Nov-23	Jan-24

Status	Count
In Progress	28
Complete	40

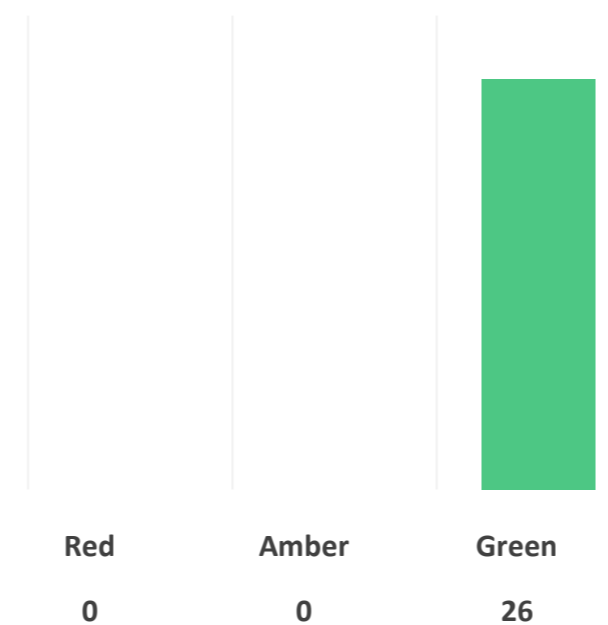
Recommendations deemed not viable at this time / deferred	0
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87%

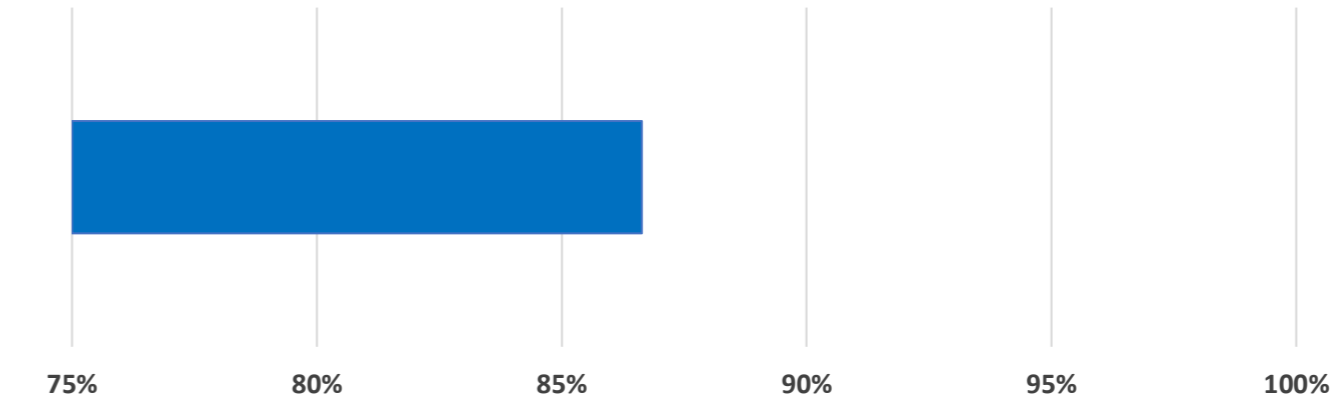
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In Progress RAG Rating



Overall Progress August 2021 36%
Overall Progress November 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 Bryan Nelson	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 propsoed 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 Panning 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>

<p>Recommendation 3 Consideration should be given to structuring the TED instructional cadre 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.</p>	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	Complete	<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> <p>Sept 23 - Hard to fill post identification process has been carried out and complete. The creation of 5 x non uniformed posts across the Function has been delivered and posts advertised. This has seen 4 of the 5 posts now filled with personnel starting early September 23, with the remaining vacant post to be filled imminently.</p> <p>06/09/2023 - Recommendation 3 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023</p>	100%	Mar-22		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>Recommendation 4 It is recommended, that all National Training Standards are streamlined and set out in an electronic platform</p>	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	<p>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.</p>	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>Recommendation 5 It would be proposed that, where practicable, a suite of supporting guidance notes will be produced in support of the Training Standards.</p>	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	Complete	<p>Aug21: 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.</p> <p>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.</p> <p>October 2022: GC Todd to investigate to get a full understanding of previous actions and agreements of how this action is to progress.</p> <p>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 can be passed during the induction process and communicated using an Instructor Briefing Note. Briefing Notes 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.</p> <p>September 2023: Recommend that this action is complete and presented to FMT on 06/09/23.</p> <p>06/10/2023 - Recommendation 5 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023</p>	100%	Mar-23		Evidence and benefits realised for Recommendation 5
<p>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.</p>	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	<p>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.</p> <p>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.</p>	100%	Mar-23	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

<p>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.</p>	7	The use of various software systems that are not interlinked e.g. i-Trent, 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	<p>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.</p> <p>Apr 22: This recommendation will be delivered through PTFAS project and will therefore be closed on this Action Plan.</p> <p>March 23: The Training Function continue to support the work of the PPFT project. Functional specifications have been recorded for Training systems. These will be reviewed over the next month, before the Expression of Interest is issued to the market.</p> <p>May 23: Further engagement is planned between the PPFT Project team and the Training Function to reaffirm functional requirements. The Expression of Interest has been issued to vendors. Returns will be reviewed in due course.</p> <p>August 23: Functional requirements have now been signed off. Expression of Interest returned 3 responses. Project now gearing up to enter tendering phase.</p> <p>November 23: PPFT Project team continue to progress to tendering phase. Statement of Requirements (SOR) fully completed and ready for use in this phase. Training function fully</p>	90%	Mar-24		Highlight Reports from project boards can be provided on request. This project is high priority on the ICT workplan.
<p>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.</p>	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	<p>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.</p> <p>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 Dependancy tracker currently being developed by the Portfolio Office as part of project management.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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	<p>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.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>Recommendation 10 That a centre of excellence for trainee firefighters is established at the National Training Centre.</p>	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	<p>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.</p>	100%	Nov-21	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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</p>	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	<p>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 accomodation for students at the SFRS National Training Centre. The decision by the board was not to progress this project.</p>	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Trainee Firefighter Programme											

<p>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.</p>	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 - WTTFFFP 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 WTTFFFP 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 WTTFFFP in isolation).</p> <p>Any substantial review of the WTTFFFP will require a significant time commitment and would best take place during a hiatus when the WTTFFFP is not being delivered.</p> <p>01/09/23 - In doing some research into Fire Engineers Level 2 Certificate, it is recommended that candidates should spend around 180hrs preparing for the examination. This would equate to 60 hrs for each section of the syllabus although candidates may need to allocate a higher proportion of their preparation time to one of more of the sections depending upon their pre-existing Knowledge and Understanding.Total Qualification time is 183hrs. There is also a 3hr assessment for three one hour examinations. Most candidates prepare for IFE</p>	20%	Mar-24		Recommendation 12
<p>Recommendation 13 It is recommended that a basic literacy and numeracy test is undertaken as part of the practical selection testing process.</p>	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	<p>Aug 21: Basic literacy and numeracy have now been incorporated in the practical selection and testing process for operational firefighters.</p>	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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)</p>	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>
<p>Recommendation 15 It is recommended that new employees attend a pre-foundation programme induction course.</p>	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	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: 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>Feb 23: 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)</p> <p>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)</p> <p>30/05/23: Awaiting update from AC Getty.</p> <p>01/09/23: As mentioned in February 2023 a 2 day Induction programmed at the start of</p>	100%	Apr-23		Recommendation 15

<p>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</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p> <p>April 2022: The new TFOC went live on the 4th April 2022 and delivers on this recommendation.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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	<p>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.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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</p>	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	<p>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.</p> <p>Jan 22: Core Modules in new TFOC model will include Task & Task Management Module to ensure maintenance training is undertaken as per recommendation.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	25	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	AC Hall	Training FMT	Complete	<p>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.</p> <p>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.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Breathing Apparatus											
<p>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.</p>	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	<p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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	<p>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.</p> <p>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.</p> <p>March 2023: A full review of BA Refresher Training is ongoing. An additional SC has been allocated to this work to progress.</p> <p>September 2023: A BA Recovery plan proposal has been formulated. This will be a one day course (3/1) incorporating BA, Tac Vent & CFBT (UHPL included if the attending crew have this asset). The recovery will be over a 18-24 month period. A new BAU model is then proposed which will be a 3 year programme with year1 - 1 day BA & Tac Vent course, Year 2 1 day CFBT Course, year 3 - a watch led exercise aligned to local risk.</p>	80%	Jun-23		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>Recommendation 28 It is proposed, within the TFOC Framework to amalgamate the BA and CFBT 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.</p>	28	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	GC Todd	Training FMT	Complete	<p>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.</p> <p>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.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

<p>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.</p>	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	<p>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.</p> <p>Jan 22: New video content for BA is currently being filmed to demonstrate best practice ensuring clarity and continuity across the Service.</p> <p>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.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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</p>	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	<p>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.</p>	100%	Mar-22	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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	<p>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.</p>	100%	Mar-22	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Driver Training											
<p>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;</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p> <p>Sept 23 - Engagement with Scottish Government continue around the possibility of an exemption for SFRS in relation to Section 19 regulation. Further meetings to be scheduled in and updates on outcomes will be added in due course.</p>	80%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	33	As per Recommendation	Training Function Lead	GC Galloway	Training FMT	Complete	<p>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.</p> <p>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.</p> <p>August 2022: Full review of training standard taking place on 22nd August with a view to identifying efficiencies across course delivery.</p>	100%	Dec-22	Aug-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	34	As per Recommendation	Completed within CIP	GC McCurry	Training FMT	Complete	<p>Aug 21: 4 Additional driver instructors have been employed and are currently delivering driver training across Scotland.</p>	100%	Nov-20	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

<p>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.</p>	35	As per Recommendation	Recommendation deemed not viable at this time	GC Galloway	Training FMT	Complete	<p>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.</p> <p>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.</p> <p>March 2023: This recommendation is now complete. A revised contract for new Firefighters</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Incident Management											
<p>Recommendation 36 It is proposed to utilise the current Operational Assurance (OA) process to reaccredit Incident Command Currencies.</p>	36	Cross-mapping the role assessment criteria of WM7 and EFSM2 with the OA Framework may enable an individual's Incident Command Competence to be extended during the course of an OA Review thus increasing the currency period between formalised IC assessments.	Training Function Lead	GC Dippie	Training FMT	In Progress	<p>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.</p> <p>June 2022: Command Competence Review Procedure now live</p> <p>Nov 2023: November FMT - DACO Farquharson asked that Rec. 36 is reopened linked to the ongoing Command Competence Review Procedure.</p>	60%	Mar-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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	<p>Aug 21: The work to realign the ICL 2 & ICL 3 courses is complete and now being delivered as business as usual.</p> <p>June 2022: Revised Incident Command Pathway now live</p>	100%	Nov-20	Jun-22	<p>Realignment complete and published in the following documents: Incident Command Development Pathway: https://ihub.firescotland.gov.uk/download.cfm?ver=68166. Incident Command NTS: https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jjm4n6384.xls&ver=73330</p>
<p>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.</p>	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	<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>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: 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</p> <p>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.</p> <p>March 2023 MD - Wild fire case study now fully embedded in ICL2 D course. ICL 2 & 3</p>	75%	Mar-23		SC Gow and GC personal emails regarding XVR and ICL3 Redesign.
<p>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.</p>	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> <p>26/09/23 MD - Demonstration by XVR of on line virtual reality Incident Command platform that could be used to improve current course delivery. Next step is to visit other services who use this platform for real world assessment</p>	30%	Mar-23		PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

<p>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.</p>	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>	Mar-23			People in position spreadsheet.
Specialist Training											
<p>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.</p>	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.</p> <p>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> <p>May 23 KATA sessions are being delivered to all Height stations and Water stations with USAR following suit later this year when we have suitably trained personnel at station.</p>	90%	Mar-23		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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</p>	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	May 23: A cross function working group will need to be established to ascertain if these post and still required.	10%	Mar-23	Jul-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Rope Rescue & Working At Height											
<p>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.</p>	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	<p>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.</p> <p>Jul 22: Awaiting Concept of Operations to be published to create and deliver implementation plan.</p>	30%	Mar-23		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
<p>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.</p>	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											
<p>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.</p>	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	<p>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.</p> <p>Nov 22: KATA Sessions are now embedded within Water Rescue training delivery, SMEs providing quality assurance during attendance of Watch training.</p>	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. May 23: A HVP train the trainer course was scheduled by National resilience in March, however this was cancelled due to IA and MoU issues. a further course is being considered to upskill existing instructors at station in the coming months. initial meetings by GC McGill and National resilience has taken place with a view to training being more involved with decisions.	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 McGill	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	In Progress	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.	90%	Dec-23		<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>
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 Julie Crawford	Training FMT	In Progress	July 23: Formal Consultation process with rep body now commenced and working towards implementation of restructure in early 2024. June 23: OC structure review has been published and talks are progressing with Rep Body. Implementation of structure expected to start late 2023. 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	40%	Sep-23		Benefit of shared training knowledge, experience, resources, practices and avoidance of duplication of effort. Opportunity to develop fully integrated learning material for all uniformed roles.
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 Julie Crawford	Training FMT	In Progress	July 23: Report on Fire Control Standard has been drafted and sent to DACO for review. June 23: Pathway will be developed following implementation of structure review. National work on OC Incident Command is continuing and included in the revised National Fire Control standard 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 mobilisation system.	10%	Dec-23		will provide a consistent approach to the training, development and assessment of OC ICs, conforming to national standards.
Marine											

<p>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.</p>	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											
<p>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.</p>	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>
<p>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.</p>	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											
<p>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.</p>	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) June 2023: CS Team C Professional discussions are currently taking place (14th - 20th June) - Wash up days - 28th / 29th June. Performance post within LED team was advertised through Myjobscotland on 13th June. August 2023 (30/08) - Driver Training Examiner positions completed, Performance Officer within LED team to start his position on the 4th September (while remaining primarily in support of Training Admin / CS Team C until the 25th September). Non Uniformed Instructors - preferred candidates identified and pre employment checks almost complete. 2 of the 5 have been issued contracts and their line managers are in the process of confirming start dates. CS Team C is scheduled to "Go Live" on the 25th September. A new TL is currently being identified through a NOI / PD process.	90%	Nov-23		



Report No: C/PC/42-23

Agenda Item: 9.3

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 2023							
Report Title:	TRAINING FUNCTION VISION AND STRATEGY 2023-28							
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>	<u>G</u>
1	Purpose							
1.1	To provide the People Committee with the final approved version of the Training Vision and Strategy 2023-28 for information, prior to publication.							
2	Background							
2.1	The Training Vision and Strategy has been developed to enable the Training Function to support and meet the Scottish Fire and Rescue Service (SFRS) priorities as set out in its Long-Term Vision and Strategic Plan 2022-2025.							
3	Main Report/Detail							
3.1	The decision to review the current Training Strategy 2020-25 was due to the fact we are in a different operating environment to the one in which the current strategy was produced. Training requires a new approach with regards to how training is delivered. The Covid19 pandemic for example led to challenges delivering training and the current Pension Remedy challenges and long term hard to fill instructor vacancies have resulted in capacity challenges within training.							
3.2	Therefore, a new vision and strategy is required to ensure that training is delivered in the most effective and efficient way possible across the service and clarity is provided in terms of a service wide collective responsibility for training. Alongside the development of the new vision and strategy the Training Function have already made significant progress as part of our Training Continuous Improvement Programme (CIP), through for example, filling hard-to-fill vacancies using innovative approaches, putting in place a BA recovery plan, notable improvements to both Incident Command and Driver Training.							
3.3	The approach we have taken consisted firstly of engaging internally across all levels of the Training Function and collectively a draft Training Vision & Strategy was developed. This then provided a basis to engage with all other Directorates and Functions within the SFRS and Representative Bodies on the Training Vision and Strategy.							
3.4	Appendix A provides a copy of the final approved design version. Note this now covers a time period 2023-28 following Strategic Leadership Team (SLT) feedback and now incorporates all feedback from the extensive engagement which has rightly taken place.							

4	Recommendation
4.1	The People Committee are therefore asked to note the content of the Training Vision and Strategy 2023-28 (Appendix A) prior to its formal publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	Training Function will strive to ensure SFRS staff are maintain skills currency and training appropriately to deal with new and emerging risks.
5.2	Financial
5.2.1	Training Function will work progressively with Finance Business Partner to deliver the changes and improvements in Training within current budget and where investment is required seek strategic approval.
5.3	Environmental & Sustainability
5.3.1	Training Function will ensure that the necessary resources, facilities, and sites used for delivering training operate efficiently and are accessible to staff.
5.4	Workforce
5.4.1	Training Function will listen to feedback from our training instructors and course candidates to ensure that we provide the best candidate experience we can.
5.5	Health & Safety
5.5.1	The safety of our personnel is paramount and a core value of the Scottish Fire and Rescue Service, we will ensure that all training is delivered in a safe and controlled environment.
5.6	Health & Wellbeing
5.6.1	Training will consider different learning styles demonstrating our commitment towards ensuring we are inclusive and adaptable to people's needs. We will also fully consider and progress any actions required to mitigate the potential effects of contaminants and any physiological impact on instructors or students.
5.7	Training
5.7.1	Training will provide clarity and resources to ensure we work safely, collaboratively and progressively to deliver excellence in training.
5.8	Timing
5.8.1	To coincide with the timing of the SFRS Strategic Plan and to demonstration clear links to the long-term vision.
5.9	Performance
5.9.1	Training Key Performance Indicators will enable a clear measure of training performance and identify any areas for improvement.
5.10	Communications & Engagement
5.10.1	Extensive engagement has taken place at all levels of the service across all Directorates as part of the development of the Training Vision & Strategy. Full engagement with Rep Bodies has also taken place at both Regional and Branch Rep levels.
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 – does not include any such detail.

5.13 5.13.1	Equalities EHRIA completed Yes and included. (Appendix B)	
5.14 5.14.1	Service Delivery Training will work in partnership with other Directorates, to identify, develop and deliver risk critical training to those who need it, when they need it, ensuring training is Service Delivery led.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety & Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial /Reasonable/Limited/Insufficient
7.3	Rationale:	Our Training Vision & Strategy provides a basis from which to build and be realised over time.
8	Appendices/Further Reading	
8.1.	Appendix A – Training Vision and Strategy 2023-28	
8.2	Appendix B – Training Function EHRIA	
Prepared by:	Ally 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		
<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. Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.</p> <p>SFRS Long-Term Vision</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 Functional Management Team</i>	<i>6 July 2023</i>	<i>For Scrutiny</i>
<i>TSA Directorate Management Team</i>	<i>16 August 2023</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>6 September 2023</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>14 September 2023</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>8 November 2023</i>	<i>For Decision</i>
<i>People Committee</i>	<i>7 December 2023</i>	<i>For Information Only</i>

TRAINING FUNCTION VISION & STRATEGY

2023-2028



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland





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INTRODUCTION

Our Training Vision & Strategy fully supports the intended outcomes of the **SFRS Strategic Plan 2022-25**, aligns to our **SFRS Long-Term Vision** and supports the Training Functions journey of Continuous Improvement.

“The Scottish Fire and Rescue Service (SFRS) strategic plan sets out a clear vision for the development of our most important asset - our people : ensuring that our people continue to receive the appropriate equipment and the training they need to carry out their crucial role.

OUTCOME 2: COMMUNITIES ARE SAFER AND MORE RESILIENT AS WE RESPOND EFFECTIVELY TO CHANGING RISKS

What we will do

We will have appropriate systems to direct our firefighting activities effectively and continue to ensure all our people have the right skills, training and equipment.

What success will look like in 3 years

Training effectively and efficiently as a Service and with our partners to improve community safety.

OUTCOME 6: THE EXPERIENCE OF THOSE WHO WORK FOR SFRS IMPROVES AS WE ARE THE BEST EMPLOYER WE CAN BE

What will we do

We will continue to improve our training to enable our people to develop and maintain their competencies and skills.

What success will look like in 3 years

Continuing to provide training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.

OUTCOME 7: COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE WORK EFFECTIVELY WITH OUR PARTNERS.

What we will do

Partnership working is at our core. We will continue to work closely with our partners

What success will look like in 3 years

Training effectively and efficiently as a Service and with our partners to improve community safety.





WHAT IS THE TRAINING VISION?

Our Vision

Clarity and **resources** to ensure we work **safely, collaboratively** and **progressively** to deliver **excellence** in operational training

WE WILL

Provide **clarity** and direction on how training will be delivered, who will deliver it and when it will be delivered. Our Skills Maintenance Framework, Training Delivery Framework, and the continual review of our National Training Standards will ensure we clearly set out the learning outcomes and the standard required within each skill set to be deemed current. We will also provide clarity on what actions should be taken within each skill set should currencies lapse. Additionally, we will ensure there is clarity in understanding roles and responsibilities with regards to training across all levels of the Service.

WE WILL

Ensure the appropriate **resources** are made available to deliver training through a flexible delivery model, to ensure that we deliver training in the most effective and efficient way. We will ensure our staff have access to the appropriate training facilities and equipment for all skillsets and this will be set out within our Training Assets Framework. We will also produce a Training Strategic Asset Management Plan which will set out what investment is required across our Training facilities, fleet and equipment over the next 10 years.

WE WILL

Ensure training is delivered **safely**. The safety of our staff is paramount and a core value of the Scottish Fire and Rescue Service, we will ensure that all training is delivered in a safe and controlled environment.

WE WILL

Work **collaboratively** with all stakeholders ensuring cross directorate engagement to deliver the training ask of the Service and embed a culture of collective responsibility for training across all levels of the Service. We will continue to explore opportunities to collaborate on training delivery initiatives with emergency service partners. We will also maintain strong relationships with other Fire and Rescue Services and the National Fire Chiefs Council and benchmark our training performance where appropriate.

WE WILL

Work **progressively** to ensure we continually explore new ways of working as part of our commitment to continuous improvement. We will challenge our existing training delivery models and look to identify where we can take innovative approaches, be more effective and efficient, and consider the use of new systems and technologies within training. We will ensure that any training related recommendations from internal or external audits or organisational learning are captured and progressed through our Training Continuous Improvement Programme. We will also monitor our Training Key Performance Indicators to enable us to clearly measure training performance and identify any areas for

improvement. This will enable the appropriate level of scrutiny in relation to the currency of key elements of staff training.



We will deliver our **Training Vision & Strategy**, ensuring that the **four operating principles** set out within the **SFRS Long Term Vision** are at the heart of all we do.



PRINCIPLE 1: PROGRESSIVE

- We will embrace this journey and through our Training Continuous Improvement Programme continue to explore innovative ways to create capacity and deliver training more effectively and efficiently, adapting our training to align to the changing and emerging risks within Scotland.



PRINCIPLE 2: PEOPLE CENTRED

- We will work in partnership with other Directorates, to identify, develop and deliver risk critical training to those who need it, when they need it, ensuring training is Service Delivery led. We will ensure that all our training is aligned to a Training Needs Analysis at individual, team, and organisational levels.
- We will listen to feedback from our training instructors and course candidates to ensure that we provide the best candidate experience we can.
- We will treat everyone with dignity and respect.



PRINCIPLE 3: INCLUSIVE

- We will ensure that our National Training Standards are kept under review to provide a framework which allows for flexibility and supports the delivery of training and development across all duty systems and working patterns.
- We will consider different learning styles demonstrating our commitment towards ensuring we are inclusive and adaptable to people's needs.



PRINCIPLE 4: CONNECTED

- We will stay connected through our business partnering model with Service Delivery as our primary customer.
- We will ensure that the necessary resources, facilities, and sites used for delivering training are where they need to be, are fit for purpose, and accessible to staff.
- We will develop our training E-Systems and consider virtual course delivery where appropriate ensuring we connect to all geographical areas of the Service and provide equitable access to training support.

WHAT IS THE TRAINING STRATEGY?

The requirement to provide realistic training scenarios for firefighters, supported by the Training for Operational Competence Framework, has become increasingly necessary and it is vital that our Training Delivery Strategy enables us to deliver that.

Through the implementation of this Strategy, we will ensure that our 'blended learning' approach, including realistic acquisition and refresher training and continued application of our Training for Operational Competence Framework, meets the organisational training need of SFRS and ensures our staff are suitably trained to safely respond to incidents.

The demand for training and the ability to deliver training has been affected by practical considerations. The Covid19 pandemic for example led to challenges delivering training. The Pension Remedy has also had an impact, leading to staffing challenges including long term hard to fill instructor vacancies.

Scottish Fire and Rescue Service (SFRS) are operating in a different environment to the one in which the Training Strategy 2020-25 was produced. Therefore, we recognise the importance of having an overarching vision and strategy that captures our approach to training delivery moving forward. The new Training Vision and Strategy 2023-28 is required to enable us to deliver training in the

most effective and efficient way possible across the service and embed a culture of collective responsibility for training at all levels of the organisation.

The Training Function use a wide variety of information to determine our training needs. We continually monitor the types of incidents we attend, adjusting training to address changing risks, as well as designing and developing new training programmes to meet the needs of new and emerging risks.

We ensure that any changes to National Operational Guidance are considered and incorporated into our training where appropriate, as well as any training related recommendations from sector specific inquiries. At an organisational level we will adapt and amend our training based on recommendations from both our internal Operational Assurance processes and findings from Significant Health and Safety Events.

The Operational Competency Strategy Group will meet quarterly to discuss operational risks and will collectively determine which training subjects within the Training for Operational Competence framework require to be prioritised to address operational risk. Core skills, Advanced Modules, Support Modules and any new packages on emerging risks will be incorporated into the schedule by the Training Function on a quarterly basis using this risk-based approach.

Our Training Needs Analysis (TNA), which identifies who requires to be trained in what skill set and when, is a flexible and agile process. A quarterly TNA review will ensure Training have a full understanding of Service Delivery course requirements, ensuring we are able to forward plan training with a clear focus on the risk critical courses needed to meet organisational requirements.

Our work will be supported through the development of our key frameworks, aligned to 'our vision' and the four key operating principles within the SFRS Long Term Vision, which will be central to everything we do.

For this to be achieved a collaborative and collective approach to training is required across the Service, supported, and guided by competent and motivated leaders at all levels. We will work progressively to provide the right training, and development opportunities at the right time, to the right people, with access to the right resources, ensuring best value.

Forging strong links with Fire and Rescue Services across the UK and internationally and having an awareness of developments within the fire sector is key to our growth and development, ensuring SFRS are taking a lead in terms of new technologies and innovative working practices within the training environment. Continuous improvement will be at the core of all we will do, being linked into the National Operational Learning processes, together with the internal links already in place with SFRS Operational Assurance, will ensure we are continually incorporating organisational learning into our training practices.

We all have a role and responsibility to play in the delivery of training and to drive forward continuous improvement to help improve the skills and knowledge of our workforce.

Practical training to develop, enhance and maintain skill sets is the cornerstone of firefighter development within the SFRS. However, a more holistic 'blended learning' approach to knowledge and

skills maintenance is key to ensuring fire fighter safety within a modern fire and rescue service. This blended approach to learning will be delivered through our Training for Operational Competence Framework.

Practical skills acquisition and refresher training are essential to ensuring staff remain safe, competent, and confident in their skills and current in terms of their certification. Whilst blended learning is not intended to replace the requirement for firefighters to be exposed to safe, practical, and realistic training, it will ensure staff maintain the underpinning knowledge and understanding required to fulfil their role safely.

OUR AMBITIONS FOR TRAINING OUR PEOPLE

HOW WILL WE GET THERE?

TRAINING VISION & STRATEGY

SKILLS MAINTENANCE
FRAMEWORK

TRAINING DELIVERY
FRAMEWORK

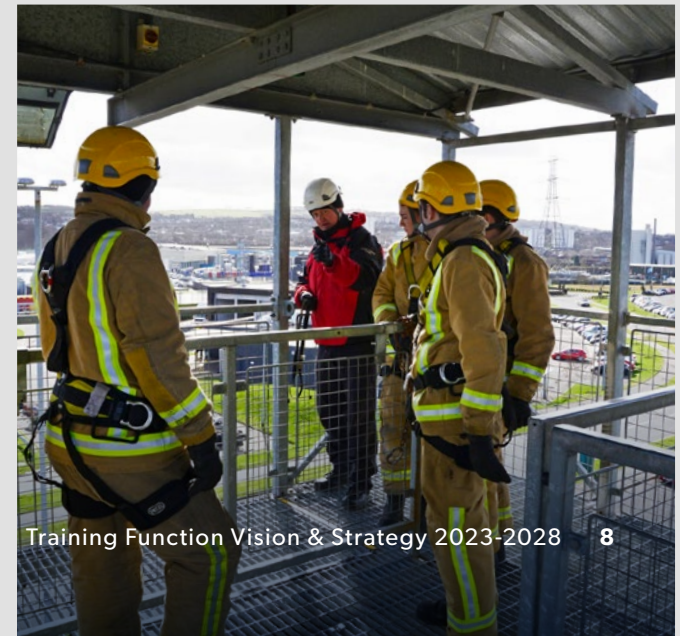
TRAINING ASSETS
FRAMEWORK

Through the production of our Skills Maintenance, Training Delivery and Training Assets Frameworks, we will implement new ways of resourcing our training environment. We will be clear on what training outcomes are required for all skills sets within the Service and provide clarity on training responsibilities at all levels. We will also ensure that all staff have access to the appropriate training facilities and assets to allow them to fulfil their training responsibilities.

We will measure success by reviewing everything we said 'we will' do within our Training Vision and Strategy, incorporating this into our Training Annual Report.

Further to this, analysis of our Training Function Key Performance Indicator's, as set out in the SFRS Performance Management Framework, will allow us to determine how successful we have been across all key skills sets with regard to outcomes. Feedback from staff who attended Training courses will also form a key element of how we measure success, as we continue to improve our Training Delivery.

All improvement actions that will assist us in delivering our vision and strategy will be governed through the Training Safety and Assurance Board, Strategic Leadership Team, People Committee and SFRS Board.



SKILLS MAINTENANCE FRAMEWORK

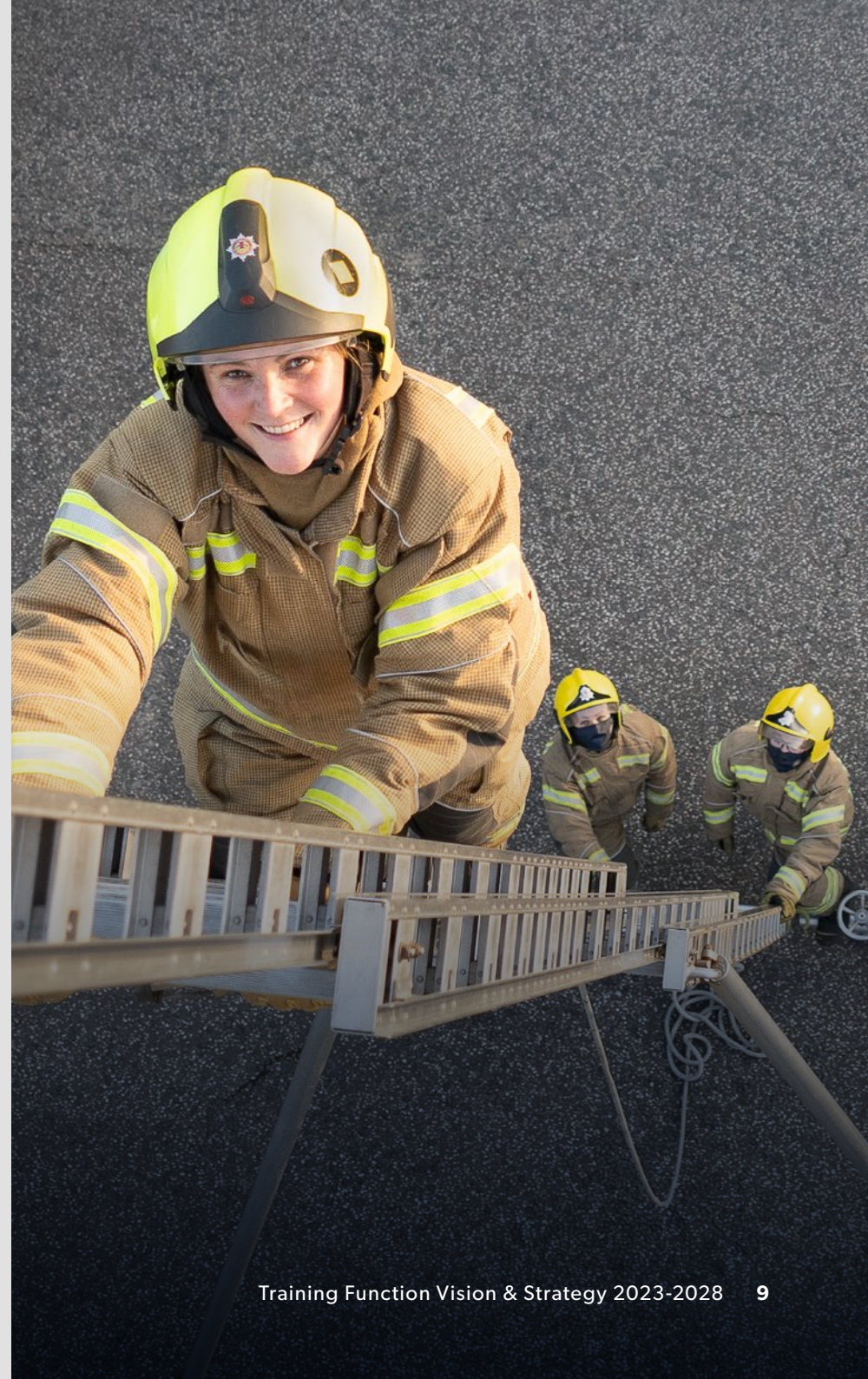
- Define outcomes and standards required in each skill set to be deemed current
- Define the number of annualised hours to complete training responsibilities for each skill set
- Define the frequency of skills maintenance assessments
- Define what happens in each skill set should currency lapse

TRAINING DELIVERY FRAMEWORK

- How training will be delivered and in what format
- Where training will be delivered
- Who is responsible for delivering each element of training

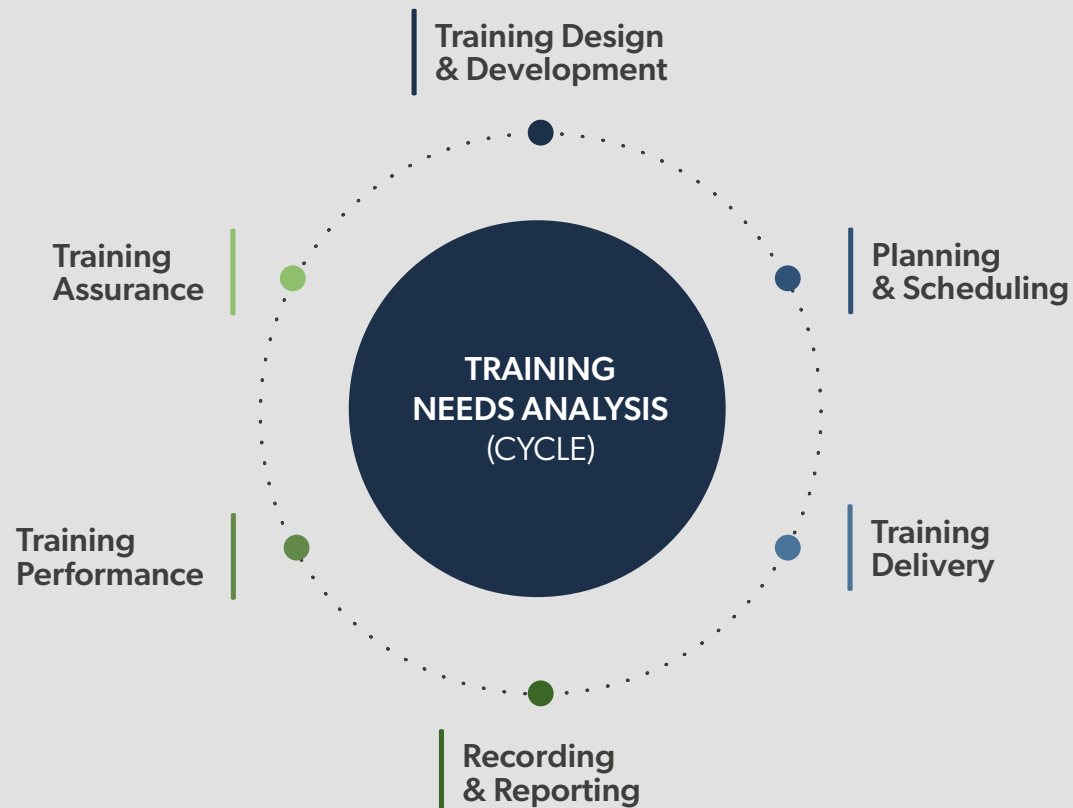
TRAINING ASSETS FRAMEWORK

- Establish what Training Facilities are required for each skill set
- Identify the locations of all Training Facilities
- Provide a Training Facilities dashboard and booking system



TRAINING FUNCTION

PROCESS COMPONENT PARTS



OUR FOCUS IS TO

DEVELOP INDIVIDUALS
/ TEAMS AND TRAINING INSTRUCTORS

CONTINUE TO DELIVER
OUR TRAINING CONTINUOUS
IMPROVEMENT PROGRAMME

PROVIDE TRAINING
DELIVERY INFRASTRUCTURE

DEFINE
OPERATIONAL TRAINING RELATED
ROLES AND RESPONSIBILITIES

BE CENTRALLY CO-ORDINATED
AND LOCALLY DELIVERED

CONTINUE TO BUILD
A POSITIVE AND INCLUSIVE CULTURE

BE SERVICE DELIVERY LED
WHEN PROVIDING TRAINING

BE PROGRESSIVE
AND INNOVATIVE

BE ENGAGING
AND CONNECTED

CREATE
CAPACITY

RECOGNISE AND
APPRECIATE OUR PEOPLE



TRAINING FUNCTION STRUCTURE CHART





TRAINING VISION & STRATEGY ON A PAGE

TRAINING VISION & STRATEGY

SKILLS MAINTENANCE FRAMEWORK

TRAINING DELIVERY FRAMEWORK

TRAINING ASSETS FRAMEWORK

OUR VISION

Clarity and resources

to ensure we work **safely, collaboratively** and **progressively** to deliver **excellence** in operational training

OUR VALUES



TRAINING FUNCTION

PROCESS COMPONENT PARTS



OUR FOCUS IS TO

DEVELOP INDIVIDUALS
/ TEAMS AND TRAINING INSTRUCTORS

CONTINUE TO DELIVER
OUR TRAINING CONTINUOUS
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PROVIDE TRAINING
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RECOGNISE AND
APPRECIATE OUR PEOPLE

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Training Function Strategy & Vision
Version 1.0 – October 2023



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Equality and Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

Training Function Vision and Strategy
Skills Maintenance Framework (in development)
Training Delivery Framework (in development)
Training Assets Framework (in development)
National Training Standards

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training
Alasdair Cameron, Area Commander, Training Function
Martin Hill, Area Commander, Training Function

Colleagues and/or other partners involved.

Training Functional Management Team
Internal Training Sections
FBU
Finance & Contractual Services FMT
Service Delivery DMT
Service Development DMT
North SDA FMT
East SDA FMT
SPPC – Comms & Engagement FMT
SPPC – Governance, Strategy & Performance FMT
West SDA FMT
Asset Management FMT
Representative Bodies
FBU Branch Rep Engagement Session One
Strategic Leadership Team
People Committee
People DMT

E&D Practitioner/Support

Maggie Archibald

Date Commenced

07/06/2023

OFFICIAL

Please complete the following questions.

1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.	
Briefly describe the main aims, objectives and purpose.	<p>The Fire and Rescue Framework for Scotland sets out the direction of travel for the SFRS and thus the content of the SFRS Strategic Plan and SFRS Long-Term Vision, with broadening out the community benefit to include more equitable access generally to fire and rescue services.</p> <p>The Plan recognises that training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable the workforce to fully support and engage in the design and delivery of excellent services.</p> <p>The Training Vision and Strategy, informed directly by the SFRS Strategic Plan and the SFRS Long-Term Vision sets out its intent to provide a clear direction for the development and delivery of high quality training which will ensure that staff have the knowledge, understanding and skills necessary to effectively deliver the services required of them.</p> <p>National Training Standards are a critical foundation for the consistency of training programmes and practices across the Service and ultimately to ensuring that all firefighters are working to the best available standards.</p> <p>These establish what is required from the training materials which in turn contribute to the attainment of operational competence across all levels and capabilities within the operational aspects of SFRS. They support the consistent development and delivery of Training across the country so that no matter which venue an individual attends, be it their own work location or one of the SFRS Training Centres, the experience will be of the same high-quality content, delivered by professional, qualified staff.</p>
What results/outcomes are intended?	The Training Vision and Strategy and National Training Standards will support the requirement to secure a competent workforce which is equipped with the skills, knowledge and understanding required to deliver all functions of the SFRS safely and effectively.
Who is intended to benefit and in what way?	All SFRS Employees and the local communities across Scotland. SFRS Employees will have the skills and knowledge required to perform their role competently, to increase safety and reduce risk.
Does it link with any other function/policy/activity/project?	SFRS Strategic Plan SFRS Long-Term Vision Health and Safety Policy

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What factors/forces could contribute/detract from the outcomes?	Sufficient resources to put the Vision and Strategy into practice and adhere to the National Training Standards. Failure to effectively communicate these to the relevant people.
Who will be responsible for implementation?	Implementation will be the responsibility of the TSA Directorate, the Training Function management team, Instructors and SFRS employees.

DRAFT

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty <i>* If required, further information on General Equality Duty can be accessed here.</i>	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed here.*

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring Responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Social and Economic Disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

The primary aim of the Training Function is to ensure that all personnel have the skills and knowledge required to perform their role competently, to increase safety and reduce risk. Under the Equality Act 2010, as an employer any training and development opportunities we offer must be done without unlawful discrimination.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

The following are general points for consideration in relation to equality and the Training Function.

Training and development opportunities can be delivered in-house or by external providers. They can happen face-to-face, online, in groups or one-to-one. They can include the following:

- learning 'on the job'
- coaching
- digital learning
- workshops
- induction programmes
- job shadowing
- mentoring
- networking and seminars
- formal classes on day release or out of working hours
- project work
- 'buddying'
- secondments and sabbaticals.

Mainstreaming Equality and Diversity: The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 required the SFRS to publish a Mainstreaming Report which sets out the steps the organisation has taken to mainstream equality. The report requires the organisation to show the steps it has taken to make equality an integral part of all of the organisation's relevant functions and practices, carried out by all staff, embedded across policies, procedures and corporate systems and in business planning and reporting cycles.

An important aspect of mainstreaming within the Training Function is to ensure that equality and diversity principles are not simply a stand-alone but are in fact streamlined into the relevant subject areas. Employees should be able to recognise the relevance of the General Equality Duty and wider equality principles within any course or development they undertake. Examples of this may include a course on interview techniques discussing stereotyping and unconscious bias and the impact that these can have on the selection process or including indicators of human trafficking and reporting mechanisms into relevant Enforcement training. These concepts should be discussed at the design stage of any package, with a review carried out for all new packages to ensure the relevant equality principles are captured.

Monitoring: Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, an employer, must take steps to gather information on training and development of their employees with respect to the number and relevant protected characteristics of such persons. This will help the service to ensure equal access when offering training and development opportunities.

The Scottish Fire and Rescue Service will take reasonable steps to monitor the take-up of training and other development opportunities to ensure procedures operate consistently. Any significant differences in take-up between different groups/protected characteristics should be reviewed and followed up with action.

To avoid impromptu decisions that may unlawfully discriminate against people because of their protected characteristics, the service should work out in advance how they will deal consistently with competing requests, especially if budget is limited. Steps should be taken to make sure the decision relates to the job, not the person who is asking, unless it is a specific positive action measure. Does the training the person is asking for support their current role or one they may be able to move on to? Regularly reviewing who is chosen for training and other development opportunities can help make sure the reasons are transparent, objective and justifiable.

Voluntary positive action in training: 'Positive action' means the steps that an employer can take to encourage people from groups with different needs or with a past track record of disadvantage or low participation to take up training and development opportunities. An example of this may be targeting a development opportunity to a particular protected characteristic as evidence shows that they are less likely to seek opportunities for promotion in a particular area.

The Service must have evidence of the different needs, disadvantage or low participation before we can take any of these steps, which would potentially come from any monitoring that has taken place as detailed above.

Promotion of training: Training and other development opportunities should be promoted as widely as possible throughout the Service, and in a way which is accessible to everyone. For example, through notice boards, intranet – iHub and our SFRS Corporate Communications. Make it clear which roles the training is designed to support.

Reasonable Adjustments: Equality law recognises that bringing about equality for people with a disability may mean changing the way in which training and development is structured, the removal of physical barriers and/or providing extra support for an employee with a disability. Examples of this may include ensuring any buildings are accessible and have facilities such as an induction loop. Individuals with some disabilities such as dyslexia or dyspraxia may require a different method of instruction or an adapted method of communication, instruction or supervision in order to learn effectively – providing this remained within the criteria for a reasonable adjustment. Individuals may require additional time or support from another person to progress.

Other examples of adjustments may include consideration of the date/time/location of training to assist people with caring responsibilities or checking dates on the cultural calendar to ensure they don't coincide with any religious dates or festivals.

External trainers: If external training providers are used, the Service should make it clear that we expect them not to discriminate in the design or delivery of their services.

Training and Support: Training Function will support all individuals with training responsibilities to be fully aware of the process for training design, delivery and evaluation. This will be supported by the managers guidance and by equality and diversity training which will explore relevant concepts such as stereotyping, prejudice and discrimination.

National Training Standards: The principles within this Equality Impact Assessment relate to the National Training Standards particularly around all consequent training design, delivery and evaluation based on these standards. This will include (but not be exclusive to) the points highlighted around mainstreaming equality, training and support, reasonable adjustments and monitoring. All consequent work should also be cross-referenced with other relevant supporting EHRIAs which exist for the other SFRS directorates and functions.

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Support and guidance from the Equality and Diversity Team should also be sought where relevant to ensure all equality matters have been addressed.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes **No** **Don't Know**

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes **No** **Don't Know**

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Article 14 Discrimination and Article 8 Right to Privacy:

Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Where possible, access to training and development opportunities should be equal regardless of geographical location.

Regularly reviewing who is chosen for training and other development opportunities can help make sure the reasons are transparent, objective and justifiable.

In relation to confidentiality and data protection, monitoring data will remain separate from any training application and will not be disclosed to any potential trainers.

Human Rights principles should be mainstreamed throughout relevant subjects and training.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 – IMPACT ASSESSMENT

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic																															
<p>Age</p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person’s protected characteristics, including age, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination. An example of this could be not giving someone training and development because they are close to retirement age.</p> <p>Overall, in 2022-23, 30.5% of staff were over 50 years. This is down from 32.6% recorded in 2021-22. Staff over 40 years make up 61.3% of staff in 2022-23, down from 64.0% last year. There were 781 Wholetime Operational staff over 50 years this year, down from 930 in 2021-22 (16.0% decrease). There were 2,132 Wholetime Operational staff over 40 years this year, down from 2,326 in 2021-22 (8.3% decrease).</p> <p>It should be noted that age is different from other protected characteristics. If you can show that it is objectively justified, you can make a decision based on someone’s age, even if this would otherwise be direct discrimination. However, it is very unusual to be able to objectively justify direct age discrimination of this kind. Be careful not to use stereotypes about a person’s age to make a judgement about their ability to undertake training.</p>																														
<p>Caring Responsibilities</p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p> <p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely</p>	<p>The current data held by the SFRS on employees with caring responsibilities is as follows:</p> <table border="1" data-bbox="576 1711 1310 2047"> <thead> <tr> <th></th> <th>Total</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No caring responsibilities</td> <td>600</td> <td>8.16%</td> </tr> <tr> <td>Care Experienced</td> <td>2</td> <td>0.03%</td> </tr> <tr> <td>Children under 18</td> <td>528</td> <td>7.18%</td> </tr> <tr> <td>Elderly Dependent</td> <td>31</td> <td>0.42%</td> </tr> <tr> <td>Foster Carer</td> <td>3</td> <td>0.04%</td> </tr> <tr> <td>Person with a disability</td> <td>26</td> <td>0.35%</td> </tr> <tr> <td>Provides Kinship Care</td> <td>1</td> <td>0.01%</td> </tr> <tr> <td>Other</td> <td>16</td> <td>0.22%</td> </tr> <tr> <td>Not stated</td> <td>6144</td> <td>83.58%</td> </tr> </tbody> </table>		Total	Percentage	No caring responsibilities	600	8.16%	Care Experienced	2	0.03%	Children under 18	528	7.18%	Elderly Dependent	31	0.42%	Foster Carer	3	0.04%	Person with a disability	26	0.35%	Provides Kinship Care	1	0.01%	Other	16	0.22%	Not stated	6144	83.58%
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<p>stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	<p>The Care Inspectorate Carer Survey 2022 estimates that there are around 800,000 adult carers in Scotland, providing care to one or more people. No Most (63%) carers were caring for more than 50 hours per week. Some (22%) were caring for between 20-49 hours per week. A few (15%) were caring for up to 19 hours per week.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including caring responsibilities, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Where possible, the Service will look to adapt the training delivery model in areas such, as but not exclusively, timing, style and location and use of online delivery capabilities to avoid unlawful discrimination, especially where this is outside of core working hours or location.</p>
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>The Training Vision and Strategy and National Training Standards have no impact on care experienced young people. This is because these documents are relevant to SFRS employees and this group does not include young people.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing),</p>	<p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including disability, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>In 2011, 20 per cent (1.0 million) of Scotland's population reported that their day to day activities were limited by a long-term health problem or disability, including 10 per cent (506,000) who said their activities were limited a lot.</p> <p>Within this same census, in 2011 the population reported 26,349 people to have learning disabilities (15,149 males and 11,200 females), which is 0.5% of Scotland's population. Of the census population 0.5% were attributed to females, and 0.6% male.</p>

social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.

* SFRS 'We are Positive about Disability' can be accessed [here](#).

* Link to the Events Planning Checklist [here](#).

20% of people in Scotland are disabled according to the definition of the Equality Act 2010 (Office for National Statistics – Census Results – 2011). Of this 20% its estimated 3.1% have a Specific Learning Difference (SpLD), 6.6% have hearing loss or partial hearing loss and 2.6% are blind or partially sighted, 6.7% identified as having a physical disability, 4.4% with a mental health condition.

Individuals with a disability may have individual specific requirements in the content, nature and method of communication compared to someone who does not have a disability. This is particularly the case for individuals with a sensory impairment or disability, a learning difficulty or disability or individuals with mental health condition or cognitive condition that may impair comprehension and/or speech and writing.

Current workforce data gathered on Disability shows that the largest majority goes unreported. For example, data from the [SFRS Gender Pay Gap Report 2023](#) shows the following:

Disability	Headcount	Percentage
Yes	64	0.85%
No	1973	26.17%
Not Known	5503	72.98%
Total	7540	100%

Whilst the data portrays a low level of representation from this employee group, it is important to note that a large proportion of employees have elected not to provide this personal information (5503), and this suggests that the number of employees from this protected group is likely to be underreported than the actual number of employees with a condition that would be classified as a disability under the Equality Act 2010. The range of disabilities amongst the workforce in unknown.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including disability, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Reasonable Adjustments: Equality law recognises that bringing about equality for people with a disability may mean changing the way in which training and development is structured, the removal of physical barriers and/or providing extra support for an employee with a disability. Examples of this may include ensuring any buildings are accessible and have facilities such as an induction loop. Individuals with some disabilities such as dyslexia or dyspraxia may require a different method of instruction or an adapted method of communication, instruction or supervision in order to learn effectively – providing this remained within the criteria for a reasonable adjustment. Individuals may require additional time or support from another

	<p>person to progress.</p> <p>The Scottish Fire and Rescue Service are aware that they may need to provide employees with a disability specialist training so that they can make effective use of reasonable adjustments. This could include training on equipment which they have as an adjustment, for example, specialist computer software. Or the training may in itself be an adjustment, for example, orientation training in a new workplace if someone has a learning disability or visual impairment.</p> <p>As a reasonable adjustment, the Service should think about whether other staff need to be trained to work with a disabled colleague (provided the disabled person has given permission for other staff to know about their situation). This could range from specialist training for managers who are making decisions about reasonable adjustments through to things like Deaf awareness training for people with a hearing-impaired colleague.</p> <p>Equality law allows you to treat a disabled person more favourably than a non-disabled person. This recognises that disabled people face a lot of barriers to participating in work and other activities. An example of this could include providing additional development for individuals with a disability to encourage them to consider applying for promotion. Where possible, the Service will look to adapt the training delivery model in areas such, as but not exclusively, timing, style and location and use of online delivery capabilities to avoid unlawful discrimination.</p> <p>Accessibility: It is important that the accessibility of documents is considered in terms of content and format. It is important that buildings are accessible and have appropriate facilities.</p>
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p> <p>Mental Health: Transgender people's mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of</p>	<p>The process of Training should not be affected by an individual's trans status. The fact that a person is trans should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Gender Reassignment, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is therefore important that any monitoring process set in place for training requests includes those who have or are undergoing gender reassignment as research conducted by Stonewall indicates that trans and gender-nonconforming employees are more likely to be bullied and harassed in the workplace and therefore maybe more likely to have an application for training unreasonably refused.</p> <p>It is important to respect confidentiality if an individual discloses their gender reassignment.</p>

<p>Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>The current profile within the SFRS for gender identification is:</p> <table border="1"> <thead> <tr> <th>Gender Reassignment</th> <th>Total</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>1096</td> <td>14.91%</td> </tr> <tr> <td>Yes</td> <td>3</td> <td>0.04%</td> </tr> <tr> <td>Not stated</td> <td>6252</td> <td>85.05%</td> </tr> </tbody> </table>	Gender Reassignment	Total	Percentage	No	1096	14.91%	Yes	3	0.04%	Not stated	6252	85.05%															
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<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>The process of Training should not be affected by an individual's marriage or civil partnership. A person's marriage or civil partnership should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Marriage and Civil Partnership, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is important to respect confidentiality if an individual discloses their marriage or civil partnership.</p> <p>The current profile within the SFRS is as follows:</p> <table border="1"> <thead> <tr> <th><u>Marital Status</u></th> <th><u>Total</u></th> <th><u>Percentage</u></th> </tr> </thead> <tbody> <tr> <td>Divorced</td> <td>106</td> <td>1.44%</td> </tr> <tr> <td>Living with partner</td> <td>525</td> <td>7.14%</td> </tr> <tr> <td>Married/Civil partnership</td> <td>2735</td> <td>37.21%</td> </tr> <tr> <td>Other</td> <td>9</td> <td>0.12%</td> </tr> <tr> <td>Separated</td> <td>108</td> <td>1.47%</td> </tr> <tr> <td>Single</td> <td>1159</td> <td>15.77%</td> </tr> <tr> <td>Widowed</td> <td>21</td> <td>0.29%</td> </tr> <tr> <td>Not stated</td> <td>2688</td> <td>36.57%</td> </tr> </tbody> </table>	<u>Marital Status</u>	<u>Total</u>	<u>Percentage</u>	Divorced	106	1.44%	Living with partner	525	7.14%	Married/Civil partnership	2735	37.21%	Other	9	0.12%	Separated	108	1.47%	Single	1159	15.77%	Widowed	21	0.29%	Not stated	2688	36.57%
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<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>You must not deny a woman/birthing parent, training opportunities because they are pregnant, on maternity leave or due to take maternity leave, or on pregnancy- or maternity-related sickness absence.</p> <p>It would almost certainly be unlawful sex discrimination to deny a woman/birthing parent training for a reason related to their pregnancy (or impending maternity leave). An employer cannot try to justify this by saying they are protecting her from a health and safety risk, unless a specific risk has been identified.</p> <p>The SFRS will encourage employees to apply for relevant training and other development opportunities, including women on maternity leave (providing the training does not occur during the leave or can be fitted into any agreed keeping in touch days so that no one is overlooked).</p>																											

Race

Consider: Participation, language barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).

Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.

Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.

The process of Training should not be affected by an individual's Race. An individuals' race should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Race, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Data gathered as part of the SFRS Gender Pay Gap Report 2023 shows the following in relation to race;

Ethnicity	Headcount	Percentage
White	4139	54.89%
BAME	134	1.78%
Prefer Not to Say	21	0.28%
Not Recorded	3246	43.05%
Total	7540	100%

However, as can be seen from the data presented above, there is clear underrepresentation of the BME community within our current workforce.

Religion and Belief

Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.

Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.

* Link to the Events Planning Checklist [here](#).

The process of Training should not be affected by an individual's Religion or Belief. An individuals' Religion or Belief should be irrelevant to the process of Training and Employee Development unless evidence suggests positive action measures could be beneficial.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Religion and Belief, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Flexibility with dates/locations may be considered to ensure they do not coincide with any religious observances/festivals.

The current data the SFRS have on religion and belief are as follows:

Religion	Total	Percentage
Another religion or body	36	0.49%
Buddhist	5	0.07%
Church of Scotland	957	13.02%
Hindu	2	0.03%
Muslim	8	0.11%
None	1309	17.81%
Other	37	0.5%
Other Christian	184	2.5%

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	<p>Roman Catholic 436 5.93%</p> <p>Sikh 2 0.03%</p> <p>Not stated 4375 59.52%</p>																																																					
<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	<p>The process of Training should not be affected by an individual's Gender. An individual's Gender should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>From the SFRS Equal Pay and Gender Pay Gap Report 2023 the staff make up across the organisation is per this table:</p> <table border="1" data-bbox="587 533 1423 824"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">% of Workforce</th> <th colspan="2">Percentage</th> <th colspan="2">Number</th> <th rowspan="2">Total</th> </tr> <tr> <th>Female</th> <th>Male</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>All staff</td> <td>100%</td> <td>14.07%</td> <td>85.93%</td> <td>1061</td> <td>6479</td> <td>7540</td> </tr> <tr> <td>Uniformed (WT)</td> <td>45.80%</td> <td>6.52%</td> <td>93.48%</td> <td>225</td> <td>3228</td> <td>3453</td> </tr> <tr> <td>Uniformed (RDS)</td> <td>37.27%</td> <td>7.05%</td> <td>92.95%</td> <td>198</td> <td>2612</td> <td>2810</td> </tr> <tr> <td>Uniformed (Volunteer)</td> <td>3.58%</td> <td>15.56%</td> <td>84.44%</td> <td>42</td> <td>228</td> <td>270</td> </tr> <tr> <td>Uniformed (Control)</td> <td>2.36%</td> <td>83.71%</td> <td>16.29%</td> <td>149</td> <td>29</td> <td>178</td> </tr> <tr> <td>Support</td> <td>10.99%</td> <td>53.92%</td> <td>46.08%</td> <td>447</td> <td>382</td> <td>829</td> </tr> </tbody> </table> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Gender, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Please see above for points on pregnancy and maternity.</p>		% of Workforce	Percentage		Number		Total	Female	Male	Female	Male	All staff	100%	14.07%	85.93%	1061	6479	7540	Uniformed (WT)	45.80%	6.52%	93.48%	225	3228	3453	Uniformed (RDS)	37.27%	7.05%	92.95%	198	2612	2810	Uniformed (Volunteer)	3.58%	15.56%	84.44%	42	228	270	Uniformed (Control)	2.36%	83.71%	16.29%	149	29	178	Support	10.99%	53.92%	46.08%	447	382	829
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<p><u>Sexual Orientation</u></p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more</p>	<p>The process of Training should not be affected by an individual's Sexual Orientation. An individual's Sexual Orientation should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Sexual Orientation, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is important that any monitoring process set in place for training requests includes employees Sexual Orientation as research conducted by Stonewall indicates that LGBT employees are more likely to be bullied and harassed in the workplace and therefore maybe more likely to have an application for training unreasonably refused.</p>																																																					

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<p>likely to report psychological distress than their heterosexual counterparts.</p>	<p>The current data SFRS hold in relation to sexual orientation is:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Total</u></th> <th style="text-align: center;"><u>Percentage</u></th> </tr> </thead> <tbody> <tr> <td>Bisexual</td> <td style="text-align: center;">26</td> <td style="text-align: center;">0.35%</td> </tr> <tr> <td>Gay</td> <td style="text-align: center;">17</td> <td style="text-align: center;">0.23%</td> </tr> <tr> <td>Heterosexual/straight</td> <td style="text-align: center;">3025</td> <td style="text-align: center;">41.15%</td> </tr> <tr> <td>Lesbian</td> <td style="text-align: center;">27</td> <td style="text-align: center;">0.37%</td> </tr> <tr> <td>Other</td> <td style="text-align: center;">11</td> <td style="text-align: center;">0.15%</td> </tr> <tr> <td>Not stated</td> <td style="text-align: center;">4245</td> <td style="text-align: center;">57.75%</td> </tr> </tbody> </table>		<u>Total</u>	<u>Percentage</u>	Bisexual	26	0.35%	Gay	17	0.23%	Heterosexual/straight	3025	41.15%	Lesbian	27	0.37%	Other	11	0.15%	Not stated	4245	57.75%
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<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	<p>The process of Training should not be affected by an individual's Social and Economic Disadvantage. Individuals' Social and Economic circumstances should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Social and Economic Disadvantage, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Additional costs incurred by delegates, for example, around travel or accommodation should be considered to ensure that this does not exclude anyone from being able to participate in training and development opportunities. The Service will look to adapt the training delivery model in areas such, as but not exclusively, timing, style and location and use of online delivery capabilities to ensure training is accessible to all staff.</p>																					
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities</p>	<p>Delivery of training across rural and remote areas of Scotland can provide challenges due to distances, geography and available resources. The Training Function has a delivery model which is centrally coordinated but locally delivered, enabling training to be carried out close to the point of need.</p> <p>Innovative solutions are being progressed to provide opportunities for those who reside in Island Communities to become on-call Training Instructors and further support delivery of training at a local level whilst providing further local employment.</p>																					

<p>are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	<p>Managers should arrange support for employees from Health & Wellbeing where necessary, this may initially be a consultation with a Health and Wellbeing Practitioner.</p> <p>Health and Wellbeing can sign post employees internally to the Mental Health Champion Advisers, and externally, to the Employee Assistance Programme.</p> <p>Employees also have access to support from the Rivers Centre and Uniformed employees can access support from the Firefighters Charity.</p> <p>If an employee's performance has been affected by poor mental health, guidance should be sought from Health & Wellbeing about what adjustments need to be made to the managing performance process e.g. extending the review periods may be a reasonable adjustment.</p>
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human</p>	<p>Consistent with the comments raised above around Discrimination and Right to Privacy under the European Convention on Human Rights</p>

<p>Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	
<p>Children’s Rights</p> <p>Consider: General principles: Non-discrimination (article 2) Best interest of the child (article 3) Right to life survival and development (article 6) Right to be heard (article 12)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	<p>The Training Vision and Strategy and National Training Standards have no impact on children’s rights as they apply to adult employees of SFRS.</p>
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p>Gaelic Language</p> <p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>Where possible, access to training and development opportunities should be equal regardless of geographical location or post. The focus of the Training Function is to work safely, collaboratively and progressively to deliver excellence in training. This includes the development and delivery of training courses to meet the needs of Service Delivery. The selection of personnel to attend courses is generally not determined by the Training Function however when these selections are made, this should be done fairly and transparently.</p>

Summary and Conclusion of Impact Assessment

The intention of this EHRIA is to be an over-arching starting reference point for the development of any Training Function policy or practice. The principles highlighted in this EHRIA should be given further consideration in the development of any training policy or practice.

Individual policies as they are designed and developed will still require an individual Equality and Human Rights Impact Assessment to ensure there are no impacts at a practical level which are not covered within this over-arching EHRIA and its application. Training packages should be reviewed at the design stage to ensure that equality principles relevant to the subject matter are mainstreamed throughout.

The above points make potential Training Function policy or practice relevant to the General Equality Duty and the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 – MONITORING AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Training Function will review the National Training Standards and Training Vision and Strategy in line with the established review schedule.

Feedback from candidates will be monitored at the conclusion of each course.

The selection of personnel to attend courses should be monitored to gather relevant information relating to the uptake of training opportunities with respect to the number and protected characteristics and differing groups within SFRS. Any significant differences in training uptake between groups and/or protected characteristics should be reviewed to establish cause and appropriate action taken to address causation and ensure equal access to training opportunities for all staff within SFRS.

B: How will monitoring take place and who will carry it out?

The Training Function will collate results of course evaluations and identify any trends. Reviews will be carried out by a range of relevant stakeholders.

C: What is the frequency of monitoring?

On-going as issues/needs arise.

D: How will monitoring information be used?

To take action if there are any significant differences
To improve service delivery to diverse groups

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

Any recommendations arising will be carried out by relevant Training Function personnel and the management team will monitor completion of these actions.

DRAFT

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	WC Roger Crawford
Date	26/10/2023

This Equality and Human Rights Impact Assessment was approved by:

Name	AC Alasdair Cameron
Date	26/10/2023

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk



Report No: C/PC/43-23

Agenda Item: 10.1

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 2023							
Report Title:	HEALTH AND SAFETY PERFORMANCE REPORT: QUARTER TWO (Q2) 2023-24							
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	<p>The purpose of this report is for the People Committee (PC) to enable scrutiny of the following:</p> <ul style="list-style-type: none"> Overview of progress against the Scottish Fire and Rescue Service (SFRS) Annual Health and Safety Improvement Plan 2023-24; and SFRS health and safety Key Performance Indicators (KPI). 							
2	Background							
2.1	The SFRS Annual Health and Safety Improvement Plan is developed to provide compliance with statutory obligations and promote continual improvement. An overview of the HSIP performance is detailed within KPI 56 (Appendix B).							
2.2	The Safety and Assurance Function have provided an update regarding key projects of work across the function in Q2 (Appendix A) .							
2.3	The Performance Management Framework 2023-2024 defines the Health and Safety Performance Indicators. This The KPI's within PowerBI provides an overview of SFRS Health and Safety performance. (Appendix B).							
3	Main Report/Detail							
3.1	KPI 50 - Verbal Attacks on Firefighters* - Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public.							
3.1.1	4 verbal attacks on firefighters were reported in Q2. All 4 events occurred during operational activities, 3 of which SFRS requested Police attendance. 75% (3 of 4) occurred in the WSDA and the remaining event in the ESDA. When compared to the same quarter in the previous reporting year, a 69% decrease (13 to 4) is noted. The decrease in verbal abuse events is managed through ongoing SDA engagement with partner agencies to further develop and enhance current arrangements to support the reduction of AoV.							
3.2	KPI 51 – Physical Attacks on Firefighters* - Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public.							
3.2.1	There was a total of 9 physical attacks towards SFRS staff in Q2. 3 events were physical attacks on firefighters, 2 of which requested Police attendance. There were no injuries sustained to SFRS personnel. All 3 incidents occurred during operational activities in the							

	<p>WSDA. 33% (1 of 3) included the use of a weapon and 67% (2 of 3) involved the use of missiles. A further 6 events were attacks against SFRS property/equipment of these the Police were requested for 3 of the events. 5 of these events were directly related to missiles and 1 event was unauthorised access to a station.</p>
3.2.2	<p>When compared to the same quarter in the previous reporting year, there is an increase of 50% (6 to 9) physical attacks on SFRS staff in Q2. SDA continue to engage with partner agencies to further develop and enhance current arrangements to support the reduction of AoV.</p>
3.3	<p><u>KPI 52 – RIDDOR*</u> – Demonstrates how many notifications there has been to the HSE which may include death, specified injury, over 7-day injury, non-worker taken to hospital for treatment, dangerous occurrence, or an occupational disease.</p>
3.3.1	<p>In Q2 there were 4 RIDDOR reportable events. 3 of the 4 events were categorised as a dangerous occurrence due to suspected exposure to asbestos containing material and the remaining was an over 7-day injury which resulted in a lower limb MSK injury, a sprained ankle. 3 of these events involved Operational staff and the remaining 1 event was against FCS Directorate involving support staff. When compared to the same quarter in the previous reporting year, a 20% decrease (5 to 4) is noted.</p>
3.4	<p><u>KPI 53 – Accident and Injuries*</u> – Demonstrates total accidents and injuries to occur through workplace accidents.</p>
3.4.1	<p>44 accidents/injuries were reported in Q2. 45% (20 of 44) occurred during training, 30% (13 of 44) occurred during operational activities and 25% (11 of 44) occurred during non-operational activities.</p>
3.4.2	<p>34% (15 of 44) occurred in the ESDA, 25% (11 of 44) occurred in the WSDA, 18% (8 of 44) occurred in the NSDA and 23% (10 of 44) occurred within Directorates. The most common cause of AI in Q2 was slips, trips and falls of which 20% (9 of 44) were reported.</p>
3.4.3	<p>When compared to the same quarter in the previous reporting year, a 16% increase (35 to 44) is noted. Accident investigations are carried out for each recorded event, actions are identified to prevent the risk of reoccurrence.</p>
3.5	<p><u>KPI 54 – Near Miss</u> – Total recorded number of near miss events that had the potential to lead to an accident or ill health.</p>
3.5.1	<p>There were 77 near misses recorded in Q2. Non-Operational NM accounted for 44% (34 of 77) of the total reported, 32% (25 of 77) occurred during operational activities of which 60% (15 of 25) occurred at primary fires, 8% (2 of 25) secondary fires, 8% (2 of 25) at special service and 8% (2 of 25) false alarm equipment.</p>
3.5.2	<p>23% (18 of 77) of all NM reported during Q2 were associated with training activities. The most common NM category was Appliance and Pumps, of which 23% (18 of 77) was reported.</p>
3.5.3	<p>When compared to the same quarter in the previous reporting year, a 175% increase (28 to 77) is noted. This may be attributed to ongoing promotion of Near Miss reporting through local Safety and Assurance Improvement Groups.</p>
3.6	<p><u>KPI 55 – Vehicle Accidents*</u> – Total number of events that involved vehicle accidents;</p>
3.6.1	<p>During Q2 there were 54 vehicle accidents reported. 61% (33 of 54) of all vehicle accidents reported were attributed to operational incidents.</p>
3.6.2	<p>A further 37% (20 of 54) were attributed to non-operational activities and 2% (1 of 54) were accidents attributed to training.</p>

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3.6.3	67% (36 of 54) of vehicle accidents reported were a result of low-speed manoeuvres, 69% (25 of 36) of which occurred when the vehicle was moving forwards and 31% (11 of 36) when reversing. 17% (9 of 54) occurred while travelling under blue lights and 11% (6 of 54) occurred travelling normal road speed.
3.6.4	Overall, a decrease of 7% (58 to 54) is noted when comparing VAs to the same quarter in the previous reporting year.
3.6.5	The Driver Safety Group (DSG) continues to meet on a regular basis to monitor trends and identify areas for improvement.
3.7	<u>KPI 56: % of YTD H&S Actions Completed</u>*: Demonstrates the completion of improvement plans to drive safety performance.
3.7.1	At the end of Q2, 78% (18 of 23) actions in the SFRS Annual Health and Safety Improvement Plan 2023/24 were completed. This figure does not include carried forward actions.
3.7.2	One action was deferred until Q3 and a further 5 actions within the TSA plan were incomplete and have been carried forward into Q3. All other SDA and Directorates achieved 100% completion of their Q2 actions.
3.7.3	A further 17 incomplete actions from 2022/23 and Q1 2023/24 were carried forward into Q2. Of 17 carried forward actions 2 are complete.
3.7.4	In total, 21 incomplete actions will be carried into Q3. Risk owners of carried forward actions include TSA, FCS and Operations function.
4	Recommendation
4.1	The People Committee are asked to enable scrutiny on the content detailed within the Health and Safety Performance for Q2 2023-24.
5	Key Strategic Implications
5.1	Risk
5.1.1	Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2	Financial
5.2.1	No financial implications within the production of this report. Any recommendations to improve performance will be managed through appropriate governance routes by the risk owner.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications to be considered, this report is circulated electronically.
5.4	Workforce
5.4.1	This report highlights the monitoring of Health and Safety performance and makes recommendations for continual improvement to reduce the risk of injury or ill-health of the SFRS workforce.
5.5	Health & Safety
5.5.1	Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.

5.6	Health & Wellbeing	
5.6.1	No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.	
5.7	Training	
5.7.1	There are no training implications as a result of this report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.	
5.8	Timing	
5.8.1	The performance will be reported through the appropriate governance routes as noted within the Governance Route of Report Section. This report will be submitted to NSAB for decision on the 14 th of December prior to publication.	
5.9	Performance	
5.9.1	Health and Safety Performance is monitored through KPIs managed by Think, Act, Stay Safe (TASS) performance reports and through use of PowerBI. The performance outcomes are communicated through Safety and Assurance Improvement Groups (SAIG).	
5.10	Communications & Engagement	
5.10.1	No further engagement is required. Performance is communicated through local Safety and Assurance Liaison Officers and SAIGs.	
5.11	Legal	
5.11.1	Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.	
5.12	Information Governance	
5.12.1	There are no implications that require to be noted for GDPR purposes.	
5.13	Equalities	
5.13.1	There are no implications that require to be noted for equality and diversity. An EHRIA has been completed for the Health and Safety Policy and supporting arrangements.	
5.14	Service Delivery	
5.14.1	This report has no direct impact on Service Delivery. Any actions will be discussed through service delivery SAIGs.	
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 Quarterly Report informs the workforce of the organisation's safety performance and the progress being made toward achieving the defined KPI's, as well as how they contribute to the organisation's success.
8	Appendices/Further Reading	
8.1	Appendix A: Key activity within the Safety and Assurance Function	
8.2	Appendix B: HS Q2 Performance Report 2023/24	

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Prepared by:	Victoria Regan, Health and Safety Business Support Officer	
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 2022-25 Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff. Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be. Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Safety and Assurance Board Subgroup</i>	<i>09 November 2023</i>	<i>For Recommendation</i>
<i>People Committee</i>	<i>07 December 2023</i>	<i>For Scrutiny</i>
<i>National Safety and Assurance Board</i>	<i>14 December 2023</i>	<i>For Decision</i>
<i>Strategic Leadership Team (SLT)</i>	<i>19 December 2023</i>	<i>For Information</i>

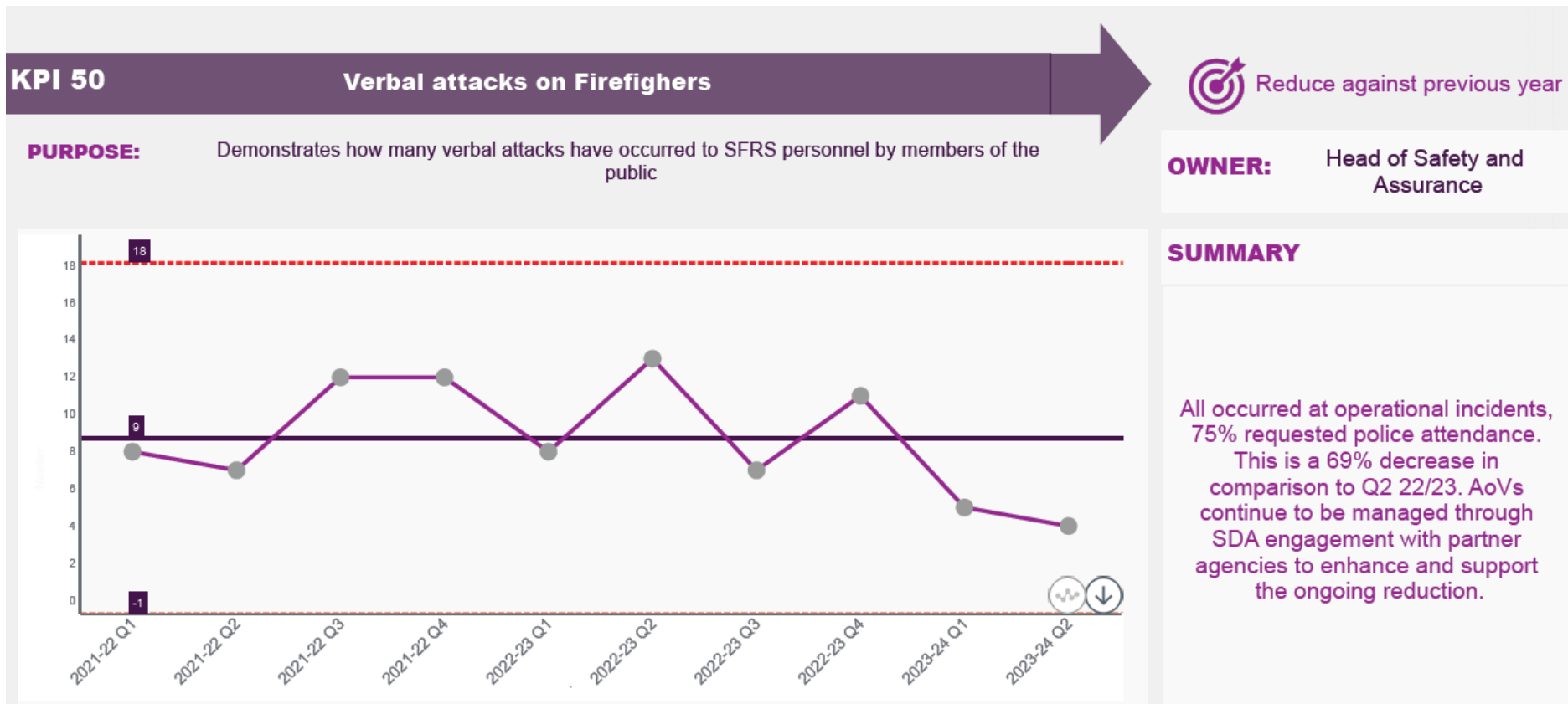
APPENDIX A

Key activity within the Safety and Assurance Function this quarter to support performance improvements:

Safety and Assurance Function Update	
Item	Commentary
Risk Assessments	SA has supported Business Partners on populating a risk assessment Gantt Chart which records the status of risk assessments. Business Partners and SA continue to review and sign off the completed risk assessments.
Contaminants Project	SA continue to lead the Contaminants Sub Group and have developed an Implementation Plan to manage proposed strategies to reduce exposure to fire contaminants. SA will work towards a Contaminants SOP in Q3.
Safety Culture	The safety culture survey is now closed with a total of 1095 responses. A communication is drafted, and SA continue to analyse the feedback. The Safety and Assurance Communications and Engagement Strategy is being developed.
Face Fit Testing Training	FFT training programme commenced in October 2023. 144 people will be trained to allow Local Senior Officers to have flexibility and capacity to undertake FFT while providing resilience across the SFRS. Expected completion April 2024.
OA Improvement Project	To support the progression of the Compare and Contrast outcomes from 2022/23. This project includes the OARRS upgrades. It is anticipated that this project will last for an initial period of around 3 months to create an enhanced Operational Assurance process.
Significant Event National Debrief	Work is in progress following the declaration of a Major Incident due to the Severe Weather during October 2023. This will take approximately 3 months to complete following the new Project timescales for completion (90 days).
Premise Inspection Support Reviews	40 support reviews were carried out for premise inspection, 36 premises received gold standard and 4 silver with minor actions.
Planning Update	The HS Policy and Statement has been reviewed and progressed through governance. Hazard perception for induction and HS appraisal KPIs are being progressed with Business Partners.

APPENDIX B

PowerBI Dashboard Data Health and Safety Function - *in absence of updated Power Bi graphs available the SA function has provided similar and these will be updated following release of Power Bi data:-*



KPI 51

Physical attacks on Firefighters



Reduce against previous year

PURPOSE:

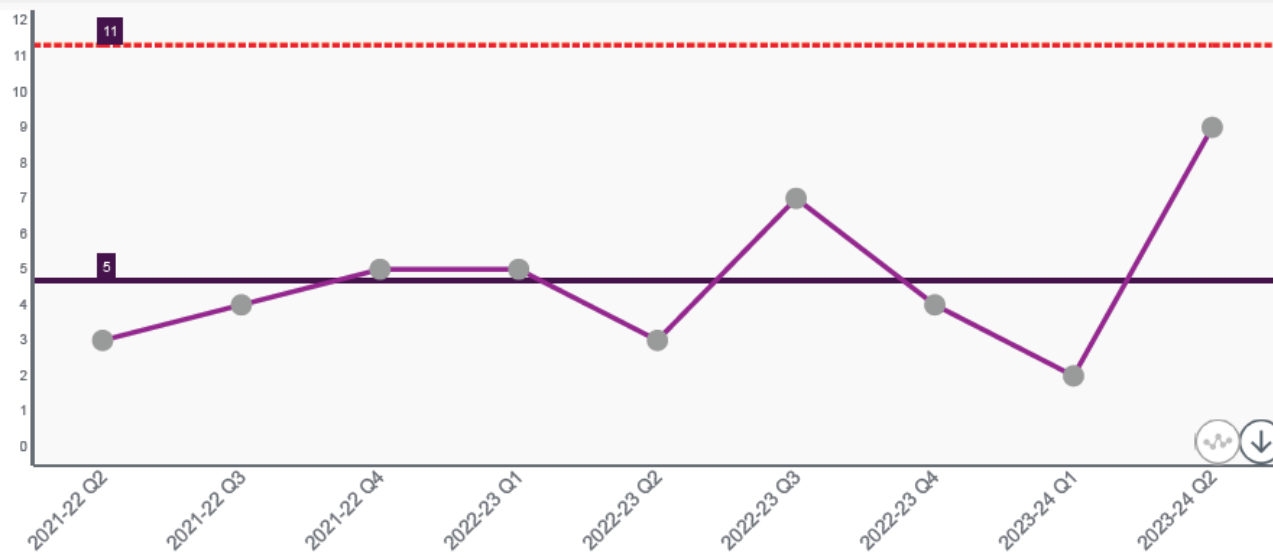
Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public

OWNER:

Head of Safety and Assurance

SUMMARY

Physical attacks increased 50% from Q2 22/23. There were no injuries to SFRS staff, 3 AoV involved physical attacks to FF's, 2 of which required Police attendance. 5 events involved missiles and 1 event was unauthorised access to a station.



KPI 52

Number of RIDDOR reportable injuries



Reduce against previous year

PURPOSE:

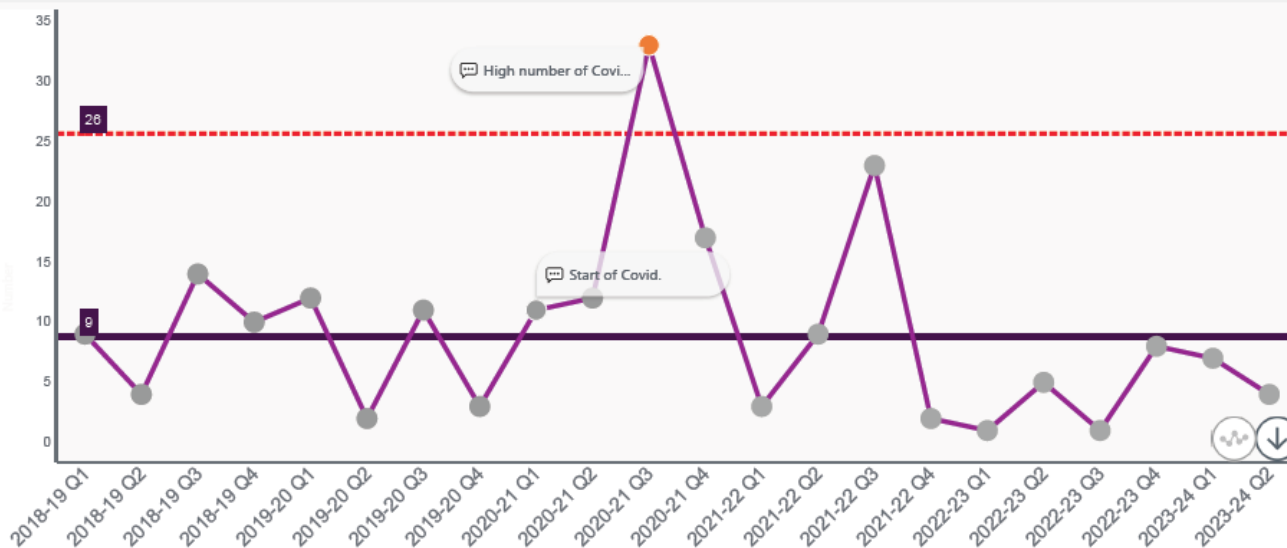
Demonstrates how many notifications there has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurrence or an occupational disease.

OWNER:

Head of Safety and Assurance

SUMMARY

RIDDOR events decreased by 20% from Q2 22/23. 3 events were reported as Dangerous Occurrences due to suspected exposure to Asbestos Containing Material and 1 event was an over 7-day Injury resulting in a lower limb MSK injury.



KPI 53

Accidents and Injuries (excl. RIDDOR)



Reduce against previous year

PURPOSE:

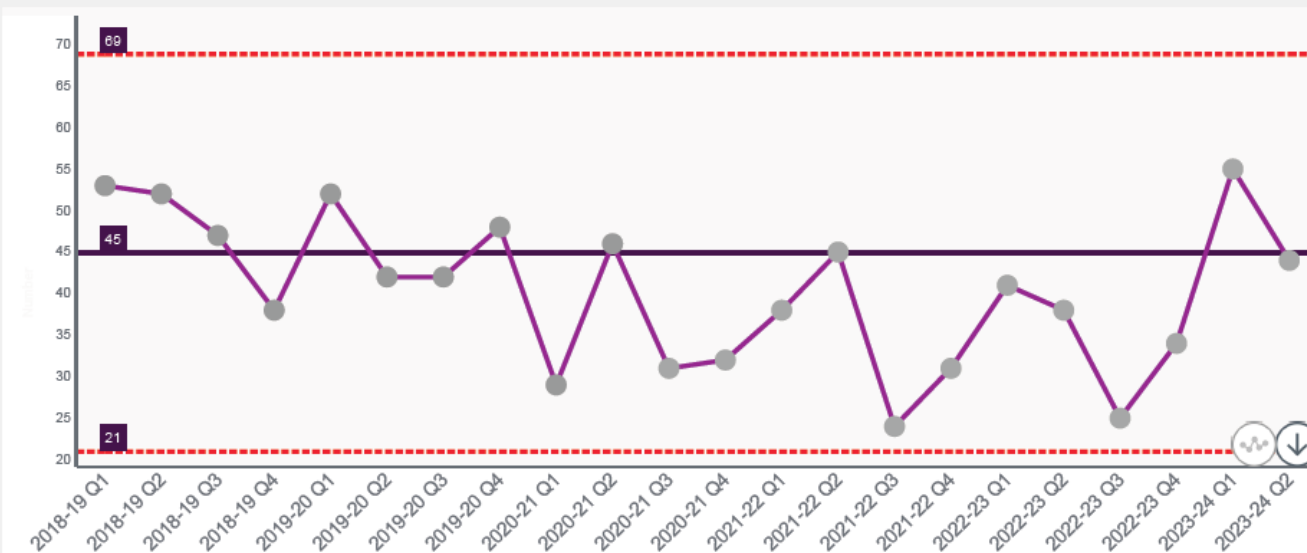
Demonstrates total accidents and injuries to occur through workplace accidents

OWNER:

Head of Safety and Assurance

SUMMARY

A 16% increase in Accidents from Q2 22/23. The top causation 20% was due to Slips, Trips and Falls. 45% occurred during training, 30% during operational activities and 25% during non-operational duties. Investigations are carried out to identify actions and to reduce the risk of reoccurrence.



KPI 54

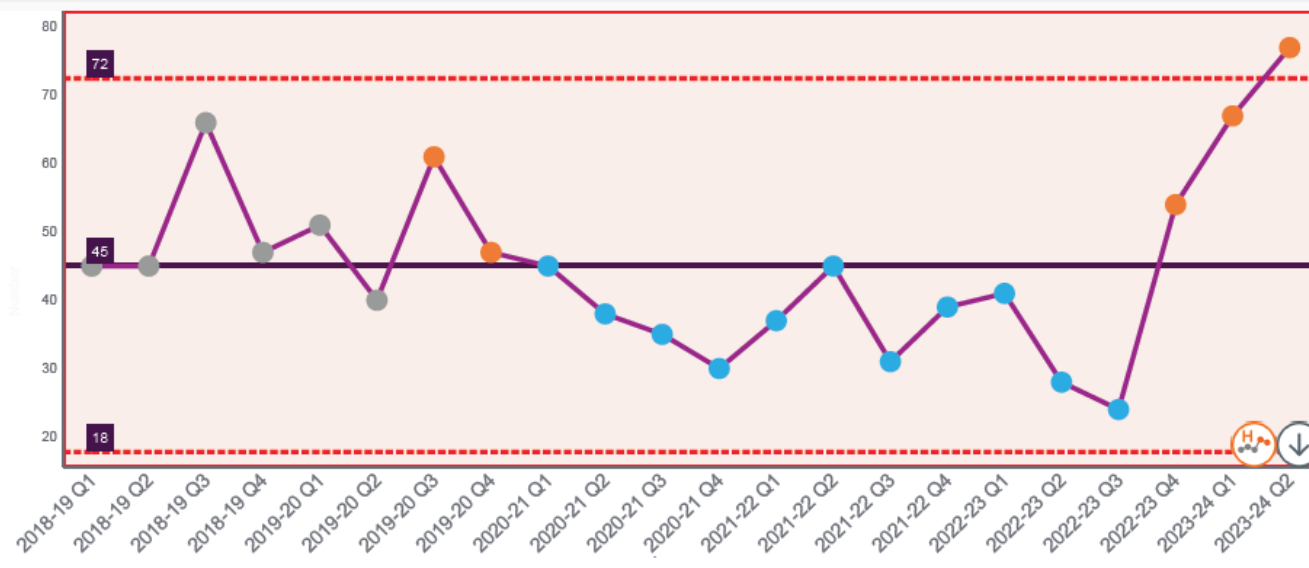
Near Miss



Track

PURPOSE: Total recorded number of near miss events that had the potential to lead to an accident or ill health

OWNER: Head of Safety and Assurance



SUMMARY

Near Misses increased 175% from Q2 22/23. Non-Operational NMs accounted for 44% and 32% during operational activities. The most common category related to Appliance and Pumps with 23%. SA and SDA continue to promote reporting through local Safety and Assurance Improvement Groups.

KPI 55

Vehicle Accidents



Reduce against previous year

PURPOSE:

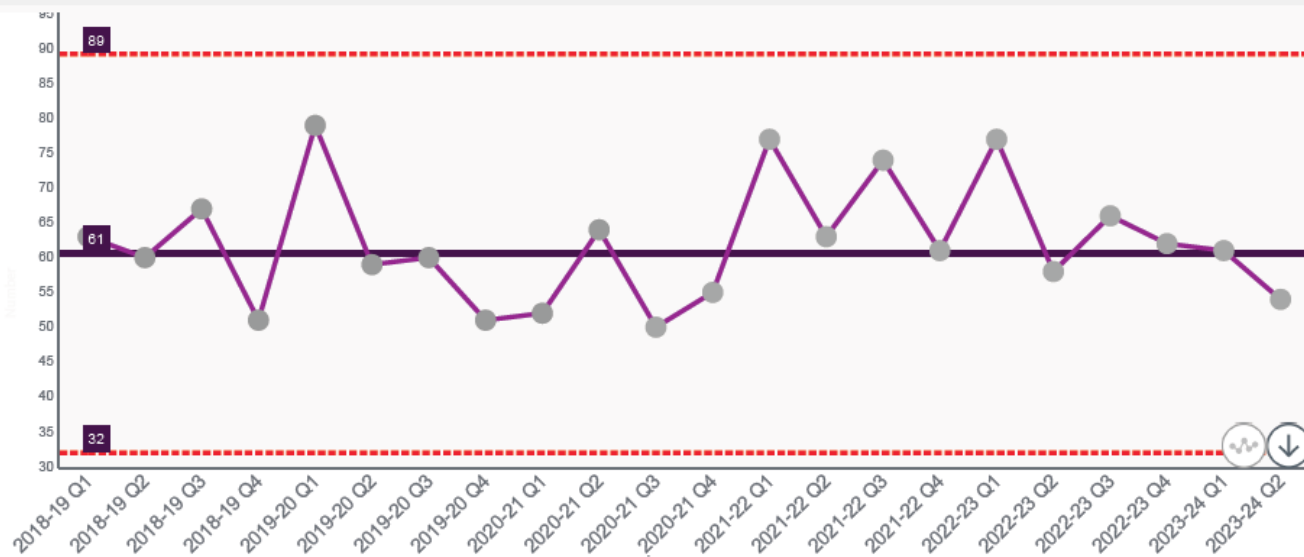
Total number of events that involved vehicle accidents

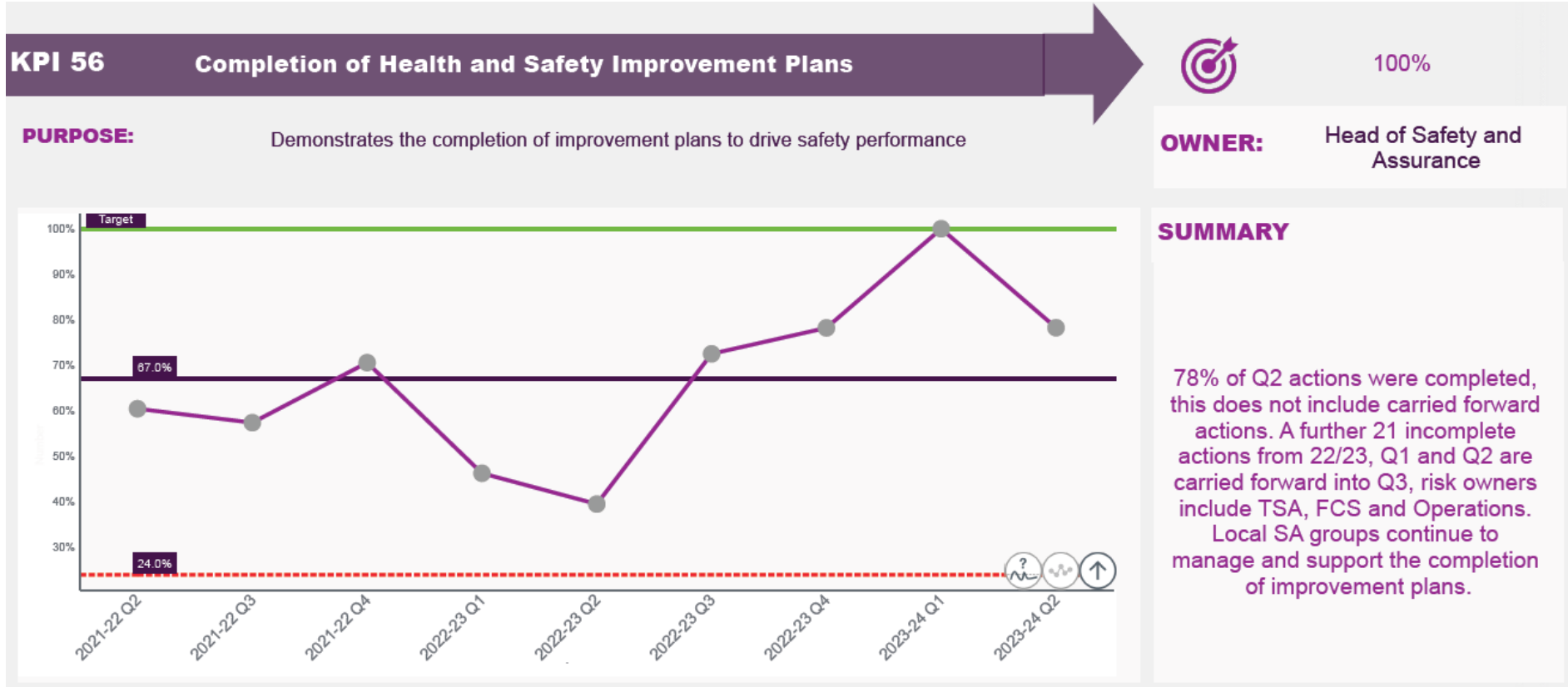
OWNER:

Head of Safety and Assurance

SUMMARY

A decrease in VA of 7% from Q2 22/23. 61% of VA were related to operational incidents. 37% were non-operational activities. 67% of VA were during low-speed manoeuvres and 17% during blue light conditions. Driver Safety Group continues to work collaboratively with business partners to reduce VAs.







Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 DECEMBER 2023						
Report Title:	CONTAMINANTS 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>					
		<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 the paper is for People Committee to scrutinise update on 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	Health and Safety Executive (HSE) Visit						
3.1.1	On the 25 October 2023, the Acting HM Principal Inspector of Health and Safety from the Health and Safety Executive (HSE) and two team members visited SFRS. The HSE met personnel from Safety and Assurance, Training, Health and Wellbeing, and FBU Representatives. The HSE are conducting a benchmarking exercise across UK Fire Rescue Services (FRS), and will develop guidance, and audit criteria on Fire Contaminants. The HSE support the approach taken by SFRS to date, and emphasised, the need to be reasonably practicable. The HSE commented on Respiratory Protection Equipment (RPE) Face Fit Testing and Dignified Facilities.						
3.2	Health Surveillance						
3.2.1	The Scottish Government provided funding of £56k to enable firefighters based in Scotland to participate in a UK-wide health screening programme 'Exposure to Fire Toxicants and Risk of Cancers and other Diseases Amongst Firefighters' which was facilitated by the Fire Brigades Union and the University of Central Lancashire (UCLan) in September 2023. Approximately 170 SFRS firefighters participated in the research. Professor Anna Stec,						

	UCLAN, expressed her gratitude to SFRS for the support and collaboration to conduct health monitoring on Scottish Firefighters.
3.3	Priority Action: Recording of Exposure
3.3.1	Learning and E-Development have developed a proforma on PRDPro for Recording of Fire Contaminants and supporting guidance. A 3-month trial will commence.
3.4	Trial in LSO
3.4.1	LSO of East, North and South Ayrshire kindly offered to trial the content of the draft SOP, which are available within current resources. The trial will begin on 1 January 2023 until the 31 March 2023. The trial will include the recording of Fire Contaminant Exposure on PDRPro, station zoning, provision of reserve PPE etc. Planning is ongoing in preparation for the trial.
3.5	Implementation Plan
3.5.1	The Implementation Plan converts SFRS strategic direction into specific management tasks and assist in managing implementation of contaminant control measures appropriately. It is a live document, as latest information/research may result in further actions. Finance is reviewing the Implementation Plan to evaluate the budgetary impact actions may have SFRS budget.
3.6	Converting POG to SOP
3.6.1	P&P have converted the DRAFT Contaminants POG to a SOP. On 28 September 2023, Business Partner representatives discussed the challenges arising from the draft SOP. The provision of Personal Protective Equipment (PPE) is one of the most prevalent challenges. Actions were assigned and will be managed via the Contaminants Subgroup.
4	Recommendation
4.1	The ask from the People Committee is to scrutinise 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	N/A
5.4	Workforce
5.4.1	Potential impact of decontamination on operational resilience and resource availability which will considered in 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 5.7.1	Training 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 5.8.1	Timing 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 5.9.1	Performance Monitoring of implementation and application of arrangements will be through existing and new assurance arrangements.	
5.10 5.10.1	Communications & Engagement Communications and engagement strategy required to ensure understanding and implementation of control measures.	
5.11 5.11.1	Legal 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 5.12.1	Information Governance No, but will be completed prior to publication of any documentation.	
5.13 5.13.1	Equalities No. Consideration will be given at the prior to publication of any documentation.	
5.14 5.14.1	Service Delivery Potential impact of decontamination on operational resilience and resource availability will be considered in the planning and implementation process.	
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:	A Reasonable level of assurance is provided. The Contaminates Group/Contaminants Subgroup have made progress. There are a number of workstreams to be progressed. The impact of actions implemented to mitigate the risk of Contaminants will be evaluated.
8	Appendices/Further Reading	
8.1	None	
Prepared by:	Teresa Kelly, Deputy Head of Safety and Assurance	
Sponsored by:	Andrew Watt, Assistant Chief Officer, Director of Training, 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.</p> <p>Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p> <p>Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>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
People Committee	7 December 2023	For Scrutiny



Report to:		PEOPLE COMMITTEE						
Meeting Date:		7 DECEMBER 2023						
Report Title:		HEALTH AND SAFETY POLICY AND POLICY STATEMENT						
Report Classification:		For Information		<p>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p>				
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is for People Committee (PC) note the content of the Health and Safety Policy and Policy Statement following its annual review.							
2	Background							
2.1	Scottish Fire and Rescue Service (SFRS) has implemented a health and safety management system supported with Health and Safety Policy, and new management arrangement framework supporting its topic specific management arrangements, improvement plans and assurance processes to ensure legal compliance and monitor performance, reviewed through established governance processes by senior management demonstrating continual improvement of our safety culture.							
2.2	The Health and Safety Policy is designed to provide a statement of intent, responsibilities and arrangements to demonstrate how SFRS manages health and safety within SFRS and promote a positive safety culture by ensuring our Safety Value is embedded into everyone's thinking and actions.							
2.3	The implementation of the Health and Safety Policy is facilitated through the annual health and safety improvement plans.							
3	Main Report/Detail							
3.1	The Health and Safety Policy has been developed to ensure compliance with the content of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance. The Policy has been updated to reflect best practice and Health and Safety Executive guidance.							
3.2	The Health and Safety Policy outlines: <ul style="list-style-type: none"> • A revised Policy Statement of intent, covering the 5 key themes as outlined within the Safety and Assurance Strategy 2022-2026; • A new strategic Responsibilities section linking to our new Management Arrangement Framework and definitions in its supporting appendices, reducing duplication and content; • A new Arrangements Section covering the plan, do check and act approach, based upon Managing for Health and Safety HS(G)65 guidance; and • Acknowledgement of assurance and audit processes development as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy. 							

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3.3	This Health and Safety Policy applies to all SFRS premises and work activities, and Policy Statement shall be displayed in all SFRS premises.
4	Recommendation
4.1	That the People Committee note the content of the Health and Safety Policy and Policy Statement and feedback to enable it to progress for publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	If the Health and Safety Policy and its arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities and duties.
5.2	Financial
5.2.1	There are no financial implications in respect to the annual review of the SFRS Health and Safety Policy.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications in respect to the annual review of the SFRS Health and Safety Policy.
5.4	Workforce
5.4.1	The Health and Safety Policy and its arrangements promote a positive safety culture by ensuring our Safety Value is embedded into everyone's thinking and actions.
5.5	Health & Safety
5.5.1	The Health and Safety Policy and its arrangements ensure a robust health and safety management system is in place supporting legal compliance and our transition to ISO 45001 compliance.
5.6	Health & Wellbeing
5.6.1	The Health and Safety Policy and Statement help support staff health and wellbeing of SFRS staff, through risk assessment and safe systems of work and health surveillance, where identified in risk assessments ensuring safer workplaces and activities.
5.7	Training
5.7.1	There are no training implications in respect to the annual review of the SFRS Health and Safety Policy, although the content of the Health and Safety Policy and Policy Statement must be consulted with our staff and their representatives.
5.8	Timing
5.8.1	The Health and Safety Policy and Policy Statement is reviewed annually in accordance with Health and Safety Improvement Plans.
5.9	Performance
5.9.1	Monitoring, measurement, analysis and performance evaluation is carried out on the Health and Safety Policies arrangements through event reporting and Annual Health and Safety Improvement Plans.
5.10	Communications & Engagement
5.10.1	The Health and Safety Policy and its arrangements follow Safety and Assurance engagement and Governance Management Arrangements.
5.11	Legal
5.11.1	If the Health and Safety Policy and its arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities.

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5.12	Information Governance	
5.12.1	DPIA completed – Yes – The Health and Safety Policy has a supporting DPIA.	
5.13	Equalities	
5.13.1	EHRIA completed – Yes – The Health and Safety Policy has a supporting EHRIA and no implications to be noted on equalities.	
5.14	Service Delivery	
5.14.1	Any impact on service delivery will be discussed through Safety and Assurance Improvement Groups (SAIG) prior to agreement and action.	
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 Health and Safety Policy and Policy Statement have been simplified with the support of the introduction of a new management arrangement framework to help reduce the volume of duplication across Health and Safety arrangements.
8	Appendices/Further Reading	
8.1	Appendix A: Health and Safety Policy.	
Prepared by:		
Derrick Watson, Senior Health and Safety Adviser		
Sponsored by:		
Jim Holden, Head of Safety and Assurance		
Presented by:		
Jim Holden, Head of Safety and Assurance		
Links to Strategy and Corporate Values		
Strategic Plan 2022-25		
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.		
Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.		
Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.		
Governance Route for Report		
Meeting Date		
Report Classification/ Comments		
<i>Safety and Assurance Function Management Team</i>		
<i>05 October 2023</i>		
<i>For Recommendation</i>		
<i>Training Safety and Assurance Directorate Management Team</i>		
<i>18 October 2023</i>		
<i>For Information</i>		
<i>Safety and Assurance Sub Group</i>		
<i>09 November 2023</i>		
<i>For Scrutiny</i>		
<i>National Safety Assurance Board</i>		
<i>Circulated to Members</i>		
<i>For Recommendation</i>		
<i>Strategic Leadership Team</i>		
<i>06 December 2023</i>		
<i>For Decision</i>		
<i>People Committee</i>		
<i>07 December 2023</i>		
<i>For Information</i>		
<i>SFRS Board</i>		
<i>14 December 2023</i>		
<i>For Information</i>		



SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

Original Author/Role	Karen Lockhart – Head of Health and Safety
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	Refer to EIA HS Policy
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	Teresa Kelly – Deputy Head of Safety and Assurance
Authorised (name and date)	Jim Holden – May 2022
Date for Next Review	1 September 2023

Safety. Teamwork. Respect. Innovation.

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as Health and Safety Policy	Karen Lockhart, Head of Health, and Safety	05/06/2013
1.0	First version issued as Health, Safety and Wellbeing Policy	Health, Safety and Wellbeing	08/10/2014
2.0	Reviewed and updated	Health, Safety and Wellbeing	11/12/2015
3.0	Reviewed and updated	Health, Safety and Wellbeing	08/06/2018
4.0	Reviewed and updated	Health, Safety and Wellbeing	03/04/2019
5.0	Reviewed and updated, issued as Health and Safety Policy	Jim Holden, Senior H&S Adviser	09/07/2021
6.0	Reviewed and updated, to include consultation feedback	Mark Penman, Senior H&S Adviser	09/02/2023
7.0	Reviewed and updated	Annie Wakeham, HS Safety Adviser and Derrick Watson Senior HS Adviser	08/09/2023



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

TRAINING, SAFETY AND ASSURANCE

SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

1. [**POLICY STATEMENT**](#)
2. [**INTRODUCTION**](#)
3. [**SCOPE**](#)
4. [**STAFF AND FIREFIGHTER SAFETY**](#)
5. [**HEALTH AND SAFETY RESPONSIBILITIES**](#)
6. [**HEALTH AND SAFETY ARRANGEMENTS**](#)
7. [**REVIEW**](#)
8. [**FURTHER INFORMATION**](#)
9. [**ASSOCIATED DOCUMENTS / REFERENCES**](#)

1. POLICY STATEMENT

The SFRS recognises that our staff are central to the delivery of our service. We are committed to sensible and proportionate health and safety management that recognises the need to balance operational risk against firefighter and public safety.

This policy is inclusive of and supports the content outlined within the [Safety and Assurance Strategy 2022-2026](#), through the following five themes:

1. COMPLIANCE

We Will: Comply with health and safety legislation, guidance and best practice through our health and safety management system.

We Aim to: Continually improve our health and safety management system to reduce the risk of injury or ill-health from work related activities.

2. CULTURE

We Will: Provide visible leadership with defined role specific requirements to support the safety value of the SFRS, creating a strong proactive safety culture.

We Aim to: Enhance a positive safety culture, challenge unsafe behaviours, be open to safety discussions and confident in reporting of health and safety events.

3. CONTROL

We Will: Continue to identify risk and ensure sensible and proportionate arrangements to manage health and safety. Ensure staff at specific risk are not disadvantaged.

We Aim to: Develop and train staff to be competent in their role, identify risks and implement control measures, creating a safe working environment.

4. COMMUNICATION AND ENGAGEMENT

We Will: Efficiently communicate with staff, at all levels, and their representatives, ensuring that open engagement, co-operation, and feedback is received.

We Aim to: Enhance health and safety communication arrangements to include consultation and engagement with feedback to all staff and stakeholders.

5. CONTINUOUS IMPROVEMENT

We Will: Monitor the effectiveness of health and safety arrangements, to maintain continual improvement and performance.

We Aim to: Enhance through organisation learning and implementation of assurance processes.

Signature (Chief Officer):

Signature (Chair of Board):

Date: /10/2023

Date: /10/2023

2. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is committed to the continual improvement and compliance with its legal duties under the Health and Safety at Work Etc. Act 1974, and other supporting regulations, to ensure the safety of our staff and others who may be affected by our activities in the communities we serve.

3. SCOPE

To achieve this, SFRS has implemented a health and safety management system supported with topic specific management arrangements, improvement plans and assurance processes to ensure legal compliance. Performance is monitored and reviewed by senior management through established governance processes ensuring continual improvement of our safety culture.

This Health and Safety Policy and all associated arrangements are applicable to all SFRS employees, young people, and volunteers regardless of gender.

4. STAFF AND FIREFIGHTER SAFETY

The SFRS recognises that all our staff are central to the delivery of our service and that operational incidents present the highest risk environment. Whilst there is a degree of foreseeable risk, it is acknowledged that each incident will have its own specific hazards and associated risks due to unique and unforeseeable environmental factors. To manage this risk to firefighters, the SFRS endorses and promotes the [Health, Safety and Welfare Framework for the Operational Environment](#) and the safe person principles contained within. This is supported through robust arrangements for operational risk assessment.

5. RESPONSIBILITIES FOR HEALTH AND SAFETY

This section outlines these responsibilities with the aim to ensure our commitment to

health and safety is achieved, maintained and continually improved.

These responsibilities are expanded upon with the Health and Safety Management Arrangement Framework Responsibilities appendices, the [Safety and Assurance Engagement and Governance Management Arrangement](#), and within other topic specific health and safety management arrangements, where required.

5.1 The Board

The Board are responsible for overseeing the strategic direction and effective management of health and safety within the SFRS. This will result in the promotion of a positive safety culture that ensures effective management and continual improvement of health and safety whilst fulfilling our [Safety Value](#).

The Board shall ensure that health and safety is given the necessary due attention when making board decisions, scrutinise health and safety performance, provide support, guidance and hold the Chief Officer to account on health and safety matters.

5.2 Chief Officer

The Chief Officer is legally responsible for the discharging of SFRS duties under the Health and Safety at Work, etc. Act 1974 and ensuring competent health and safety advice is provided to the Service by suitably trained professionals. The Chief Officer can delegate responsibilities, as required, whilst remaining accountable for the actions and decisions taken.

The Chief Officer will determine and resource the strategic direction of health and safety throughout the Service, detail the SFRS organisational structure through which this Health and Safety Policy and all associated arrangements are implemented. Promote a positive safety culture by ensuring our [Safety Value](#) is embedded into everyone's thinking and actions.

5.3 Deputy Chief Officer(s)

In the absence of the Chief Officer, the Deputy Chief Officers become responsible for discharging SFRS legal health and safety duties.

5.4 Strategic Leadership Team (SLT)

All SLT Directors and Assistant Chief Officers (ACOs) are responsible for the development of a positive safety culture within the SFRS and ensuring that our [Safety Value](#) is integrated into all SFRS business processes and key decision making.

SLT members shall ensure the availability of resources to meet the requirements of this Health and Safety Policy, all associated arrangements; and visibly demonstrate commitment to effective health and safety through the promotion, implementation and monitoring of management arrangements, improvement plans, and the effectiveness of any controls implemented.

SLT members will scrutinise management information and identify any areas of good practice, improvement and oversee continual improvement by leading by example, undertake staff engagement, inspections, and assurance reviews to determine the effective application of the health and safety management system and legislative compliance.

5.5 National Safety and Assurance Board (NSAB)

The NSAB serves as the primary forum through which the SFRS [Safety Value](#) is promoted and measured, assisting the Chief Officer in the discharge of their health and safety responsibilities, determining the strategic direction of health and safety matters, operational readiness, effectiveness, monitoring health and safety performance and seeking endorsement from and advising the SLT on current or emerging risk, best practice and identifying areas for improvement.

5.6 Director of Training, Safety and Assurance

The Director of Training, Safety and Assurance is the Services Safety Champion and has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is the nominated chair of NSAB.

The Safety Champion is responsible for promoting and monitoring the continual improvement of the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety, ensuring that the Board and SLT are advised of aspects of health and safety performance, and promoting a positive safety culture in accordance with our [Safety Value](#).

5.7 Director of People

The Director of People has a delegated duty to provide effective health surveillance as identified through risk assessment for all relevant staff.

5.8 Head of Safety and Assurance

The Head of Safety and Assurance Function is deemed to be the SFRS 'competent person' and is the service lead for Health and Safety and Operational Assurance.

5.9 Strategic Managers (Heads of Function, Area Commanders, and Department Managers, etc.) and Supervisory Managers (Group Commanders, Station Commanders, etc.)

Strategic Managers and Supervisory Managers are responsible for promoting, resourcing, implementing, and monitoring the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety within their area of responsibility.

To achieve this, they will appoint Safety and Assurance Co-ordinators (SAC), Safety and Assurance Liaison Officers (SALO) and Deputy SALOs who will ensure health and safety is integrated into all management processes, decisions and monitor performance and compliance ensuring continual improvement, and promote a positive safety culture, through inspection, discussion, consultation, and engagement with staff in accordance with our [Safety Value](#).

5.10 Premises Responsible Persons

Premises Responsible Persons (PRP) have responsibility for the implementation of Health and Safety Policy and all associated arrangements within SFRS premises. PRPs are also responsible for the sharing of the outcomes of these arrangements with separate groups, co-occupants, contractors, and visitors occupying the same premises.

5.11 Safety and Assurance Function

The Safety and Assurance Function's principal aim is to develop, implement and maintain a health and safety management system, based on the Plan, Do, Check and Act model set out in the Health and Safety Executive's guidance; Managing for Health and Safety (HSG65). This management system will develop and implement a suite of Management Arrangements, training and supporting documentation to ensure legal compliance, best practice and promote a positive health and safety culture for all SFRS staff.

The Function will continue to develop our assurance processes from implementation, review, and organisational learning to assure effectiveness and help develop an annual Health and Safety Improvement Plan, as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy.

5.12 Safety and Assurance Co-ordinators (SAC)

SACs have delegated authority from the Strategic Manager for overseeing the implementation of the Health and Safety Policy and associated arrangements and completion of Health and Safety Improvement Plans (HSIP) and health and safety actions from the National Safety and Assurance Board.

5.13 Safety and Assurance Liaison Officers

SALOs are nominated Department Manager/Group Commander level with specific health and safety duties and are responsible for facilitating the implementation of this

Health and Safety Policy and all associated arrangements, event investigations and HSIPs, and promoting a positive safety culture within their area of responsibility.

5.14 Employees

All SFRS staff are responsible for taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions. By complying with management arrangements, reporting safety events, raising concerns to and engaging with management which will contribute towards our positive safety culture in accordance with our [Safety Value](#).

5.15 Trade Unions

The SFRS is committed to working in partnership with employees and will engage, collaborate, and consult with Trade Union Representatives. Communication of health and safety matters will be through established governance and engagement arrangements.

The SFRS will provide facilities and assistance as Safety Representatives may be reasonably required to perform their functions in accordance with the [Health and Safety Representatives Management Arrangement](#).

6. HEALTH AND SAFETY ARRANGEMENTS

To ensure the health and safety of our staff, visitors, and contractors, the SFRS has established this Health and Safety Policy and associated arrangements to mitigate risk within the activities we undertake within our workplaces and the committees we serve.

To ensure the effectiveness of these arrangements, the SFRS have implemented a plan, do, act and check approach, based upon Managing for Health and Safety HSG65 guidance.

This SFRS Health and Safety Policy is supported by frameworks, management

arrangements, generic and technical risk assessments, emergency arrangements and associated documents created to establish a robust health and safety management system designed to ensure minimum legal compliance.

With the aim of achieving a positive safety culture, legal compliance and best practice, the Safety and Assurance Function will consult with Directorates and Service Delivery Areas to produce bespoke annual HSIPs. These will be developed from identified risk-based priorities, changes in legislation, best practice, assurance reviews and lessons learned, setting realistic, measurable, and achievable key objectives in consultation with Trade Unions. Implementation of HSIPS will be monitored and progress recorded through a formalised meeting structures defined in the [Safety and Assurance Engagement and Governance Management Arrangement](#).

To maintain continual improvement, identify good practice, assess our safety culture, and evaluate SFRS compliance with statutory duties, a series of self-compliance standards, surveys, support reviews, assurance and performance reports have been implemented. Assurance and audit processes are in development as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy.

The Health and Safety Department will continually communicate, consult and encourage participation with our staff, risk owners and interested parties. We will monitor and analyse changes in legislation, legal precedence and best practice in both health and safety and sector specific guidance to maintain currency of our arrangements. We will participate in audits conducted by external bodies, such as the His Majesty's Fire Safety Inspectorate (HMFSI) and or regulators such as the Health and Safety Executive.

The Operational Assurance Department will continue to conduct debriefs, undertake audits of identified incidents and emerging trends that have potential impact on operational activity and capture any internal and external operational learning.

7. REVIEW

The SFRS is fully committed to continual improvement of health and safety performance. This Policy will be subject to review annually or as a result of:

- Changes to existing or introduction of new legislation or technology;
- Changes to organisation of the SFRS;
- Significant learning following implementation of SFRS health and safety arrangements or outcomes of major accident investigations;
- At the request of the HSE; and
- As a result of emerging research or guidance relating to SFRS health and safety matters.

All records of revisions to the Policy and Arrangements will be retained for future reference and subject to audit as required.

8. FURTHER INFORMATION

Please contact the [Health and Safety Department](#) for further information.

9. ASSOCIATED DOCUMENTS / REFERENCES

[Equality Human Rights Impact Assessment – Health and Safety Policy;](#)

[Health and Safety Policy Statement;](#)

[Safety and Assurance Strategy 2022-2026;](#)

[DCLG, Fire and Rescue Authorities: Health, Safety and Welfare Framework for the Operational Environment, 2013;](#)

[Health and Safety at Work etc. Act 1974;](#) and

[Management of Health and Safety at Work Regulations 1999.](#)



Report No: C/PC/46-23

Agenda Item: 10.4

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 2023							
Report Title:	HEALTH AND SAFETY ANNUAL REPORT 2022/23							
Report Classification:	For Information	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>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to provide the People Committee (PC) with the Annual Health and Safety Report for 2022/23 detailing the Scottish Fire and Rescue Service (SFRS) Health and Safety (HS) performance.							
2	Background							
2.1	The Scottish Fire and Rescue Service Health and Safety Annual Report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction control measures on key themes such as driver safety, musculoskeletal injuries, and managing safety standards within the SFRS.							
2.2	The data detailed in this report is presented to enable a direct comparison between the four reporting years of 2019/20 – 2022/23, however any notable trends evident are also detailed.							
3	Main Report/Detail							
3.1	This section denotes the key achievements and trends for 2022/23 which is further supported by the analysis of events within the Health and Safety Annual Report – Appendix A.							
3.2	78% of health and safety improvement plans actions were completed during 2022/23, representing a 10% increase when compared to 2021/22. Further details are provided in Section 7 of the report.							
3.3	The total number of accidents/injuries was 153 which is a 4% increase when comparing this to 2021/22. 10% (15) of all SFRS accidents/injuries were reported to the HSE under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). This is a 67% increase when comparing to the previous reporting year. The increase is attributed to one significant event occurring in Q4 of 2023.							
3.4	In 2022/23, Slips, Trips and Falls (STF) were the most common cause of accident/injury accounting for 25% (39 of 153) of the total reported events, an increase of 9% (16) when compared to the previous reporting year. The second most common cause was Manual Handling/Body Movement accounting for 22% (34 of 153) of the total reported events. The							

	third most common cause was related to Impact (moving object), representing 16% (24 of 153) of the total reported events.
3.5	As detailed within the Accident/Injuries (including RIDDOR), 88% (134 of 153) events were related to Uniformed Staff and 12% (19 of 153) were related to Non-Uniform Staff.
3.6	This reporting year saw a 3% decrease (152 to 147) in the number of Near Misses (NM) reported when compared to the previous reporting year.
3.7	The total number of Acts of Violence (AoV) reported this year shows an increase of 5% (76 to 80) when comparing to the previous reporting year. One firefighter sustained a minor injury as a result of AoV in 2022/23.
3.8	The overall number of Vehicle Accidents (Vas) during 2022/23 shows a 4% (275 to 263) decrease. Operational related Vas accounted for 60% (158 of 263) of the total, 35% (93 of 263) were attributed to non-operational activities and 5% (12 of 263) were attributed to training. Of the Vas attributed to operational incidents, 50% (80 of 158) occurred at low speed, representing a 6% increase in this category.
3.9	Four UK Fire and Rescue Services (FRS) provided benchmarking data for the year 2022/23 for Accident/Injuries. The analysis is provided within Section 9, UK Fire and Rescue Comparison.
3.10	The HS team will continue to work with our business partners to improve safety standards through analysis of health and safety events, and the co-ordination of
3.11	health and safety improvement plans (HSIP). This includes specific working groups such as the Driver Safety Group (DSG), Organisational Learning Group (OLG) and the Musculoskeletal Injury Reduction Group (MIRG).
4	Recommendation
4.1	The People Committee is invited to note the performance within the HS Annual report 2022/23 within Appendix A.
5	Key Strategic Implications
5.1	Risk
5.1.1	Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2	Financial
5.2.1	No financial implications within the production of this report. Any recommendations to improve performance will be managed through appropriate governance routes by the risk owner.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications to be considered. This report is circulated electronically.
5.4	Workforce
5.4.1	The annual report highlights the monitoring of Health and Safety performance and makes recommendations for continual improvement to reduce the risk of injury or ill-health of the SFRS workforce.

5.5 5.5.1	Health & Safety Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.	
5.6 5.6.1	Health & Wellbeing No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.	
5.7 5.7.1	Training There are no training implications as a result of the Annual Report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.	
5.8 5.8.1	Timing The HS Annual Report was progressed through the Governance routes as indicated within the Governance Route for Report section. Once the Annual HS report has went through the relevant governance routes, the report will be published on SFRS iHub and SFRS website.	
5.9 5.9.1	Performance Health and Safety Performance is monitored through KPIs managed by Think, Act, Stay Safe (TASS) performance reports and the development of quarterly and annual reports. The performance outcomes are communicated through Safety and Assurance Improvement Groups (SAIG).	
5.10 5.10.1	Communications & Engagement No further engagement is required. This report will be communicated to all SFRS staff and will be published on the SFRS website.	
5.11 5.11.1	Legal Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.	
5.12 5.12.1	Information Governance There are no implications that require to be noted for GDPR purposes.	
5.13 5.13.1	Equalities There are no implications that require to be noted for equality and diversity. An EHRIA has been completed for the Health and Safety Policy and supporting arrangements.	
5.14 5.14.1	Service Delivery The HS Annual Report has no direct impact on Service Delivery and is provided for awareness and information.	
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
7.2	Rationale:	The Annual Report demonstrates continual performance evaluation and monitoring of the HSMS to improve safety performance. in accordance with the Safety and Assurance Strategy 2022-26 and Improvement Plan objectives.

8	Appendices/Further Reading	
8.1	Appendix A: Health and Safety Annual Report 2022/23	
Prepared by:	Victoria Regan, Business Support Officer	
Sponsored by:	Jim Holden, Head of Safety and Assurance	
Presented by:	Jim Holden, Head of Safety and Assurance	
Links to Strategy and Corporate Values		
Strategic Plan 2022-2025:		
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety Assurance Board</i>	<i>19 October 2023</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>21 November 2023</i>	<i>For Information</i>
<i>People Committee</i>	<i>07 December 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Information</i>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

APPENDIX A

Health and Safety Annual Report 2022/23



**Working together
for a safer Scotland**



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



KIRSTY DARWENT

Chair
Scottish Fire and Rescue Service Board



ROSS HAGGART

Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Annual Health and Safety Report for 2022/23. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to continual improvement in this area.

The Scottish Fire and Rescue Service (SFRS) continued to focus on delivering safety for the communities of Scotland and our commitment to the safety and wellbeing of our employees.

The tragic loss of Firefighter Barry Martin, and the injuries sustained by other colleagues, at the fire in the former Jenners building casts a shadow over the fire and rescue service and the ongoing investigation will provide direction to improve the health and safety of our firefighters.

This report underpins the SFRS Safety and Assurance (SA) Strategy 2022-2026 which sets out the strategic objectives for the next four years that seek to improve health, safety and wellbeing in the workplace. The Health and Safety Improvement Plans (HSIPs) establish the local objectives for each year, and these are managed by Safety Assurance Improvement Groups (SAIG).

There is a positive trend regarding Vehicle Accidents (VAs) and reporting of Near Misses (NM). There has been an unwelcome increase in the number of Acts of Violence (AoV) recorded against our staff. Firefighters are urged to remain vigilant and efforts to mitigate AoV continue with our partners.

Consultation arrangements promote effective co-operation and participation of all relevant partners in SFRS, and others who may be affected. The continued efforts of the National Safety and Assurance Board (NSAB), Organisational Learning Group (OLG), the National Drivers Safety Group (DSG) and the Operational Competence Strategy Group (OCSG) serve a purpose in making SFRS a safe working environment.

SFRS are benchmarking safety performance against other United Kingdom (UK) Fire and Rescue Services (FRS). Many thanks to those FRS who shared their performance data and practices with us.

Looking ahead, SA will focus on developing a Hazard Reporting Think, Act, Stay Safe (TASS) module to capture hazard reporting. Another focus is the review of SFRS's existing safety risk assessments and strengthening the safety culture, therefore significantly influencing how the Health and Safety Management System (HSMS) develops, and how effective it becomes.

The continued focus on health and safety relies on the SFRS value of teamwork. We sincerely thank our employees for continually contributing to the health, safety and wellbeing of all across SFRS.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2022/23 provides an opportunity for the SFRS to present an update of Health and Safety (HS) performance and the comparison of data from the last four years where relevant data is available. Where there is evidence of any notable trends, this is also reported upon.

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

This year saw the ongoing development of three additional modules in our HS Management System known as TASS. In addition to this, 16 Management Arrangements (MA) were reviewed and published.

Overall, the total number of Accidents/Injuries including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) increased by 4% (147 to 153) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR) remained the same, (138 to 138) when compared to the previous reporting year.

The total number of Accidents/Injuries reported to the Health and Safety Executive (HSE) under RIDDOR shows a 67% (9 to 15) increase when compared to the previous reporting year. When comparing the data as an Accident/Injury (AI) Rate per 1000 employees, there was a 6% increase (18.9 to 20) compared to 2021/22.

✓ **25% (39 of 153) of Accidents/Injuries reported during 2022/23 occurred whilst undertaking training related activities, this is a 2% decrease in this category when compared to the previous reporting year, numerically remaining consistent.**

This reporting year saw a 3% decrease (152 to 147) in the number of NM reported when compared to the previous reporting year. When considering the number of NM in

relation to the number of Accidents/Injuries including RIDDOR Reportable Events, we see a ratio of 1:0.97, a decrease on the 1:1.03 ratio recorded for the previous reporting year.

AoV have increased by 5% (76 to 80) from the previous reporting year. 44% (35 of 80) of the total AoV reported involved missiles or thrown objects, representing a 5% increase in this category, of which 49% (17 of 35) involved bricks/bottles being thrown, and 11% (4 of 35) involved fireworks being thrown. 5% (4 of 80) were physical assault by a person, representing a 1% increase in this category, when compared to the previous reporting year.

83% (66 of 80) of AoV reported occurred at operational incidents which is a 4% decrease when compared with the previous reporting year. 17% (14 of 80) occurred during non-operational activities, an increase of 4% from the previous reporting year.

Our VAs have decreased by 4% (275 to 263) from the previous reporting year. Operational related VAs accounted for 60% (158 of 263) of the total, remaining consistent when compared to the previous reporting year. 35% (93 of 263) were attributed to non-operational activities, a 1% increase when compared to the previous reporting year. Finally, 5% (12 of 263) of VAs were attributed to training, remaining consistent in this category.

During the reporting period, work has been undertaken to enhance and embed mitigating controls, including the completion of safety risk assessments and SSoW. SA have strengthened engagement with Directorates and SDAs in the completion of annual HSIP, reviewed GRAs, development of SSoWs, and increased scrutiny of HS events and the emerging local risks through SAIGs.

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

3. HEALTH AND SAFETY FUNCTIONAL PLAN 2022/23

Our 2022/23 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety.

Our achievements against our 2022/23 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	●	Task: Develop a suite of Management Arrangements and where required Learning Content Management System modules which provide managers with the tools to support legal compliance
	●	• Health and Safety Policy for review;
	●	• Health and Safety Policy Statement for review;
	●	• PUWER Management Arrangement and Learning Content Management System (LCMS) Module for review;
	●	• HS Representatives Management Arrangement for review;
	●	• HS Audits (Support Review) Management Arrangement for review;
	●	• Safety and Assurance Engagement and Governance Management Arrangement for review;
	●	• Workplace Transport Management Arrangement for review;
	●	• Control of Substances Hazardous to Health (COSHH) Management Arrangement for review;
	●	• Display Screen Equipment Management Arrangement for review;
	●	• Personal Protective Equipment (Including Respiratory Protective Equipment) Management Arrangement and LCMS Module for review;
	●	• Asbestos Management Arrangement and LCMS module for review;
	●	• Self Audit Management Arrangement for review;
	●	• Dangerous Substances and Explosive Atmospheres (DSEAR) Management Arrangement and LCMS module for review;
	●	• COVID-19 Workplace Risk Assessment Management Arrangement for review;
	●	• First Aid Management Arrangement and LCMS module for review;
	●	• Premises Inspection Management Arrangement for review;
●	• Joint Investigation Protocol between the SFRS and Representative Bodies for review; and	
●	• Risk Assessment Management Arrangement for review.	

Objective	RAG	Progress
<p>Develop and implement an in-house HS Management Information System</p>	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>Task: Develop modules for inclusion in the Electronic HS Management System TASS:</p> <ul style="list-style-type: none"> • Display Screen Equipment (DSE) module development complete – launched December 2022; • Premise Inspection module - development commenced, scheduled for completion 2022/23; • Risk Assessment module - development commenced, scheduled for completion 2022/23; and • The planned production of specifications for Hazard Reporting, First Aid and Self Audit have been agreed for development in 2023/24.
<p>Deliver a rolling programme of SFRS HSIP across the organisation</p>	<ul style="list-style-type: none"> ● 	<p>Task: Prepare Annual Improvement Plans and advise all SDAs and Directorates on implementation</p> <ul style="list-style-type: none"> • Plans agreed with all SDAs/Directorates; • Meeting regime between SDAs/Directorates and HS staff in place; • Quarterly progress reports developed; and • 78% of the SFRS plan complete. • North SDA 100%; • East SDA 100%; • West SDA 95%; • Finance and Contractual Services 96%; • Prevention and Protection 92%; • Strategic Planning and Performance 100%; • People 100%; • Operations 64%; • Training, Safety and Assurance 88%; and • Service Development 100%.

Objective	RAG	Progress
<p>Deliver a rolling programme of SFRS HS Improvement Plan across the organisation</p>	<p>●</p>	<p>Task: Develop and implement reporting system for the SFRS annual health and safety improvement plan and associated Directorate /SDA plans</p> <ul style="list-style-type: none"> • Specification completed; • Not feasible, this will be included in SFRS Performance Management System: and • Added to development schedule.
<p>Implement the Management of Risk at Operational Incidents framework</p>	<p>●</p>	<p>Task: Implement the Management of Risk at Operational Incidents framework</p> <ul style="list-style-type: none"> • This action has evolved during 2021/22 and SFRS have improved how personnel understand and apply a risk based approach with a focus on documents around Risk Assessment. • Incident Command Policy and Operational Guidance (POG); • Operational Aide Memoir; • Breathing Apparatus POG; and • Urgent Instruction - Requirement to Complete DRA/ARA LCMS.



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

The following additional activities were undertaken by HS during 2022/23 to support SFRS Business Partner objectives and initiatives.

- Development of a new legal register and analysis to ensure legislative compliance and align with the requirements of ISO45001;
- Continued support to the Services Mental Health Strategy by establishing 4 Mental Wellbeing Champions within the Function;
- Successfully completed thematic support reviews for COVID-19 and Workplace Transport, introducing a Gold, Silver and Bronze awards towards legal compliance;
- Development of risk assessment registers to help monitor and review process of GRA, SSoW and technical assessments;
- Updated Event investigation LCMS content, TASS guidance and harmonised induction content with People colleagues;
- Reviewed our suite of health and safety arrangements in accordance with our forward plan, and commenced a commitment to reduce and simplify content upon each review;
- Supported our business partners to identify the consequences to health and safety in the event of Industrial Action;
- Development and implementation of GRAs and SSoW to address new legislative requirements regarding the removal of harmful firefighting foam;
- Engagement with Operations and External Partners to ensure hydrant safety for our staff and other hydrant users;
- Participated in a national inter-agency Lithium-Ion risk group;
- Created and published Health and Safety Performance Quarterly Reports throughout 2022/23;
- Supported and engaged with Prevention and Protection (P&P) during the construction of the Museum of Scottish Fire Heritage, Edinburgh;
- Engagement with Business Partners to create bespoke SFRS Improvement Plans for 2023/24;
- Developed a new SAIG report for highlighting events and trends supporting closure of events;
- Review of Driver Safety training packages including Low Speed Maneuvers (LSM) and red-light module; and
- Review of Firefighters Induction package.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Contractual Services (FCS)

The overall management of HS for FCS continues to progress in a positive direction. The 2022/23 health and safety improvement plan (HSIP) completion rate was 94% for FCS.

Finance

Health and Safety is a standing agenda item at the Finance & Procurement Management Team meeting ensuring a focus on health and safety is maintained, monitored and reviewed. Regular engagement with the HS Team through SAIG meetings and attendance at Directorate Management Team (DMT) meetings, where appropriate, to maintain direct awareness and ownership of HS related issues, and allow new or emerging issues to be discussed. The HSIP is used as a management tool to inform discussions and monitor activity, directing resource as required.

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

With staff continuing to work predominantly from home, managers continue to engage through Microsoft Teams, ensuring the health, safety and wellbeing of staff is maintained whilst working at home.

Fleet and Assets

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

With a focus on HS, we have been instrumental in the development of the Strategic Asset Management Plan: Fleet 2022/27 and are working towards publishing an overall Asset Management Strategy to drive forward innovation and HS.

We are committed to improving our infrastructure and modernising our property estate to provide fit for purpose premises including dignified facilities and contaminant control. We have commenced a program of refurbishment and reconfiguration in line with our

Standard Station Design and are progressing the design development of a Net Zero Carbon Modular Build solution to meet rural requirements.

A quarterly inspection program is in place in our stations that have been identified to contain Reinforced Autoclaved Aerated Concrete (RAAC). We are currently in discussions with structural engineers on a review of current risk assessments in line with new guidance recently issued by the Institution of Structural Engineers with regards to sufficient bearing for RAAC Planks, location of reinforcement and openings cut in planks for services. A new build program for the replacement of RAAC stations has been initiated.

A new Asset and Resource Centre (ARC) has been successfully completed at Cambuslang, which was designed to house Fleet and Equipment Workshops staff, as well as Stores, Information Communication Technology (ICT) and Property colleagues. This new facility provides staff with a safe, modern and comfortable working environment.

We have introduced a variety of new equipment such as Safe Working at Height (SWAH) kits, powered rescue equipment (PRE), thermal image cameras (TIC), smoke curtains and wildfire Personal Protective Equipment (PPE). SFRS will also facilitate wearer trials and sizing of the National Fire Chief's Council (NFCC) Water Rescue PPE in the near future. In accordance with the SFRS Wildfire Strategy we are enhancing the tier 2 and tier 3 stations with the introduction of 10 new all-terrain vehicles (ATVs) and trailers with specialist firefighting capability, 10 4x4 towing vehicles and 4 support vehicles, which can be used as towing vehicles if required, equipped with wildfire firefighting kit to an overall value of £1.6m. We are currently rolling out specialist PPE to identified wildfire stations with approximately 400 sets already issued with an investment of £300,000.

Fleet have introduced new appliances which support the decontamination process for firefighters. The new appliances include hand washing facilities to allow operational personnel to wash prior to returning to the station. A light fleet review is ongoing to ensure the Service has fit for purpose vehicles dependent on job role and job specialisms. This is to be delivered by the Spring of 2024.

To enhance the HS of fleet personnel, we delivered a Hand Arm and Vibration Syndrome (HAVS) awareness training program, updated SSoW and delivered scheduled toolbox talks. Moving forward we will deliver an awareness program on respiratory diseases and the importance of wearing Respiratory Protective Equipment (RPE) and being clean shaven.

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

Going forward, we will endeavor to enhance HS throughout the FCS directorate to ensure the safety of SFRS staff.

People

Throughout 2022/23, People have continued to work in collaboration with colleagues in the SA Function to enhance standards of HS within People. As a result, when comparing the percentage completion of the People HSIP to the previous year, an additional 4% increase is noted in 2022/23, from 96% to 100% compliance.

By providing robust Management Self-Audits, Risk Assessments, and supporting arrangements, including DSE assessments, stress assessments, and PPE assessments, as well as briefing People employees on site-specific health and safety arrangements, we were able to maintain and build on the 4% improvement in HS performance achieved in 2022/23. All safety event types continue to be monitored through local management and the People SAIG Group to ensure the effectiveness of preventative measures.

During 2022/23 the SAIG remained a standing item at People Management Team meetings, People Managers SAIG review meetings, and the existing People Safety and Assurance Coordinator (SAC), Assurance Liaison Officer (SALO) roles continued to be supported by the People SAIG who continued to meet regularly. We continued to support staff as they worked in an agile manner whether that be working from home, remotely from another location, or working from a SFRS location.

Moving forward to 2023/24, Directorate and functional health and safety arrangements will continue to be enhanced, and the People SAIG will support service-wide priorities, including culture, health and wellbeing, colleague engagement, talent management and change management. We will continue to work with our Business Partners through established groups including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Mental Health and Wellbeing Group. This will be supported by appropriate implementation arrangements to promote and enable a positive health, safety and wellbeing culture across the Service.

Prevention and Protection (P&P)

During the reporting year 2022/23, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of the HSIP. All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the Functional Managers Team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive health and safety culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2022/23 HSIP, this includes:

Overall, 92% of all P&P actions have been completed. This includes ongoing actions relating specifically to the Museum of Scottish Fire Heritage due to the delayed opening.

- One objective was deferred and three are currently outstanding, which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions. Objectives that have not been completed or require input from other Directorates have been carried forward to the 2023/24 HSIP. Revised completion dates have been agreed where ongoing monitoring continues; and
- The new P&P HS Electronic Handbook is currently under development which will include the Heritage Handbook that is under review prior to approval and publishing. Further reviews may be required due to the Heritage Stores relocation and the opening of the Museum of Scottish Fire Heritage.

Operations (Ops)

Throughout 2022/23 the Ops continued to work in partnership with HS to enhance HS standards and ensure firefighter safety remained a priority.

The progress of the Ops HSIP to the end of Quarter 4 is showing as 58% (22 of 38) complete overall. When comparing the percentage completion within the same period in the previous reporting year, a 21% decrease is noted. These figures include carried over actions that continue to be actioned on.

Our Accidents/Injuries showed a decrease over the year with only 1 being recorded there were zero Accidents/Injuries during the 2nd, 3rd and 4th Quarters. There were no RIDDOR Reportable Injuries in 2022/2023. Although over the 4-year period there has been a steady decrease in NM, we have had 2 NM recorded for 2022/23.

There were 7 AoV. The overall trend shows a steady increase of reported AoV over a 4-year period. There were 4 VA reported during 2022/23 and we continue to ensure that all staff report on all HS matters.

The Document Conversion Project continues to progress steadily. The project was developed to reduce the number of documents currently with the service which will contribute to the enhancement of firefighter safety, through the provision of concise information on the incident ground.

Strategic Planning Performance and Communications (SPPC)

Throughout 2022/23 the SPPC Directorate continued to regularly meet with their HS Business Partner through monthly SAIG meetings, combined with the SALO attendance at Safety and Assurance Sub Group (SASG) meetings and Head of Function at the NSAB meetings.

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

The SPPC SA tracker is working extremely well, ensuring continuous improvement, working with ICT and Data Services to provide a bespoke dashboard view for managers to monitor and review individual and

team performance, within their respective functional areas of responsibility.

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

The SPPC Directorate are proud to report 100% completion of all improvement plan objectives.

A single HS event occurred within SPPC during 2022/23 which was promptly investigated, lessons learned, and management actions completed.

A single AoV event occurred within SPPC during 2022/23 involving verbal abuse with appropriate support provided to staff.

Training, Safety and Assurance (TSA)

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

TSA has made good progress with the implementation of the HSIP, completing 85% (99 of 116) of actions. Although this is a decrease of 8% on 2021/22 this may be due to an increase in the total number of actions (76 to 116) and a focus on the planning of HS objectives to be implemented in Q1 of 2023/24. The effective completion of actions and resultant increase in our standards of safety has been observed through a continued reduction in our work-related accidents in TSA for the fourth consecutive year.

The tragic loss of our colleague Barry Martin in January 2023 resulted in the initiation of the Joint Investigation Protocol and the allocation of resources to ensure robust investigation to identify lessons to be learned to improve firefighter safety.

During the period from 2021/22 to 2022/23 there were efforts to establish the Face Fit Training and Testing programme for SFRS. Due to a technical issue that arose involving the SFRS, the External Training Provider and the HSE, the training was temporarily stopped.

As a result of this issue, SA along with Directorate partners are actively exploring alternative options to resume the Face Fit Training and Testing programme to the required standard. The aim is to reintroduce the training as soon as practically feasible while ensuring it meets the necessary standards and requirements.

Throughout the year TSA has continued to monitor and improve the Covid-19 controls to the point where they are now business as usual and fully embedded within our working practices. The good work established in 2021/22 in terms of Event Reporting and Investigation, and the undertaking of Significant Event Investigation Procedure MA has continued. This ensures that any lessons identified when a HS event occurs have been captured and shared across the service so that they can become lessons learned and then embedded as working practices, improving the health, safety and wellbeing of our staff. Furthermore, the Training Function's Electronic HS Handbook is under final review.

Looking ahead to 2023/24 TSA will aim to fully implement the risk assessment review programme and adapt the new format of the Training Handbook. We will also aim to implement and continually review the Contaminants procedures.

Soon, the content of Training Performance Reports will be altered due to organisational changes.

Service Development (SD)

During 2022/23, the SD Directorate has continued to maintain high standards of focus and compliance of health and safety. As a Directorate we have again, collaboratively achieved a full 100% compliance over the full years HSIP. The focus on the importance of reporting HS events has yielded higher reporting and we will continue to raise awareness of the importance of this.

Moving forward, in partnership with the SASG and the DSG we will focus on the prevention of VAs and revisiting the need for good manual handling practices at all times.

North Service Delivery Area (NSDA)

The NSDA SAIG has seen change to some SALOs during this reporting period due to promotions, retirements and movement of staff within the North. With the new SAIG membership conducting staff in workstreams captured in the HSIP for 2022/23, the NSDA has completed 100% of the actions contained, including the required supportive evidence.

The final report from the "Low Speed Vehicle Accident Working Group" was delivered to the SASG and DSG. It was agreed to review and consider the implementation across the organisation of the current NSDA Low Speed Accident Framework.

Our aim over this reporting period was to enhance our event reporting culture this will give staff the confidence to report safety concerns without fear of blame. The benefits of this can be seen in our increased near miss reporting in the North.

East Service Delivery Area (ESDA)

Bi-monthly SAIG meetings continue to go from strength to strength. The collaborative approach from all Directories, Local Senior Officers (LSOs) and representative bodies has allowed for a positive culture of health and safety to flourish resulting in events being highlighted and investigated thoroughly. A prime example being an injury to Scottish Ambulance Service (SAS) personnel who co-habit several stations in the ESDA. After an investigation, a new process is in place to reduce further impact to our service and partner agencies.

The HSIP 2022/23 is 100% complete for all but one LSO and work is already underway on next year's plan.

During 2022/23 there was a slight increase in events, most notably with AoV towards crews. A concerted effort by local Community Action Team (CAT) teams working and engaging with our partners from Police Scotland and local councils has been successful and it is expected this will be reflected in 2023/24 statistics.

The general trend of Accidents/Injuries has increased and to assist in driving these down a new program of MSK injury prevention has been arranged and invites distributed to all watches and support staff in conjunction with our partners from the firefighter's charity. The intention of this educational program is to both prevent more MSK injuries and also to help with recuperation from such injuries.

A 4-year upward trend in VA will continue to be addressed through education of personnel and by analysis through the National DSG.

ESDA continues to strive for improvements to the safety and wellbeing of all personnel and partners within the area.

West Service Delivery Area (WSDA)

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

The West HSIP contained a total of 27 individual actions. Current performance levels indicate that AoV and VAs continue to be areas of concern for the West SAIG moving forward.

AoV have shown an increase when compared to the previous reporting year. Whilst these figures highlight personnel are reporting, the consequences from each individual incident will remain a focus of attention for the West SAC and SALO for 2023/24.

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

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

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

6. KEY PERFORMANCE INDICATORS

There are 6 key performance indicators detailed within this report:

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

7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by 10 bespoke plans, 1 for each SDA and Directorate. The SFRS table below indicates the current completion status and year on year performance. The RAG status in the table below shows green from 2019/20 to 2022/23 as there has been continual improvement in the percentage completion.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2019/20	68	32	47	
2020/21	61	36	59	
2021/22	85	60	71	
2022/23	124	97	78	

Table 1: Improvement Plan Progress 2022/23

Overall completion of the 2022/23 HISP is 78% (97 of 124) representing a 7% increase when compared to the previous reporting year. This result demonstrates continual improvement in performance with 12% improvement also noted in the 2021/22 report.

The NSDA, ESDA, People, SPPC and SD completed 100% of their overall actions for 2022/23 with significant progress noted in WSDA (95%), FCS (96%), Ops (64%) P&P (92%), and TSA (88%).

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.

8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The dashboard statistics represent the internal management information published in the interests of transparency and openness.

The dashboard utilises all reported HS events from 2021/22 to 2022/23. This provides KPI Year-on-Year totals.

The sparklines show the breakdown of events by year over a 4-year period (2019/20 to 2022/23) and the underlying trend for that period. In accordance with SFRS Framework, the Key Performance Indicators (KPIs), data was reduced from 5 years to 4 years. Anomalies will be reported by exception.

KPI Year on Year Comparison Dashboard

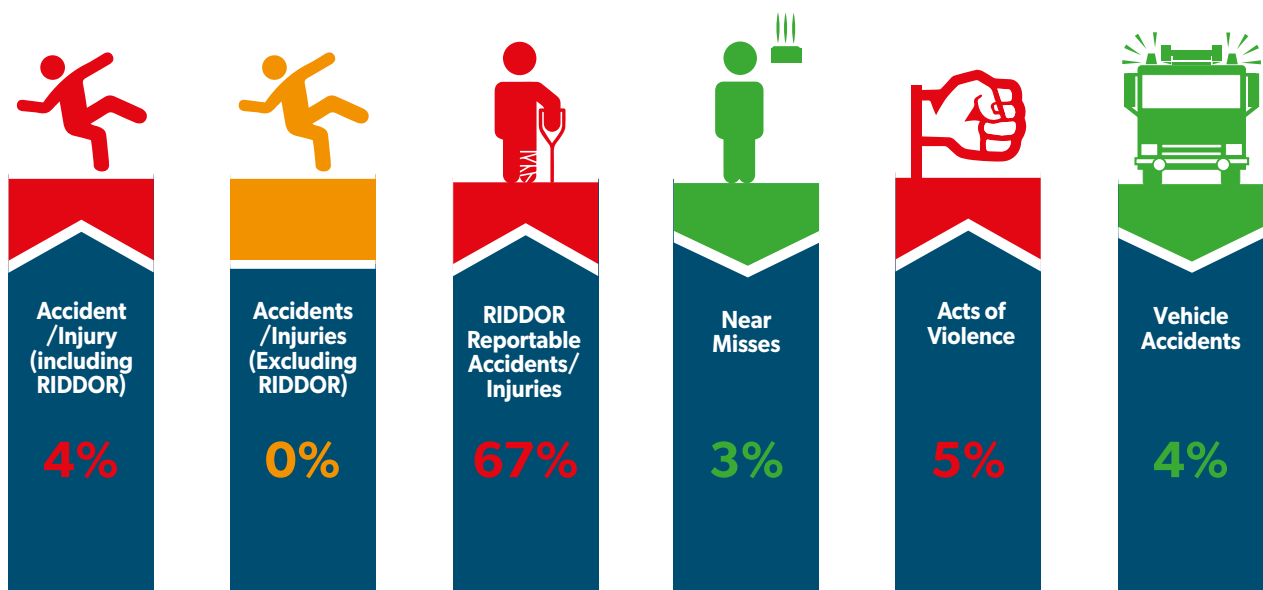


Figure 1: Year on Year Comparisons 2021/22 – 2022/23

The table below shows year-to-date totals to the end of each year from 2019/20 onwards. The year-to-year comparison change matches those shown in the infographic above.

Health and Safety Event Type	2019/20	2020/21	2021/22	2022/23	RAG	% Change from the Previous Years
Accidents/Injuries (including RIDDOR)	212	156	147	153		4%
Accidents/Injuries (excluding RIDDOR)	186	139	138	138		0%
RIDDOR Reportable Accidents/Injuries	26	17	9	15		67%
Near Misses	199	148	152	147		-3%
Acts of Violence	56	69	76	80		5%
Vehicle Accidents	249	221	275	263		-4%
Total	716	594	650	643		-1%

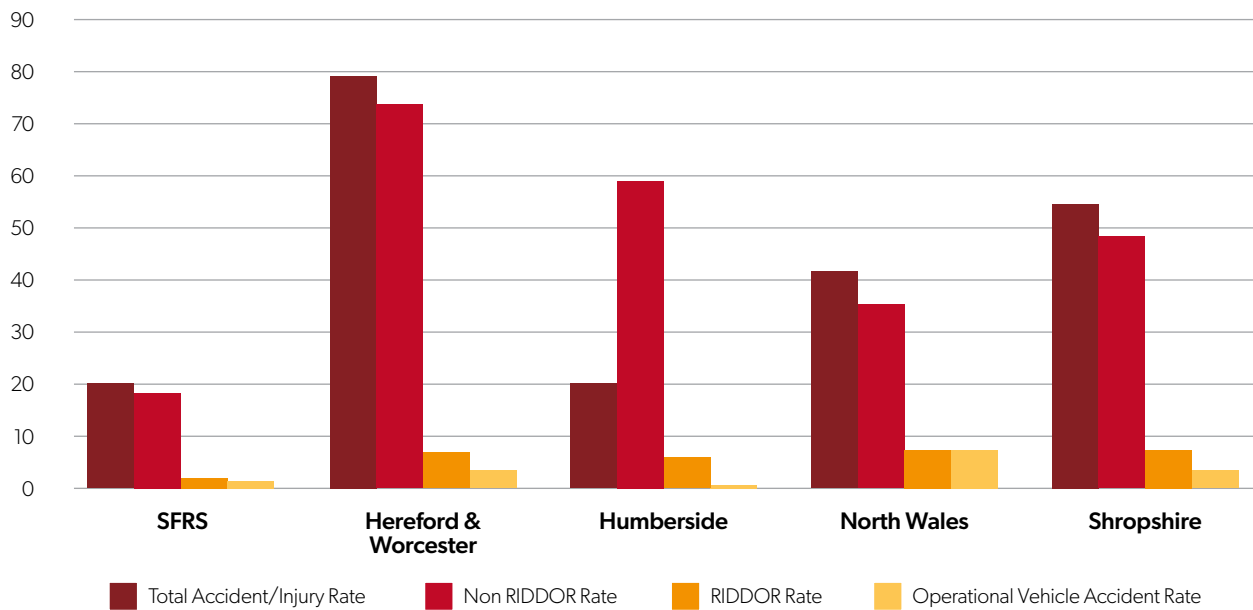
Table 2: Total Events by Year

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

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire FRS where data is available. For this reporting year data was received from 4 of the other 50 UK FRS.

UK FRS Injury Rates per 1000 employees and Operational Vehicle Accident Rates per 1000 Incidents Attended



Graph 1: UK FRS Accident/Injury Rates

In comparison with the 4 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 20 per 1000 employees, the non-RIDDOR Injury Rate was 18 per 1000 employees, and the RIDDOR Rate was 2 per 1000 employees. Additionally, SFRS Operational Vehicle Accident Rate was 1.59 per 1000 incidents attended.

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

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 4-year period from 2019/20 to 2022/23. The dotted line on each panel gives an indication of overall trends.

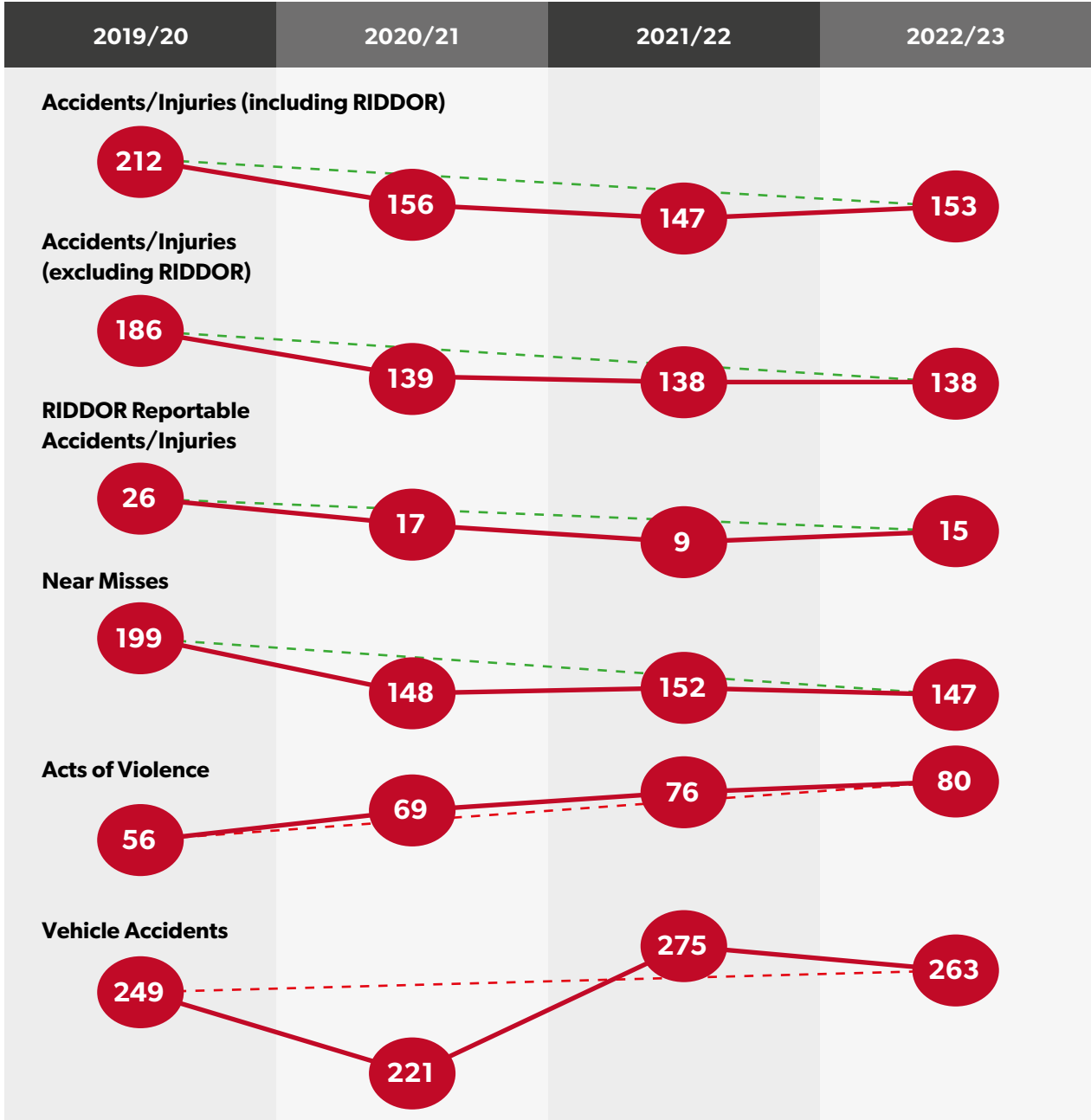


Figure 2: Event KPI Totals from 2019/20 to 2022/23

✓ Accidents/Injuries (including RIDDOR), RIDDOR, Reportable Accidents/Injuries, and NMs show positive trends.

AoV and VAs show a negative trend with an increase over the 4-year period.

Further analysis of all key performance indicators can be found in the Accidents/Injuries, RIDDOR, NM, AoV and VAs sections of his report.



ACCIDENTS/INJURIES (INCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	41	36	25	28		12%
East	54	48	39	48		23%
West	68	53	45	47		4%
Strategic Planning, Performance and Communications	0	0	0	1		100%
Finance and Contractual Services	6	3	7	10		43%
People	2	0	1	1		0%
Prevention and Protection	1	0	0	0		-
Operations	6	1	4	1		-75%
Service Development	0	0	1	1		0%
Training, Safety and Assurance	34	15	25	16		-36%
Total	212	156	147	153		4%

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

Ops and P&P are functions of the Service Delivery Directorate. However, to support a comparison to previous years, analysis of each Function within Service Delivery is presented.

The total number of Accidents/Injuries (including RIDDOR) shows a 4% (147 to 153) increase when compared to the previous reporting year. Improvements are noted within the Ops and TSA Directorate.

When comparing the data as an Accident/Injury Rate per 1000 employees, there is a 6% increase (18.9 to 20) from 2021/22, a 1% increase (19.9 to 20) from 2020/21, and a 25% decrease (26.7 to 20) from 2019/20.

Accidents/Injuries (including RIDDOR reportable)

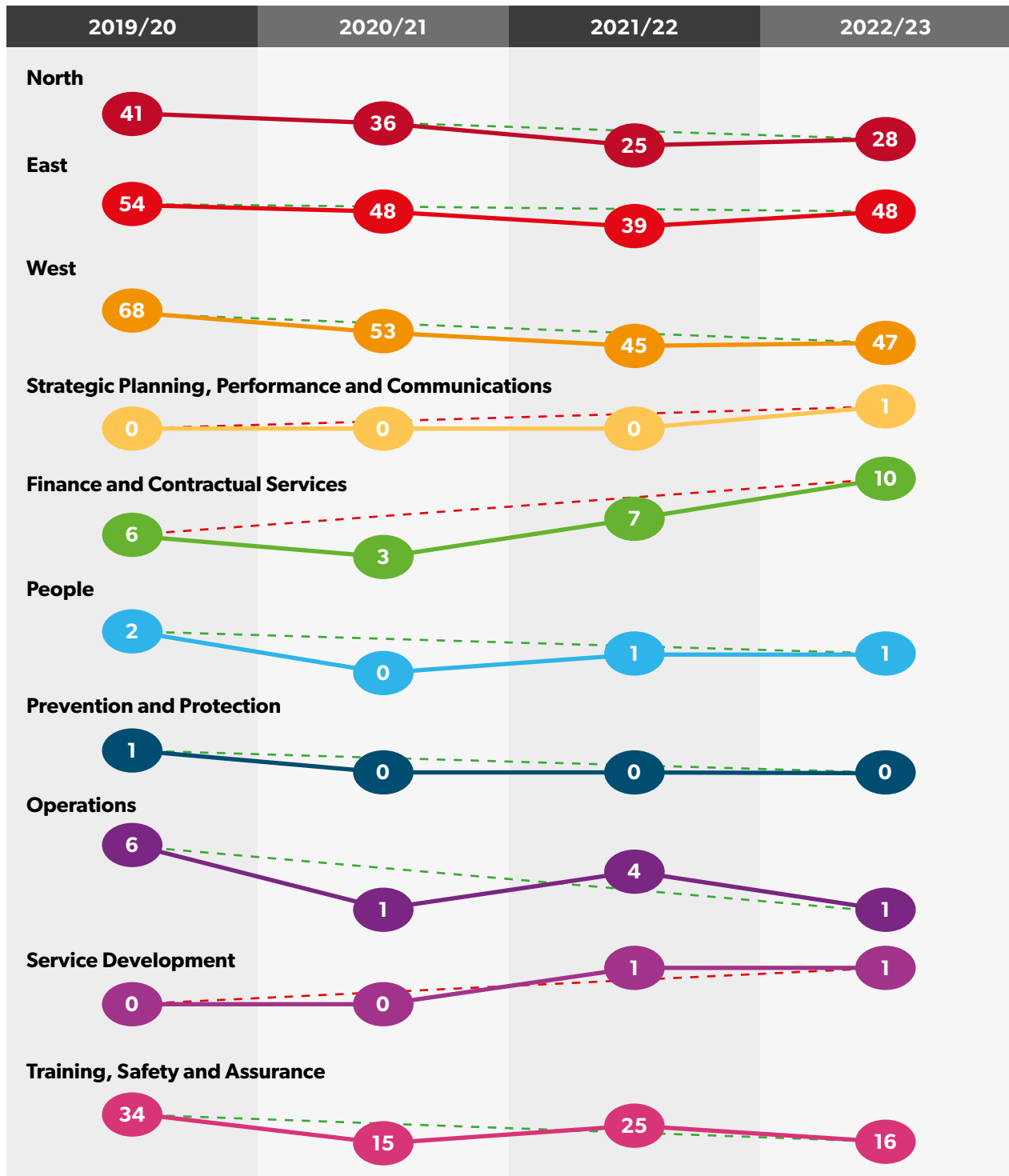


Figure 3: Accidents/Injuries (including RIDDOR) Totals from 2019/20 to 2022/23



Overall SFRS Accidents/Injuries show an improving trend over the 4-year period. A positive trend is seen across all of the 3 SDAs, FCS, People, P&P, Ops and TSA. The most notable improvement is seen within the NSDA.



ACCIDENTS/INJURIES (EXCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	39	30	24	25		4%
East	41	45	36	38		6%
West	60	46	41	45		10%
Strategic Planning, Performance and Communications	0	0	0	1		100%
Finance and Contractual Services	6	3	7	10		43%
People	2	0	1	1		0%
Prevention and Protection	1	0	0	0		-
Operations	4	0	4	1		-75%
Service Development	0	0	1	1		0%
Training, Safety and Assurance	33	15	24	16		-33%
Total	186	139	138	138		0%

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

- ✓ | *The total number of Accidents/Injuries (excluding RIDDOR) denotes a consistent decrease (138) over the 4-year period. Improvements are shown in Ops and TSA Directorates.*

The 3 SDAs all show slight increases in Accidents/Injuries when compared to the previous reporting year. SPPC show a 100% increase, albeit the number is small (1).

FCS shows a significant 43% increase (7 to 10) in Accidents/Injuries when compared to the previous reporting year. This increase can be attributed to Fleet Workshops where a 100% increase (4 to 8) in Accidents/Injuries compared to the previous reporting year.

Accidents/Injuries (excluding RIDDOR Reportable)

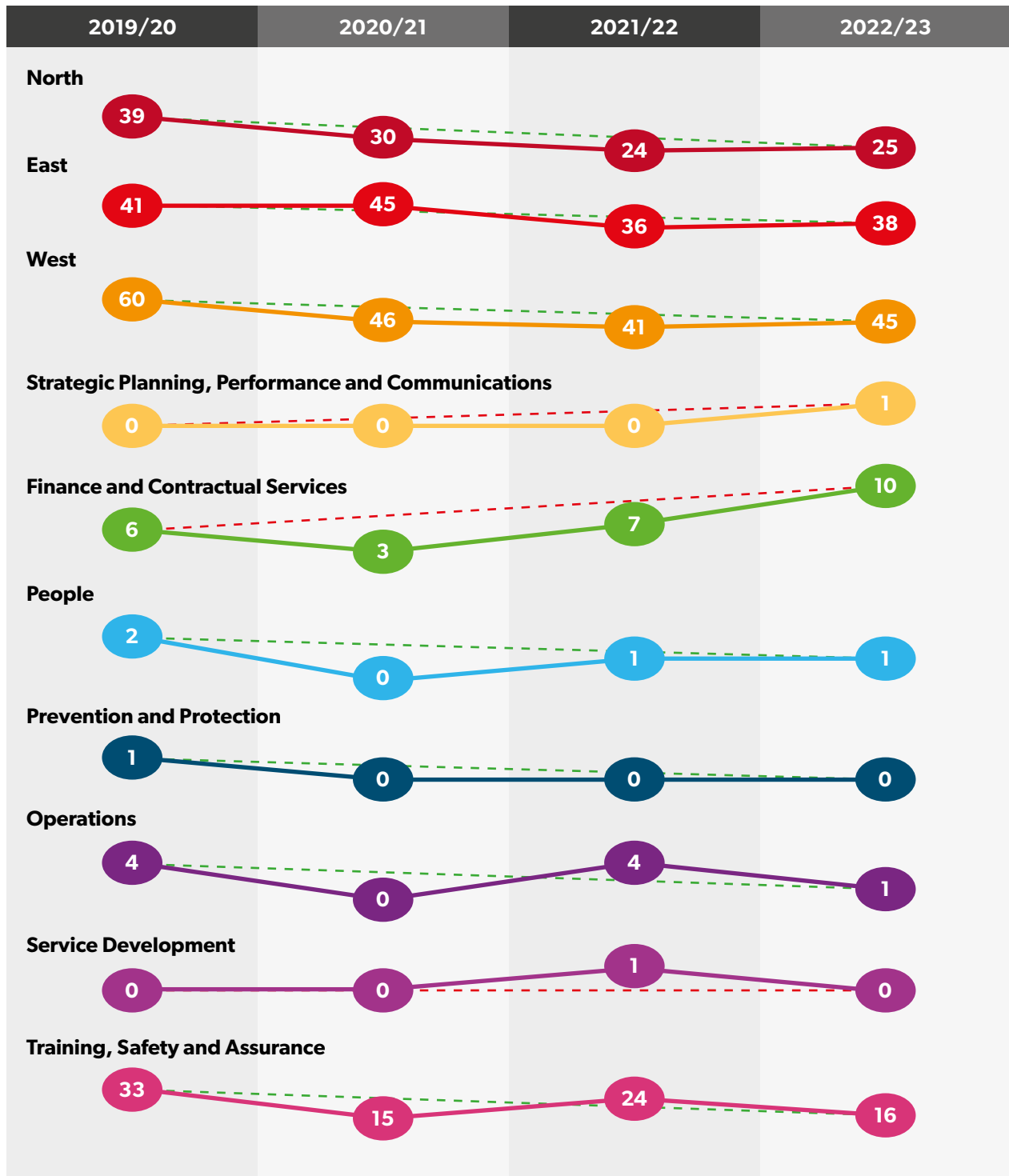


Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2019/20 to 2022/23

- ✔ Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the 4-year period. The most notable improvement is seen within the NSDA and the TSA Directorate.



RIDDOR REPORTABLE ACCIDENTS/INJURIES

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	2	6	1	3		200%
East	13	3	3	10		233%
West	8	7	4	2		-50%
Strategic Planning, Performance and Communications	0	0	0	0		-
Finance and Contractual Services	0	0	0	0		-
People	0	0	0	0		-
Prevention and Protection	0	0	0	0		-
Operations	2	1	0	0		-
Service Development	0	0	0	0		-
Training, Safety and Assurance	1	0	1	0		-100%
Total	26	17	9	15		67%

Table 5: RIDDOR Reportable Accidents/Injuries Annual Totals

The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 67% (9 to 15) increase when compared to the previous reporting year.

- ✔ | *The most notable improvement is seen within the WSDA, this improvement can be attributed to a reduction in operational and training activity related RIDDOR Reportable Events (2 to 1) and (1 to 0) respectively.*

RIDDOR Reportable Accidents/Injuries

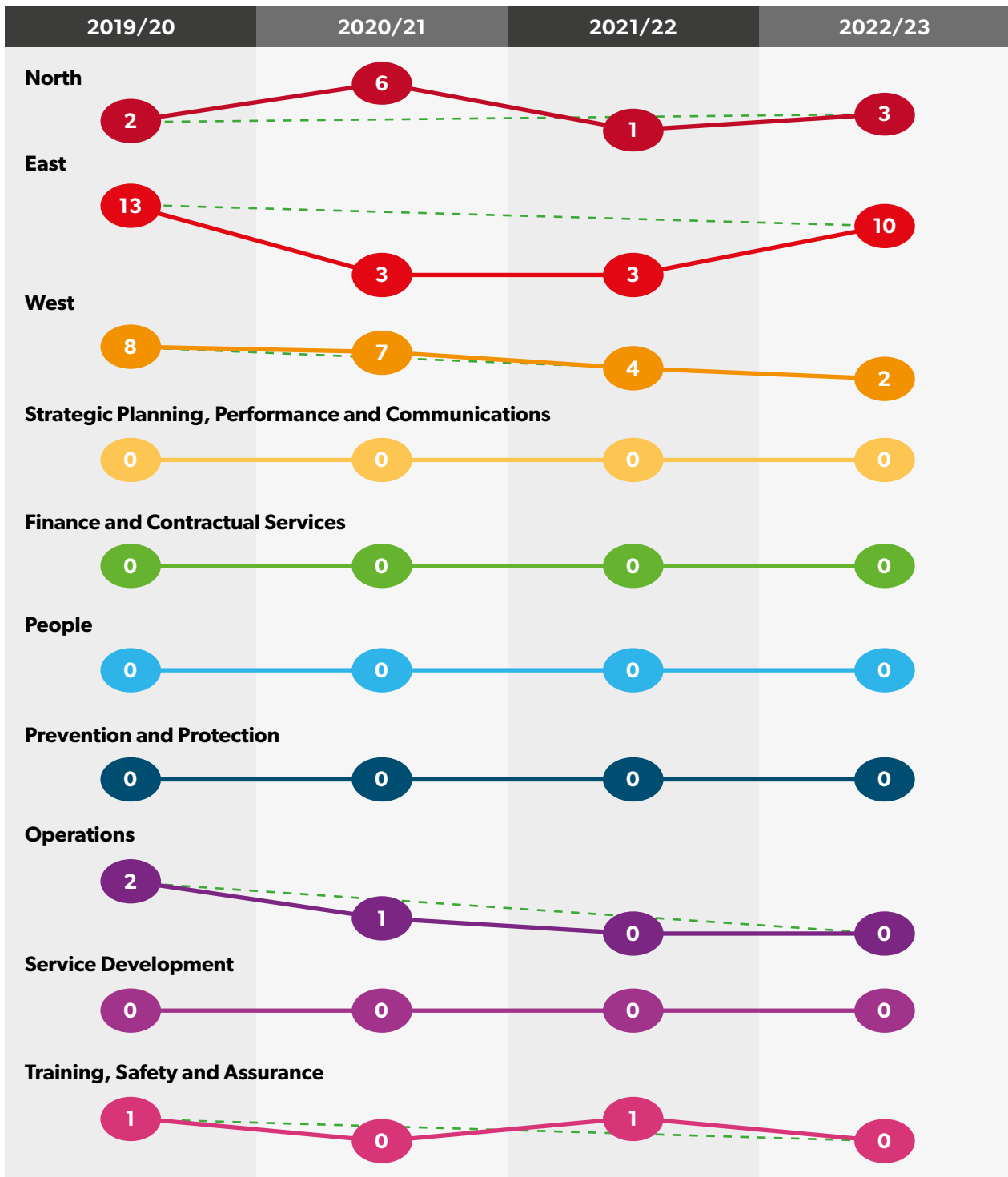


Figure 5: RIDDOR Reportable Accidents/Injuries Totals 2019/20 to 2022/23

Overall RIDDOR Reportable Accidents/Injuries show a negative trend over the 4-year period. This was attributed to the ESDA, which shows an increase in RIDDOR reportable Accidents/Injuries reported in Quarter 4 of the reporting year (0 to 6), 5 of these are attributable to injuries sustained and lost time following the incident at Jenners in Edinburgh.

✓ | *The most notable improvement is recorded within the TSA albeit the number is small (1).*



RIDDOR ANALYSIS 2022/23

There were 2 specified injuries during this reporting year which remained consistent with the previous reporting year, both occurred at operational incidents within the ESDA. The specified injuries were:

- A cut/laceration to the back of the hand, a front locker of a fire appliance jammed and caught the back of the Injured Person's hand; and
- A fracture to the nose, whilst turning off a hose reel jet, the valve handle caused the jet to be put on full force rather than turn off.

Over 7-day Accidents/Injuries accounted for 80% (12 of 15) of all RIDDOR Reportable events, representing a 2% increase in this category, and numerically an increase of 5, when compared to the previous reporting year. The ESDA shows a 233% (3 to 10) increase in RIDDOR reportable Accidents/Injuries reported. This increase can be attributed to Quarter 4 of the reporting year.

33% (4 of 12) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips, and Falls (STF) representing a 10% decrease in this category. However, it should be noted that numerically there was 1 more STF over 7-day Accidents/Injuries reported to the HSE (3 to 4) when compared to the previous reporting year. 75% (3 of 4) of these events occurred during operational incidents, 2 related to slips on grass/uneven ground, and 1 related to a slip on ice. The remaining 25% (1 of 4) occurred during non-operational activities and related to a slip on uneven ground. All STF events resulted in MSK injuries.

33% (4 of 12) of the over 7-day Accidents/Injuries reported to the HSE are subject to an ongoing significant investigation.

- ✓ **17% (2 of 12) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement**

representing an 8% decrease in this category when compared to the previous reporting year, and a numerical decrease of 1. Both events resulted in MSK injuries.

The remaining 17% (2 of 12) of over 7-day Accidents/Injuries reported to the HSE were related to 1 MSK back injury and 1 burn to the hand.

83% (10 of 12) of over 7-day Accidents/Injuries occurred at operational incidents, representing a 26% increase in this category when compared to the previous reporting year, numerically an increase of 6 operational RIDDOR Reportable Accidents/Injuries reported to the HSE. 50% (6 of 12) of the Operational Accidents/Injuries reported to the HSE occurred during the developing phase of the incident remaining consistent when compared to the previous reporting year, however, a numerical increase of 2 is noted.

17% (1 of 12) of over 7-day Accidents/Injuries reported to the HSE occurred during non-operational activities.

- ✓ **There were no over-7-day Accidents/Injuries reported to the HSE attributed to training activities in 2022/23, representing a 100% decrease in this category and a numerical decrease of 2 when compared to the previous reporting year.**

We will:

- Further enhance our risk assessment process with all Business Partners;
- Undertake support reviews to assist with compliance with HS arrangements on a quarterly basis;
- Examine and update HS MA; and
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries.



Operational Accidents/Injuries

Operational

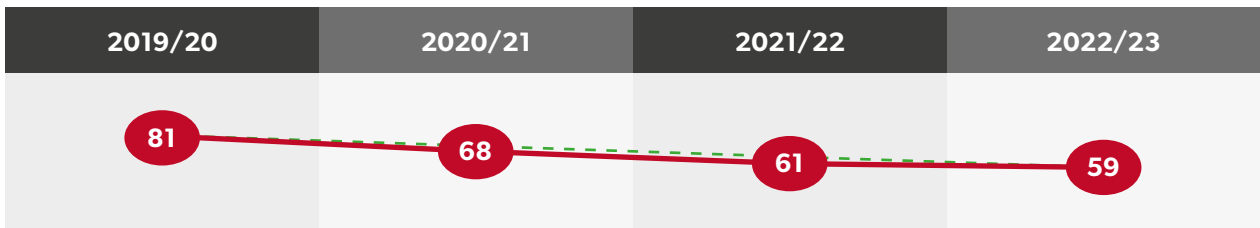


Figure 6: Operational Accidents/Injuries 2019/20 to 2022/23

- There is a notable improvement in the trend for Operational Accidents/Injuries over the 4-year period. A 3% decrease is noted this year when compared to the previous reporting year.

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

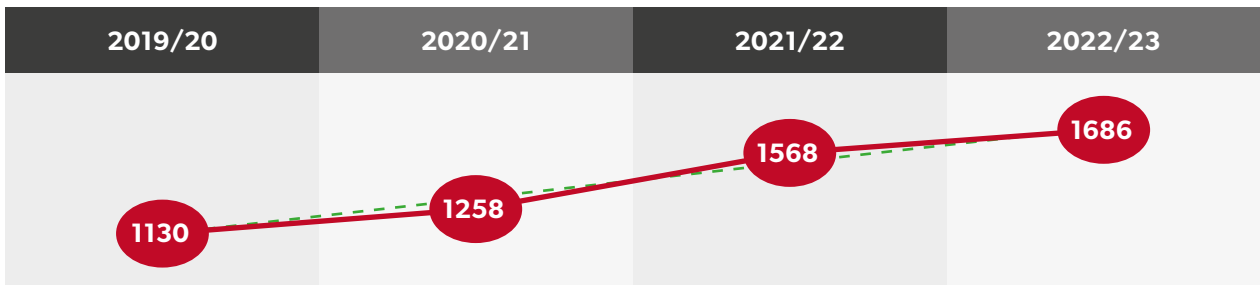


Figure 7: Firefighters injury rate against the number of operational incidents attended 2019/20 to 2022/23

- When considering the data in the context of a firefighters' injury rate against the number of operational incidents attended, we see there is a year-on-year improvement in the 4-year trend.

44% (26 of 59) of operational related Accidents/Injuries reported during 2022/23 occurred whilst attending primary fires representing a decrease of 6% in this category when compared to the previous reporting year, numerically this is 6 fewer Accidents/Injuries. 27% (16 of 59) of operational related Accidents/Injuries reported occurred at Special Services representing a 6% increase in this category when compared to the previous reporting year. Numerically this is 3 additional Accidents/Injuries at Special Services.

A further 22% (13 of 59) of operational related Accidents/Injuries reported occurred at secondary fires representing a 10% increase in this category when compared to the previous reporting year, numerically this is 6 more Accidents/Injuries. Lastly, 7% (4 of 59) of operational related Accidents/Injuries reported occurred at automated fire alarm (AFA) incidents, representing a 14% decrease in this category when compared to the previous reporting year, numerically this is 5 fewer Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	2	0	7	3	0	12
East	2	6	15	3	0	26
West	3	8	9	0	1	21
Total	7	14	31	6	1	59

Table 6: 2022/23 Totals by Phase of Operational Incident

With consideration of Operational Accidents/Injuries by the phase of the incident, the data shows that 52%, (31 of 61) occurred during the developing phase of the incident, representing an 11% increase in this category, and numerically 6 additional Accidents/Injuries when compared to the previous reporting year. These events were attributed to slips and trips on uneven/wet ground and manual handling/body movement injuries. 32% (10 of 31) resulted in an MSK injury.

A further 24% (14 of 59) occurred during the initial phase of the incident, representing a 2% decrease in this category, numerically 2 fewer events during this phase, when compared to the previous reporting year. These events were attributed to slipping on uneven ground, dismantling an appliance, falling objects, manual handling/body movement injuries and burns. 57% (8 of 14) resulted in a MSK injury.

10% (6 of 59) occurred during the closing phase of the incident, representing a 13% decrease in this category, numerically 8 fewer events when compared to the previous reporting year. These events are attributed to tripping over objects on the ground, falling objects, burns, animals, and manual handling/body movement injuries. 50% (3 of 6) resulted in an MSK injury.

12% (7 of 59) occurred during mobilisation, representing a 2% increase in this category, however, numerically 1 fewer event when compared to the previous reporting year. These events are attributed to slips on wet ground, trip over objects on the ground, impact with moving/objects. 43% (3 of 7) resulted in a MSK injury.

2% (1 of 59) occurred during the returning phase of the incident, representing a 100% increase in this category, however numerically an additional 1 event is noted when compared to the previous reporting year. This event was attributed to impact with a moving object which resulted in an MSK injury.

We will:

- Promote awareness of health and safety responsibilities by presenting a SAC/SALO Training Module;
- Continue to work with our Business Partners through SAIGs to identify and address root causes;
- Publish new SA Culture Strategy with a supporting Implementation Plan; and
- Continue to support all Business Partners to maintain front line and essential services.

Non-Operational Accidents/Injuries

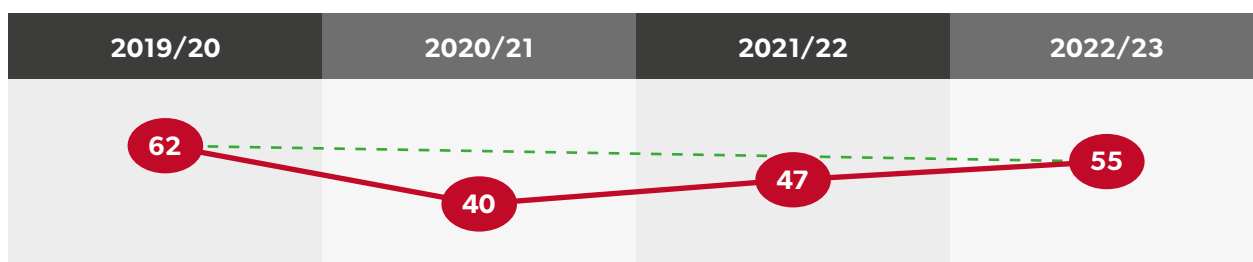


Figure 8: Non-Operational Accidents/Injuries 2019/20 to 2022/23

✓ | *The 4-year trend shows a continuing improvement in relation to Non-Operational Accidents/Injuries.*

36% (55 of 153) of all Accidents/Injuries reported during 2022/2023 occurred during non-operational activities representing a 4% increase in this category when compared to the previous reporting year, numerically an additional 8 events.

96% (53 of 55) of all non-operational Accidents/Injuries occurred within station premises. These occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismantling an appliance and taking part in physical exercise. All can be attributed to a lack of situational awareness. 36% (20 of 55) resulted in an MSK injury.

We will:

- Further enhance our risk assessment process with all Business Partners; and
- Promote the improvement of safety culture and compliance with health and safety arrangements.

Training Accidents/Injuries

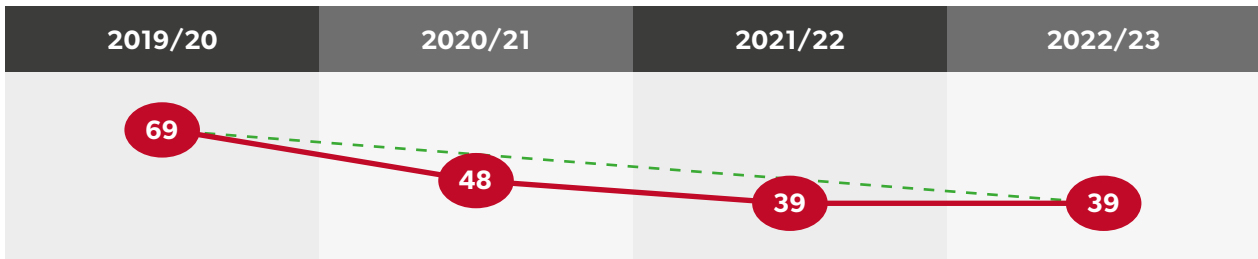


Figure 9: Training Accidents/Injuries 2019/20 to 2022/23

✓ | *The 4-year trend shows a continuing improvement in relation to training Accidents/Injuries with a significant 52% improvement recorded when compared to 2019/20 with 2022/23.*

✓ | *25% (39 of 153) of all Accidents/Injuries reported during 2022/2023 occurred during training related activities representing a 2% decrease in this category when compared to the previous reporting year, numerically remains consistent.*

✓ | *33% (13 of 39) occurred during National Training activities representing a 29% decrease in this category and numerically 11 fewer events when compared to the previous reporting year.*

A further 67% (26 of 39) of all training related Accidents/Injuries occurred during SDA led training activities representing a 29% increase in this category, numerically 9 additional events when compared to the previous reporting year.

59% (23 of 39) of all training related Accidents/Injuries reported occurred during refresher training, representing an 8% increase in this category, numerically 3 additional events when compared to the previous reporting year.

✓ | *The remaining 41% (16 of 39) training Accidents/Injuries occurred during initial/recruits training, representing an 8% decrease in this category and numerically 3 fewer events when compared to the previous reporting year.*

Further analysis shows 36% (14 of 39) occurred during Core Skills training such as ladder drills, breathing apparatus (BA) drills, casualty care, and pump drills representing an 8% increase in this category, numerically these 3 additional events when compared to the previous reporting year. A further 25% (10 of 39) occurred during BA training, representing a 3% decrease in this category, numerically 1 fewer event when compared to the previous reporting year. 13% (5 of 39) occurred during basic Firefighting training, representing a 2% increase, numerically 4 additional events when compared to the previous reporting year. 10% (4 of 39) occurred during Water Rescue training representing a 7% increase in this category, numerically 1 additional event when compared to the previous reporting year.

8% (3 of 39) occurred during Road Traffic Collision (RTC) training, remaining consistent with the previous reporting year, and numerically remaining consistent when compared to the previous reporting year.

5% (2 of 39) occurred during physical training representing a 2% increase, numerically 1 additional event when compared to the previous reporting year.

| *Finally, 3% (1 of 39) occurred during Urban Search and Rescue (USAR) training, representing a 17% decrease in this category, numerically 7 fewer events when compared to the previous reporting year.*

An increase of 3 (33 to 36) of students and a decrease of 3 (6 to 3) of instructors sustained injuries when compared to the previous reporting year.

We will:

- Support the production and publication of the Training Handbook;
- Continue to support the OCSG in approving the training content for Training for Operational Competence Programme (TfOC); and
- Liaise with the People Directorate and embed the process in which hazard perception is measured during the recruitment process.

All Accidents/Injuries (including RIDDOR) to Uniformed Staff

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North Wholetime	27	21	15	21	Red	40%
North On Call	20	17	12	8	Green	-33%
East Wholetime	52	36	27	32	Red	19%
East On Call	10	16	14	12	Green	-14%
West Wholetime	69	49	46	35	Green	-24%
West On Call	10	10	11	15	Red	36%
Operations Control	4	1	4	1	Green	-75%
Directorate/Day Duty	3	1	3	10	Red	233%
Total	195	151	132	134	Red	2%

Table 7: 2022/23 All Accidents/Injuries (including RIDDOR) to Uniformed Staff

When we consider Accidents/Injuries to Uniformed Staff the data shows that 66% (88 of 134) are related to Wholetime Staff, representing a 1% decrease in this category, and numerically remained consistent when compared to the previous reporting year.

50% (44 of 88) occurred whilst attending operational incidents representing a 2% increase in this category, numerically an additional 12 events when compared to the previous reporting year. 28% (25 of 88) occurred whilst undertaking non-operational duties, representing a 1% increase in this category, numerically an additional 1 event when compared to the previous reporting year. Finally, 22% (19 of 88) occurred whilst undertaking training, representing a 3% decrease in this category, numerically 3 fewer events.

27% (35 of 134) of Accidents/Injuries to Uniformed Staff are related to On-Call Staff, a 2% decrease in this category, numerically 3 fewer events when compared to the previous reporting year. 43% (15 of 35) occurred whilst attending operational incidents representing a 7% decrease in this category, numerically 4 fewer events when compared to the previous reporting year. 26% (9 of 35) occurred whilst undertaking non-operational duties activities, representing a 13% increase, numerically 4 additional events when compared to the previous reporting year. Finally, 31% (11 of 35) occurred whilst undertaking training, representing a 6% decrease, numerically 3 fewer events when compared to the previous reporting year.

We will:

- Further enhance our risk assessment process with all Business Partners; and
- Develop a defined Behavioral Safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture.

All Accidents/Injuries (including RIDDOR) to Non-Uniformed Staff

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	3	0	0	1		100%
East	1	1	3	4		33%
West	1	1	2	1		-50%
Strategic Planning, Performance and Communications	0	0	0	1		100%
Finance and Contractual Services	6	2	7	9		29%
People	2	0	0	1		100%
Prevention and Protection	0	0	0	0		-
Operations	2	0	1	0		-100%
Service Development	0	0	0	1		100%
Training, Safety and Assurance	2	1	1	1		0%
Total	17	5	14	19		36%

Table 8: Accidents/Injuries (including RIDDOR) to non-uniformed staff Annual Totals

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

42% (8 of 19) of all Accidents/Injuries to non-uniformed staff occurred within fleet workshops, representing a 13% increase in this category, numerically an additional 4 events when compared to the previous reporting year.

We will:

- Develop a defined Behavioral Safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture.

Working Days Lost Due to Accidents/Injuries

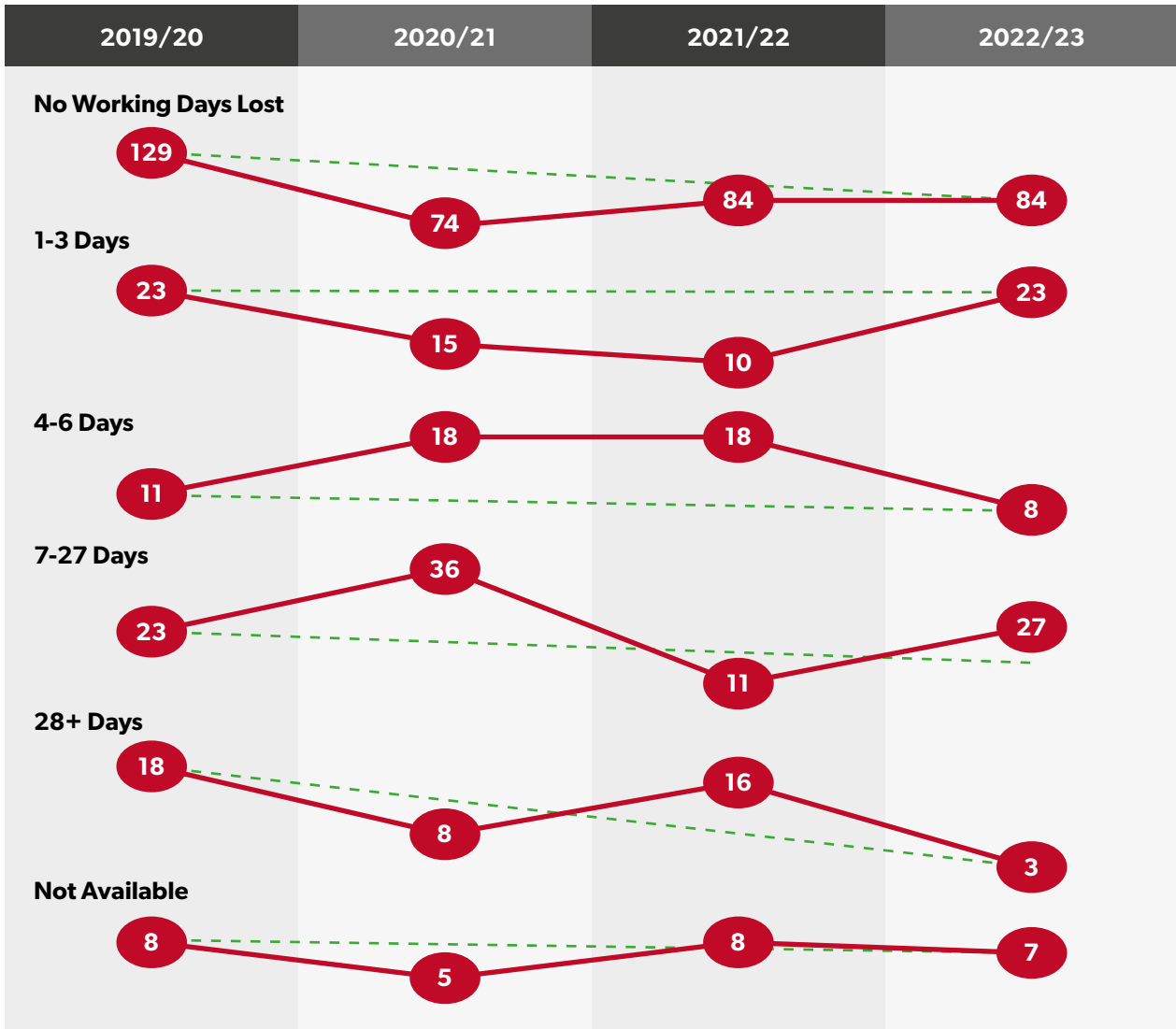


Figure 10: Working Day Lost Due to Accidents/Injuries 2019/20 to 2022/23

✓ All categories are showing a positive trend. The data shows that the events with no information available are improving over the 4-years. There has been no loss of time attributed to the fatality reported to the HSE.

We will:

- Continue to work with our colleagues in People to review information in relation to absence and determine any necessary actions that may reduce absence.
- Consider the root causes of 28+ day accidents and work with Business Partners to identify improvements; and
- Continue to ensure that complete and accurate information relating to lost working time is being recorded.

Three Most Common Accidents/Injuries by Causation

2019/20		2020/21		2021/22		2022/23	
Manual Handling/Body Movement	77	Manual Handling /Body Movement	49	Manual Handling /Body Movement	36	Manual Handling /Body Movement	34
Slips, Trips & Falls	24	Slips, Trips & Falls	34	Slips, Trips & Falls	23	Slips, Trips & Falls	39
Hot / Cold	24	Impact (moving object)	23	Impact (moving object)	21	Impact (moving object)	24

Table 9: Three Most Common Accidents/Injuries by Causation

In 2022/23, the most common cause of Accidents/Injuries across the SFRS is STF accounting for 25% (39 of 153) of the total reported, an increase of 9% in this category, numerically 16 additional events when compared to the previous reporting year.

Further analysis shows 46% (18 of 39) of the total STF reported occurred at operational incidents representing an 11% decrease, however numerically an additional 5 events are noted when compared to the previous reporting year.

A further 46% (18 of 39) occurred whilst undertaking non-operational duties representing an increase of 16%, numerically 11 additional events when compared to the previous reporting year. 89% (16 of 18) of non-operational STF occurred within SFRS premises, representing an 18% increase in this category, numerically 11 additional events when compared to the previous reporting year. These events are related to a lack of situational awareness. 61% (11 of 18) resulted in MSK injuries.

Finally, 8% (3 of 39) occurred whilst undertaking training, representing a decrease of 5%, numerically remains consistent when compared to the previous reporting year. 67% (2 of 3) related to ladder drills, 1 event occurred during initial training and the other during refresher training. Both events resulted in MSK injuries. The remaining event occurred during initial water rescue training.

In an operational context, a slip, trip and fall Accident/Injury occurred every 2,550 operational incidents attended compared with 1 in every 4,159 in the previous reporting year.

- ✔ *Manual handling/body movements are the second most common cause of Accidents/Injuries across the SFRS accounting for 22% (34 of 153) of the total reported, a decrease of 2% in this category, numerically 2 fewer events when compared to the previous reporting year.*
- ✔ *Further analysis shows 30% (10 of 34) occurred during operational incidents representing a decrease of 9% in this category, numerically 4 fewer events when compared to the previous reporting year.*
- ✔ *A further 26% (9 of 36) occurred whilst undertaking non-operational activities, representing a decrease of 2% in this category, numerically 1 fewer event compared to the previous reporting year.*

Finally, 44% (15 of 34) occurred whilst undertaking training, representing an increase of 11% in this category, numerically an additional 3 events when compared to the previous reporting year. 37% (10 of 15) of all manual handling/body movement injuries occurred during SDA led training. 33% (5 of 15) occurred whilst using ladders, and a further 20% (3 of 15) were associated with BA related training.



Operational incidents attended show manual handling/body movement Accidents/Injuries are sustained 1 in every 2,925 compared to 1 in every 2,658 in the previous reporting year.

The third most common cause of Accidents/Injuries reported during 2022/23 is impact (moving object) accounting for 16% (24 of 153) of all Accidents/Injuries reported, representing a 2% increase in this category and numerically an additional 3 events when compared to the previous reporting year. 33% (8 of 24) of the total reported occurred at operational incidents representing a decrease of 5%, however numerically the number of events reported remains consistent when compared to the previous reporting year.

A further 50% (12 of 24) occurred during non-operational activities, representing a 7% increase in this category and numerically an additional 3 events when compared to the previous reporting year.

Finally, 17% (4 of 24) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 4% and numerically 1 additional event when compared to the previous reporting year. 50% (2 of 4) occurred during SDA led training.

An Accident/Injury involving impact with a moving object occurred every 4,144 operational incidents attended compared with 1 in every 4,555 in the previous reporting year.

We will:

- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully investigated to ensure preventative measures can be identified and implemented;
- Develop and release a TASS module on Premises Inspection;
- Develop and deliver the HS responsibilities SAC / SALO PowerPoint Presentation to our Business Partners;
- Develop and publish a new Safety & Assurance Communications and Engagement Strategy; and
- Develop a SFRS specific IOSH Managing Safely course or equivalent.



NEAR MISSES

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	32	36	36	51	Red	42%
East	76	49	48	34	Green	-29%
West	59	48	57	50	Green	-12%
Strategic Planning, Performance and Communications	0	0	0	0	Green	–
Finance and Contractual Services	8	1	0	0	Green	–
People	0	0	0	0	Green	–
Prevention and Protection	0	0	0	0	Green	–
Operations	8	5	0	2	Red	100%
Service Development	0	0	1	1	Orange	0%
Training, Safety and Assurance	16	9	10	9	Green	-10%
Total	199	148	152	147	Green	-3%

Table 10: NM Annual Totals

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

When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events we see a ratio of 1:0.97, a decrease from the ratio 1:1.03 recorded for the previous reporting year.

Operational NM accounted for 33% (48 of 147) of the total reported, representing a 5% decrease in this category, numerically this is 10 fewer events when compared to the previous reporting year. Given the corresponding reduction 3% in operational related Accidents/Injuries and RIDDOR, this decrease is considered a positive trend.

36% (53 of 147) of NM events occurred during non-operational activities, representing a 7% increase in this category, numerically 9 additional events when compared to the previous reporting year. 23% (12 of 53) related to property issues e.g. appliance bay doors, station sewage system, station gate, kitchen device, etc., representing a 7% decrease in this type of NM

and a numerically 1 fewer event when compared to the previous reporting year.

31% (46 of 147) of all NM reported were associated with training activities, representing a 2% decrease in this category, numerically 4 fewer events when compared to the previous reporting year. 80% (37 of 46) of all training related NM occurred during SDA led training, remaining consistent in this category, numerically 3 fewer events, when compared to the previous reporting year.

83% (38 of 46) of training related NM occurred during refresher training, remaining consistent in this category, numerically 1 less event when compared to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA-related training accounting for 43% (20 of 46) of the total training NM reported. The most common causes involved leaks which account for 45% (9 of 20), 15% (3 of 20) involved bodyguard units, 15% (3 of 20) involved BA strap/belt/guideline, and 10% (2 of 20) involved a free flow incident. The remaining 3 NMs involved the BA Distress Signal Unit, heat stress and lack of spacial awareness.

Near Misses

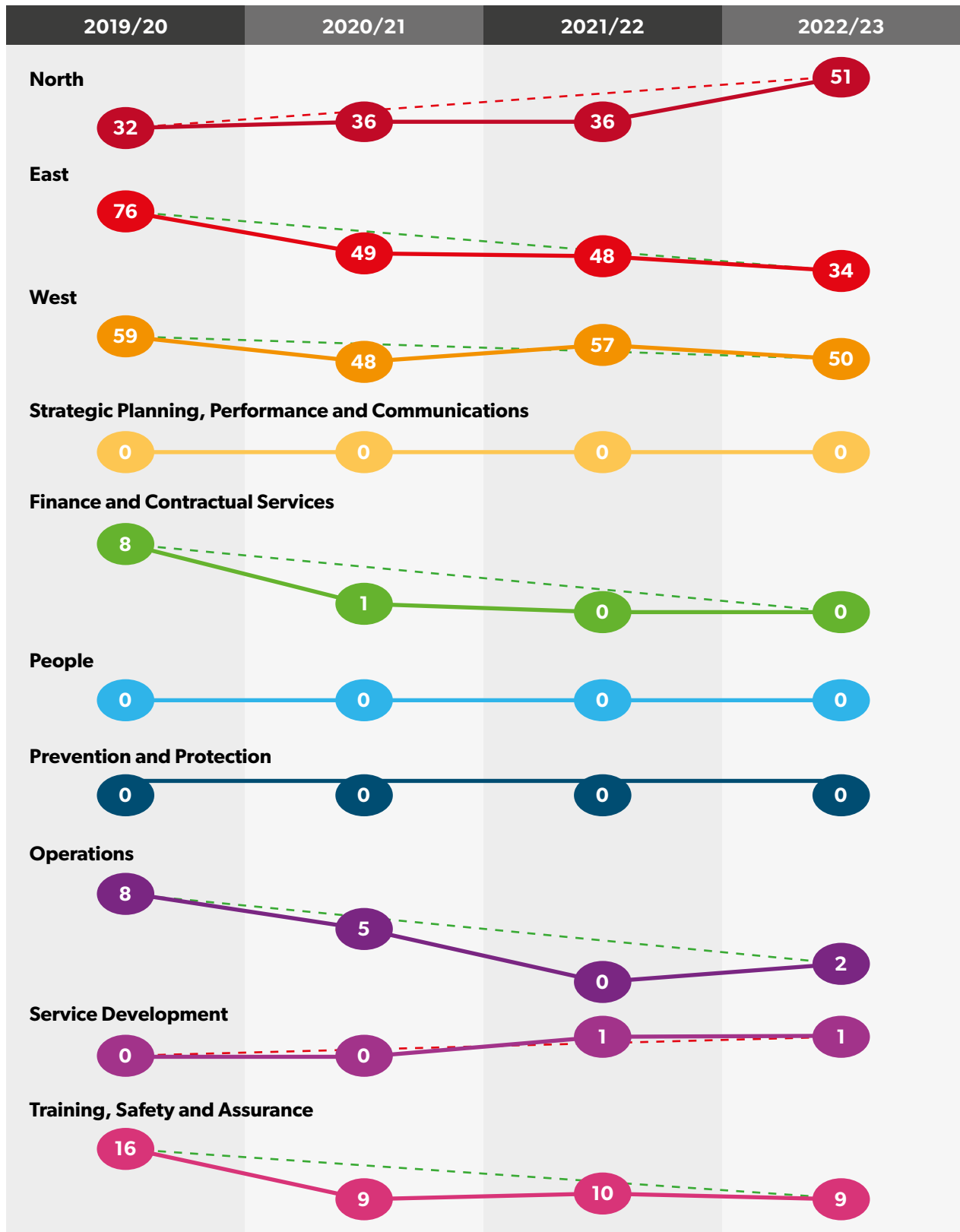


Figure 11: NM 2019/20 to 2022/23

- ✓ | *When considering the number of NM in relation to the number of Accidents/Injuries, we see a ratio of 1:1.82 in the NSDA, an increase in frequency compared to 0.69:11 when compared to the previous reporting year.*

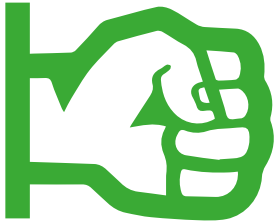
The ESDA shows a ratio of 1:0.70 a decrease in frequency compared to 1:0.8 when compared to the previous reporting year.

- ✓ | *The WSDA shows a ratio of 1:1.06 an increase in frequency compared to 1:0.8 when compared to the previous reporting year.*

- ✓ | *TSA shows a ratio of 1:0.6 an increase in frequency compared to 1:0.4 when compared to the previous reporting year.*

We will:

- Develop and present the HS responsibilities SAC / SALO PowerPoint Point Presentation;
- Develop and publish a new Safety & Assurance Communications and Engagement Strategy which will encourage sharing lessons learned; and
- Utilise the SAIGs to continue to promote the need and the benefits of reporting NM.



ACTS OF VIOLENCE

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	9	8	17	10	Green	-41%
East	15	23	25	31	Red	24%
West	31	37	29	31	Red	7%
Strategic Planning, Performance and Communications	0	0	0	1	Red	100%
Finance and Contractual Services	0	0	0	0	Green	-
People	0	0	0	0	Green	-
Prevention and Protection	0	0	0	0	Green	-
Operations	1	1	5	7	Red	40%
Service Development	0	0	0	0	Green	-
Training, Safety and Assurance	0	0	0	0	Green	-
Total	56	69	76	80	Red	5%

Table 11: AoV Annual Totals

The total number of AoV reported this year shows an increase of 5% (76 to 80) when comparing to the previous reporting year. This increase is attributed to a 24% (25 to 31) increase within the ESDA, a 7% (29 to 31) increase within the WSDA, 100% increase (0 to 1) in SPPC and a 40% increase (5 to 7) in Ops.

- ✔ It should be noted however, there was a 41% decrease in AoV reported in the NSDA when comparing to the previous reporting year.

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

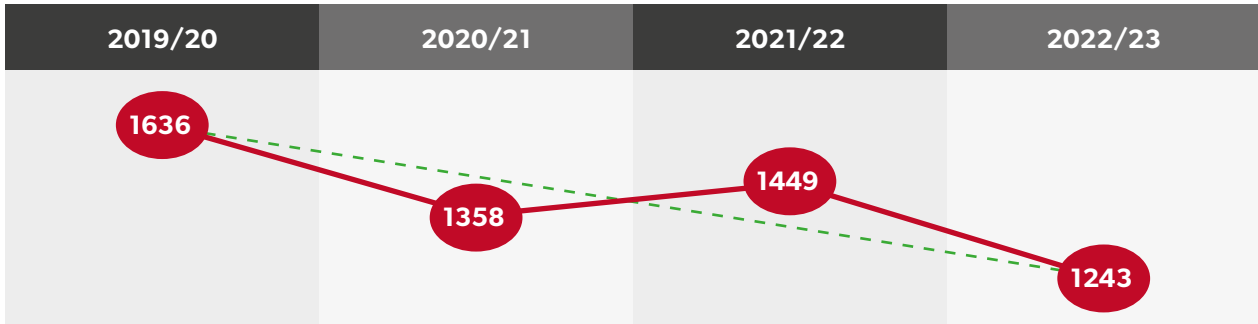


Figure 12: Firefighter AoV rate against number of Operational Incidents

✓ | *When considering the data in the context of a Firefighter's AoV rate against the number of operational incidents attended, we see there is a year-on-year improvement in the 4-year trend.*

83% (66 of 80) of AoV reported occurred at operational incidents, representing a 4% decrease in this category, numerically remaining consistent when comparing to the previous reporting year. Of the AoV which occurred at operational incidents, 48% (32 of 66) occurred at secondary fires, representing a decrease of 2%, numerically this is 1 less event when comparing to the previous reporting year. 17% (11 of 66) occurred when responding to primary fires, representing a 9% decrease, and numerically 6 fewer events when comparing to the previous reporting year.

44% (35 of 80) of the total AoV reported involved missiles or thrown objects, representing a 5% increase in this category, and numerically an additional 5 events were noted when comparing to the previous reporting year. 49% (17 of 35) of the total AoV involved bricks/bottles being thrown and 11% (4 of 35) involved fireworks being thrown.

51% (41 of 80) were attributed to verbal abuse to uniformed staff, this includes operations control staff, representing a 1% increase in this category, and numerically 1 additional event when comparing to the previous reporting year.

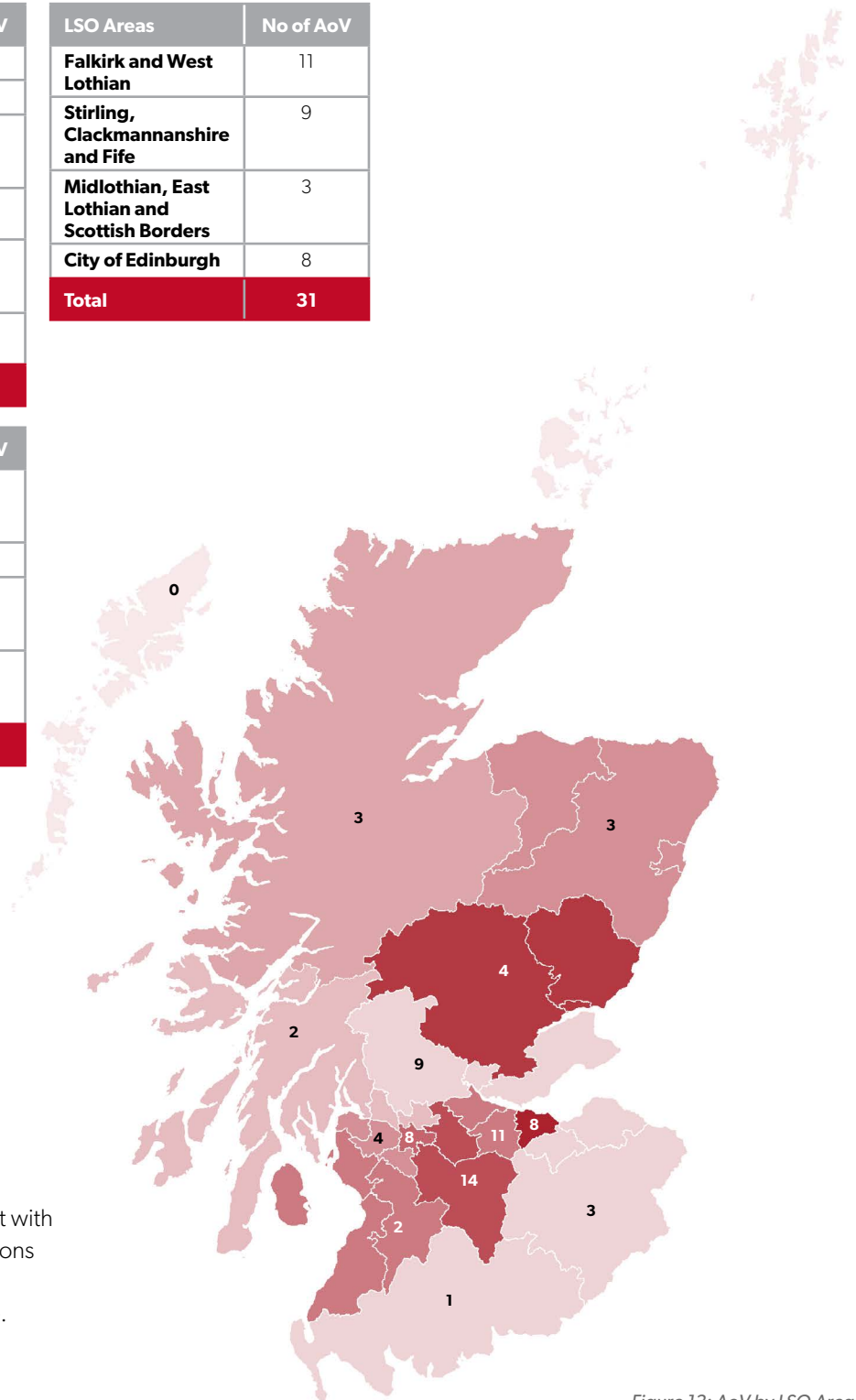
5% (4 of 80) were physical assaults by a person, representing a 1% increase in this category, numerically an additional 1 event when comparing to the previous reporting year. Of the physical AoV reported, there were no injuries sustained by firefighters. Police assistance was requested in 74% (59 of 80) of AoV with 29% (17 of 59) considered as reportable under the Emergency Workers (Scotland) Act 2005.

AoV by LSO Area

LSO Areas	No of AoV
City of Glasgow	8
Lanarkshire	14
East and West Dunbartonshire and Argyll & Bute	2
Dumfries and Galloway	1
East Renfrewshire, Renfrewshire and Inverclyde	4
East, North and South Ayrshire	2
Total	31

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

LSO Areas	No of AoV
Falkirk and West Lothian	11
Stirling, Clackmannanshire and Fife	9
Midlothian, East Lothian and Scottish Borders	3
City of Edinburgh	8
Total	31



There were a further 8 AoV out with LSO areas, 7 involved Operations Control and the remaining 1 involved the SPPC Directorate.

Figure 13: AoV by LSO Area

Acts of Violence

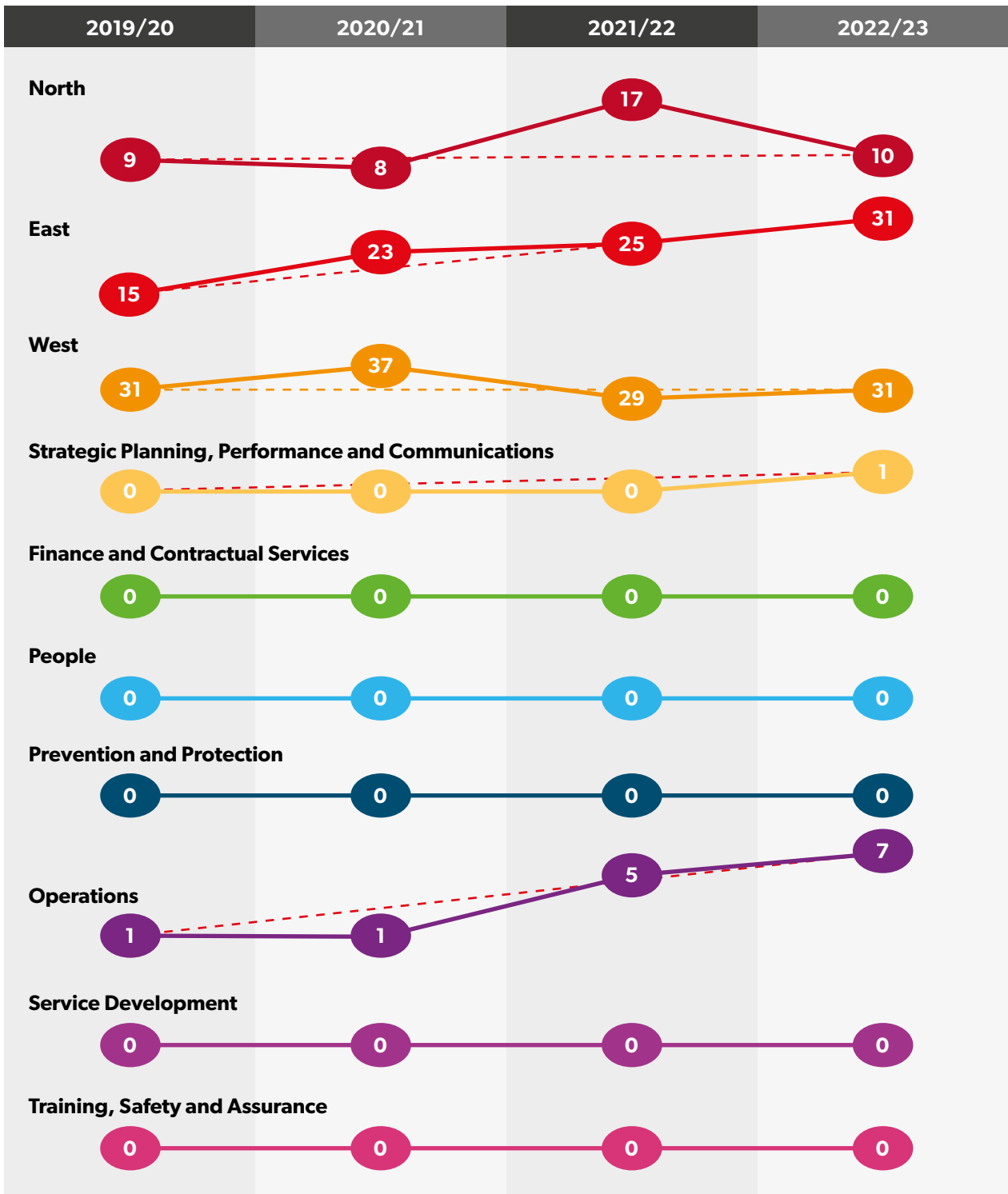


Figure 14: Annual Totals for AoV 2019/20 to 2022/23

There has been a steady increasing trend of AoV reported over the 4-year period, except for the WSDA. The ESDA has shown a year on year increasing trend, and during the reporting period 2021/22 to 2022/23, an increase of 6 is noted (25 to 31), of which 52% (16 of 31) of these were reported during the month of November 2022.

Further analysis shows a significant increasing trend in verbal abuse towards crews over the 4-year period:

- ✓ | *Additionally, physical assault shows a noteworthy decreasing trend in the reporting of AoV over the 4-year period:*

Acts of Violence – Verbal Abuse towards Crews

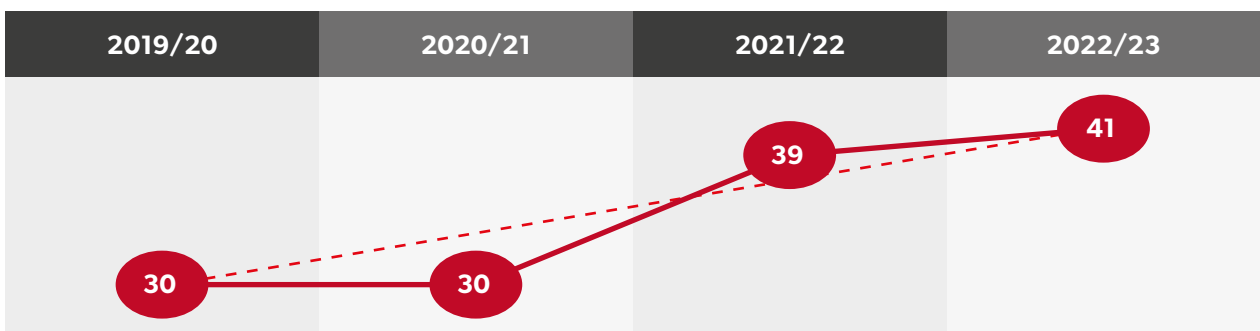


Figure 15: AoV Verbal Abuse towards Crews 2019/20 to 2022/23

Acts of Violence – Physical Assault towards Crews

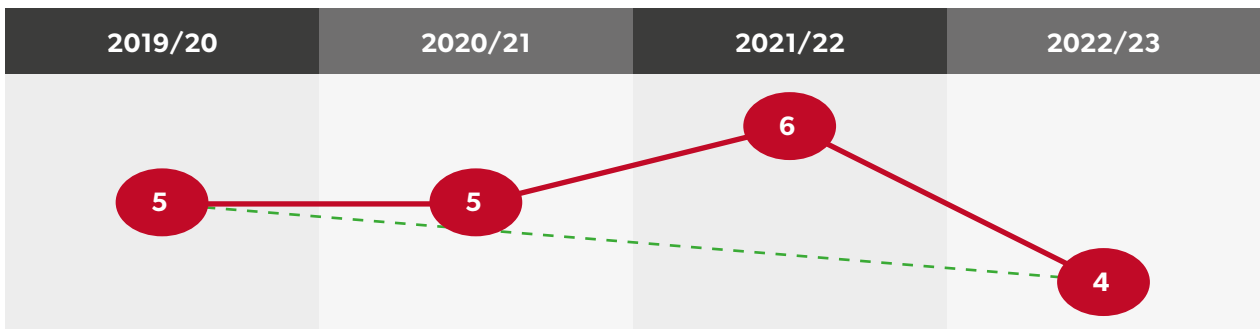


Figure 16: AoV Physical Assault towards Crews 2019/20 to 2022/23

When analysing AoV by season we see 23% (18) occurring during Spring, 24% (19) during Summer, 30% (25) during Autumn, and 23% (18) during Winter.

Acts of Violence by Season

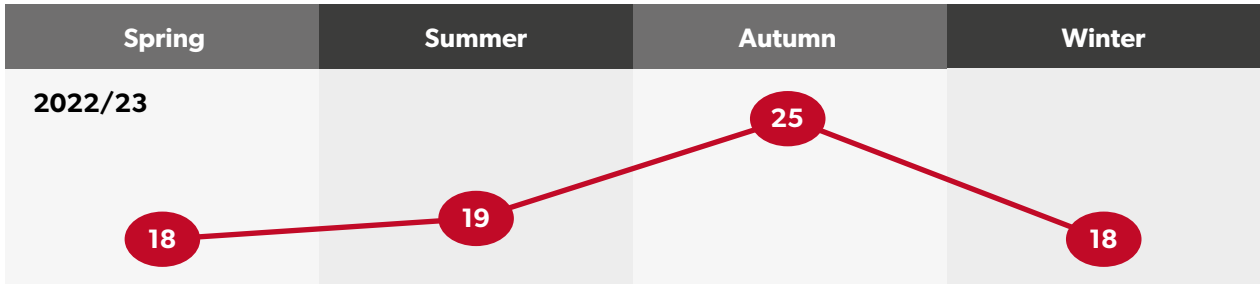


Figure 17: AoV by Season 2022/23

✓ | The period surrounding Bonfire night (01/11 – 09/11) accounted for 8% (6 of 80) of AoV, this shows a decrease of 4% and a numerical decrease of 3 when compared to the previous reporting year.

We will:

- Support SDA to engage with P&P for community engagement initiatives and share any lessons learned between all SDA areas via local and national SAIGs;
- Continue to support the SDA's in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted; and
- Continue to work with Police Scotland to ensure AoV are reported perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005.



VEHICLE ACCIDENTS

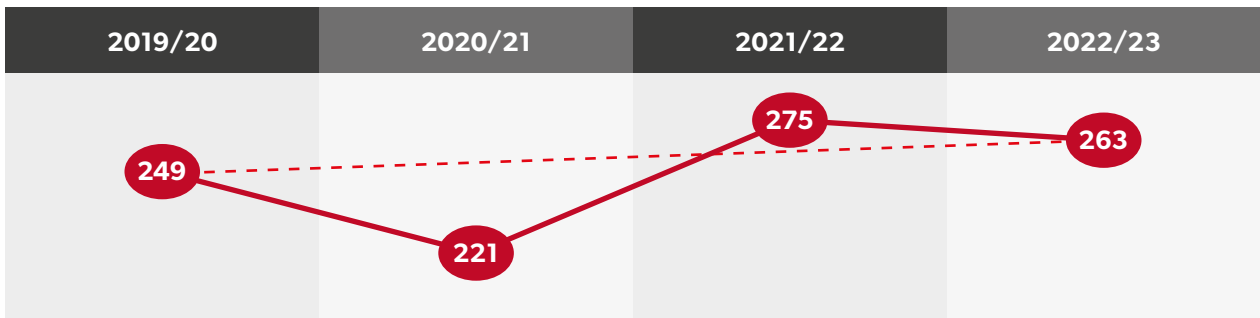


Figure 18: VAs 2019/20 to 2022/23

Over the 4-year period, the overall number of VAs is showing an upward trend. During 2022/23 a 4% (275 to 263) decrease is noted, numerically 8 fewer when compared to the previous reporting year.

Analysis shows operational related VAs accounted for 60% (158 of 263) of the total, remaining consistent in this category, numerically this is 8 fewer when compared with the previous reporting year. 35% (93 of 263) were attributed to non-operational activities, a 1% increase, numerically 1 less event when compared to the previous reporting year. Finally, 5% (12 of 263) were attributed to training, remaining consistent in this category, however numerically 3 fewer events.

Vehicle Accidents

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	42	43	64	47	Green	-27%
East	72	64	82	85	Red	4%
West	116	96	110	113	Red	3%
Strategic Planning, Performance and Communications	1	0	0	0	Green	-
Finance and Contractual Services	8	11	10	6	Green	-40%
People	0	0	0	1	Red	100%
Prevention and Protection	1	0	0	1	Red	100%
Operations	3	3	3	4	Red	33%
Service Development	0	0	2	1	Green	-50%
Training, Safety and Assurance	6	4	4	5	Red	25%
Total	249	221	275	263	Green	-4%

Table 12: VAs Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	30	15	2	47
East	59	24	2	85
West	68	41	4	113
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	6	0	6
People	0	1	0	1
Prevention and Protection	1	0	0	1
Operations	0	4	0	4
Service Development	0	1	0	1
Training, Safety and Assurance	0	1	4	5
Total	158	93	12	263

Table 13: Activity Undertaken Annual Totals

Operational related VAs remains the most common with an accident reported every 378 operational incidents attended, compared to 1 in every 576 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 437 operational incidents attended in the NSDA, compared to 1 in every 445 in the previous reporting year. In the ESDA a VA occurred every 367 operational incidents, compared to 1 in every 586 in the previous reporting year. Finally, in the WSDA a VA occurred every 422 operational incidents attended, compared with 1 in every 659 the previous reporting year.

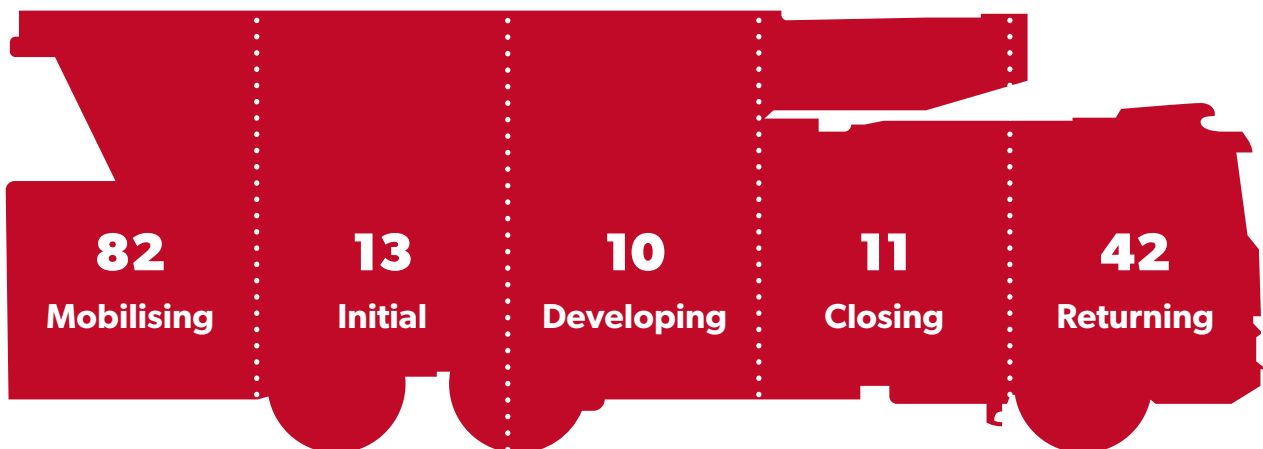


Figure 19: Phases of Operational Incidents Annual Totals

52% (82 of 158) of operational related VAs were attributed to mobilising representing a 2% increase in this category, numerically 1 less event when compared to the previous reporting year. The initial phase decreased by 2%, whilst during the developing phase VAs increased by 1%. The closing phase decreased by 1% whilst the returning phase decreased by 1% when compared to the previous reporting year.

Of the VAs attributed to operational incidents, 50% (80 of 158) occurred at low speed, representing a 6% increase in this category, numerically an additional 3 events when compared to the previous reporting year. 84% (67 of 80) of low-speed VAs occurred whilst moving forward, an increase of 6% in this category, numerically an additional 11 events are noted when compared to the previous reporting year. 38% (30 of 80) of low-speed manoeuvres occurred during the returning phase of the incident with 87% (26 of 30) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 39% (62 of 158) of operational related VAs occurred whilst driving under blue light conditions, representing a decrease of 5% in this category, numerically this is 11 fewer events when compared to the previous reporting year. 42% (26 of 62) of VAs that occurred whilst driving under blue light conditions resulted in damage to wing mirrors.

33% (52 of 158) of the operational VAs occurred on urban roads, representing a 4% increase in this category, numerically this is an additional 4 events when compared to the previous reporting year. 23% (36 of 158) occurred on A Class roads, a 4% increase and numerically an additional 4 events are noted when compared to the previous reporting year. 11% (18 of 158) occurred on B Class roads, representing a 7% decrease in this category, numerically this is 12 fewer when compared to the previous reporting year. A further 3% (4 of 158) occurred off-road or on track/forestry roads, representing an increase of 1%, and numerically remaining consistent when compared to the previous reporting year.

13% (20 of 158) occurred in appliance bays, representing an increase of 3% in this category, numerically an additional 3 events when compared to the previous reporting year. There was no comparative data on the remaining road types in relation to operational VAs.

Driver assistants were used in 24% (38 of 158) of the operational VAs reported, representing an increase of 6% and an additional 8 when compared to the previous reporting year. 49% (78 of 158) did not require driving assistants to be used, representing a 19% decrease and numerically 33 fewer events.

35% (93 of 263) of VAs reported were attributed to non-operational activities, representing a 1% increase, numerically 1 less event when compared with the previous reporting year. 61% (57 of 93) of the non-operational VAs involved the use of fire appliances, representing an increase of 3% in this category, numerically 3 additional events when compared to the previous reporting year.

32% (30 of 93) involved the use of SFRS White Fleet (WF), representing a decrease of 6% in this category, numerically this is 6 less events when compared to the previous reporting year. 1% (1 of 93) involved private cars, representing a decrease of 1% in this category, numerically 1 less event when compared to the previous reporting year. 2% (2 of 93) involved boats and there was no comparative data on the remaining vehicle types.

Lastly, training related VAs accounted for 5% (12 of 263) of VAs, consistently remaining the same however, numerically there were 2 fewer events when compared to the previous reporting year. 42% (5 of 12) were attributed to attending refresher training, representing a decrease of 37%, numerically this is 6 fewer events in this category when compared to the previous reporting year. 60% (3 of 5) occurred whilst attending Swift Water Rescue training, representing a decrease of 4%, numerically there were 4 fewer events in this category when compared to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationary	Hit or Hit by a Moving Vehicle	Boats	*Other	Total
North	35	5	0	7	47
East	56	12	2	15	85
West	76	13	4	20	113
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	5	1	0	0	6
People	1	0	0	0	1
Prevention and Protection	1	0	0	0	1
Operations	2	2	0	0	4
Service Development	1	0	0	0	1
Training, Safety and Assurance	5	0	0	0	5
Total	182	33	6	42	263

Table 14: VAs Cause Annual Totals

* Examples of "Other" include charging cables not being released prior to operating the vehicle, issues with brakes, potholes and vehicle slides due to icy conditions.

The most common cause of VAs across the SFRS continues to "hit something fixed or stationary", accounting for 69% (182 of 263) of the total reported, representing a decrease of 1%, numerically 11 fewer events are noted when compared to the previous reporting year.

42% (76 of 182) occurred in the WSDA, representing a decrease of 15% in this category and numerically 37 fewer events when compared to the previous reporting year. 31% (56 of 182) occurred in the ESDA, a 2% increase in this category and numerically remaining consistent when compared to the previous year. 19% (35 of 182) occurred in the NSDA, a 5% decrease in this category and numerically 12 fewer events when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Other	Total
North	26	10	5	0	6	47
East	47	24	11	1	2	85
West	66	26	14	1	6	113
Strategic Planning, Performance and Communications	0	0	0	0	0	0
Finance and Contractual Services	5	0	1	0	0	6
People	0	0	1	0	0	1
Prevention and Protection	1	0	0	0	0	1
Operations	3	0	0	0	1	4
Service Development	1	0	0	0	0	1
Training, Safety and Assurance	2	2	1	0	0	5
Total	151	62	33	2	15	263

Table 15: VAs Speed Type Annual Totals

57% (151 of 263) of VAs across the SFRS occurred at low speed, remaining consistent in this category when compared to the previous reporting year, however, a numerical decrease of 2 is noted.

There was insufficient data to complete the analysis for the 15 VAs categorised as "other".

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Other	Total
North	36	7	4	47
East	71	11	3	85
West	89	19	5	113
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	4	2	0	6
People	1	0	0	1
Prevention and Protection	1	0	0	1
Operations	3	0	1	4
Service Development	0	1	0	1
Training, Safety and Assurance	4	1	0	5
Total	209	41	13	263

Table 16: VAs Direction of Travel Annual Totals

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

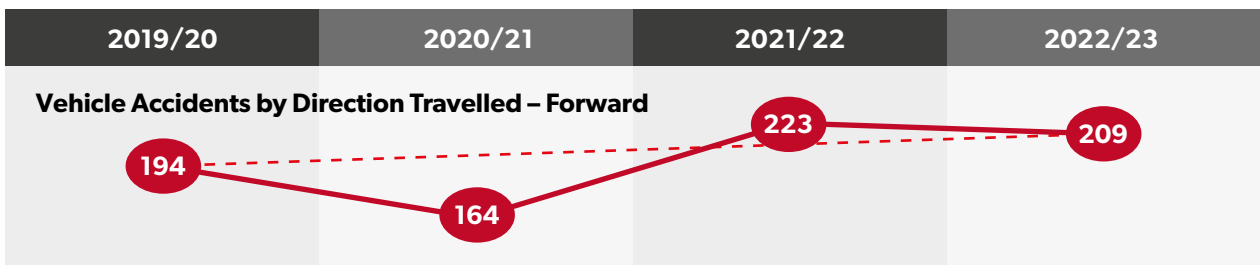


Figure 20: VAs by Travel – Forward Annual Totals

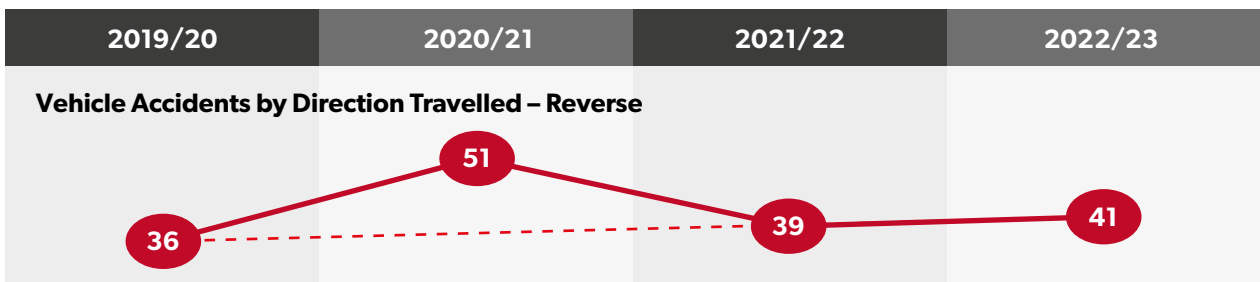


Figure 21: VAs by Travel – Reverse Annual Totals

79% (209 of 263) of VAs across the SFRS occurred whilst the vehicle was moving forward representing, a 2% decrease and numerically 14 fewer events when compared to the previous reporting year. 16% (41 of 263) of VAs across the SFRS occurred whilst the vehicle was reversing, representing a 2% increase and numerically 2 additional events when compared to the previous reporting year.

24% (62 of 263) of VAs involved the use of Driving Assistants, an increase of 5%, numerically an additional 11 events are noted when compared to the previous reporting year. Another 27% (70 of 263) of VAs required Driving Assistants to be in position, however, they were not used. This represents a decrease of 5%, numerically 19 fewer events when compared to the previous reporting year.

We will:

- Ensure the completion of Red-Light Interactive Module on TfOC Programme (all operational personnel including Flexi Duty Officers);
- Issue Awareness Brief and SSoW on the Use of Charging Reels to SDA's; and
- Develop a LSM Strategy through the National DSG.

11. LOOKING FORWARD 2023/24

Safety and Assurance Functional Plan 2023/24

During 2023/24, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management. The functional plan has been aligned to the SA Strategy and the 5 key themes of Compliance, Culture, Control, Communication and Engagement and Continual Improvement.

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

- The SFRS is working on a HSMS that meets the requirements of ISO45001;
- Review evidence based upon action plan and determine further actions /evidence;
- Undertake internal assessment on the HSMS and OA system;
- Commence action plan to address gaps within the HSMS and OA system;
- Brief Business Partners, finalise evidence requirements and arrangements for engaging with an external auditor; and
- Continue to develop and facilitate a HSMS (TASS) and OA Operational Assurance Recording and Reporting System (OARRS) development programme.

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

- Develop /maintain a suite of HS MA and OA arrangements and where required LCMS that reflect legislative and SFRS requirements.

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

- Develop SA improvement plans based upon risk priorities and identified areas of improvement;
- Ensure SFRS control Measures for COVID -19 are current and reflect a risk-based approach; and
- Prepare quarterly reports including detailing progression of improvement plans.

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

- To promote the implementation of role competencies and the Training Matrix through the appraisal process via preprinted Personal Development Plan linked to role requirements; and
- To liaise with and embed a process in which hazard perception is measured during the recruitment process.

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

- Develop a series of HS training sessions that can be embedded into all TfOC courses.

Culture Theme: Develop a behavioral safety campaign:

- Develop a defined behavioral safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture; and
- Present proposals to People to facilitate the SFRS appraisal process linked to measurable SA performance.

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

- Consider the implementation of risk profiling per SDA area.

Control Theme: SFRS has a holistic approach to the management of risk through the Management of Risk at Operational Incidents framework:

- Review arrangements in place to manage enterprise risk within the context of the operational environment through targeted engagement and support reviews.

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

- Review of HS MA Format and supporting LCMS.

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

- Ensure significant event investigations are carried out in a timely manner by proficient investigators.

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

- Develop and implement a defined programme for both proactive and reactive audits; and
- Develop and implement defined arrangements for topic specific audits which are informed by lessons learnt, audit outcomes and event trends.

12. GLOSSARY OF TERMS

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

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
DSG	Driver Safety Group
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
HSMS	Health and Safety Management System
LSM	Low Speed Maneuvers
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
OCSG	Operational Competence Strategy Group
OLG	Organisational Learning Group

Terms and/or abbreviations	Definitions and/or meanings
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group
SAS	Scottish Ambulance Service
SD	Service Development
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SSoW	Safe System of Work
TASS	Think, Act, Stay Safe
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not



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SFRS Health and Safety Annual Report 2022/23

Version 1 – November 2023



Report No: C/PC/47-23

Agenda Item: 10.5

Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 DECEMBER 2023						
Report Title:	SAFETY AND ASSURANCE DOCUMENTS FORWARD PLANNING SCHEDULE						
Report Classification:	For Information	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 the management of Safety and Assurance documentation up until the end of quarter 2 (Q2) 2023/24 in accordance with our Training Safety and Assurance (TSA) Health and Safety Improvement Plan.						
2	Background						
2.1	The Safety and Assurance Function are responsible for the ongoing management of our published Policies and Management Arrangements to ensure legal compliance, best practice and continual improvement of our management systems.						
3	Main Report/Detail						
3.1	This report shows progress made against the 5-year rolling Safety and Assurance Documents Forward Planning Schedule. Appendix A provides an overview of the current position up to the end of Q2 in accordance with our TSA Health and Safety Improvement Plan.						
3.2	The Health and Safety Policy (HS Policy) and its supporting Statement of Intent has completed its annual review. The new HS Policy has been made more strategic through the introduction of a new supporting Management Arrangement Framework (MAF) developed to capture all duplicate content from the HS Policy and its supporting arrangements into a single source.						
3.3	Both the HS Policy and MAF have passed through our TSA Governance processes and were approved at Octobers National Safety and Assurance Board (NSAB). We continue to apply this new process to reduce the size and content of our future arrangements moving forward.						
3.4	The Provision and User of Work Equipment (PUWER) Management Arrangement remains work in progress. However, progress to ensure assessments can influence future procurement specification and also be applied retrospectively to existing equipment continues.						

3.5	The Vibration Management Arrangement has completed its 5-year review and simplified. We have also worked with our Training Learning and Development partners on a new e-learning content format, the first of which will be Vibration awareness due for development towards the end of Q3/Q4.
3.6	An Operational Assurance Improvement Project Group has now been established to review OA documentation and convert them from Operational General Information Notes to Management Arrangements, as a timeline is developed this will be added to Appendix A .
4	Recommendation
4.1	The People Committee is asked to note the progress against the 5-year rolling Management Arrangement tracker up until the end of Q2, 2023/24 which is also reflected in our TSA Health and Safety Improvement Plan.
5	Key Strategic Implications
5.1	Risk
5.1.1	SFRS failing to maintain the currency and robustness of its safety and assurance management system without frequent periodic review as detailed within this report
5.2	Financial
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.	Safety and Assurance continue to monitor progression of actions in line with HSIPs and in partnership with our business partners.
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

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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 5.13.1	Equalities 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.	
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:	Andrew Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The Safety and Assurance Forward Planning Schedule continues to be progressed on target and will be expanded to include Operational Assurance documentation once the ongoing review has concluded.
8	Appendices/Further Reading	
8.1	Appendix A - Health and Safety Policy and Management Arrangements Forward Planning Schedule.	
Prepared by:	Derrick Watson, Senior Health and Safety Adviser	
Sponsored by:	Andrew Watt, Assistant Chief Officer Director of Training, 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.</p> <p>Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p> <p>Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>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>		

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Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People Committee</i>	<i>07 December 2023</i>	<i>For Information</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 conducted during review				Work is ongoing to enable pre-procurement assessment and retrospective assessment user friendly formats
Premises Inspection Management Arrangement and LCMS	5 Year Review	2022-23		Conducted during review	N/A	N/A	10/05/2023	Republished on the iHub and LCMS
HS Audits Management Arrangement (Withdrawn from iHub)	Major review and republication	2022-23						Deferred due to temporary secondment
Self-compliance MA	Annual Review	2023-24		Conducted during review	N/A	N/A	11/08/2023	Republished on the iHub
LOLER MA and LCMS and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	14/06/23	Republished on the iHub
Health and Safety Policy	Annual Review	2023-24		Conducted during review	Due Oct NSAB	N/A		Progressing through Governance published Q3 Due publication in Q4
Health and Safety Policy Statement	Annual Review	2023-24		Conducted during review	Due Oct NSAB	N/A		Due Q2
Vibration MA and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	11/10/23	Republished on the iHub
Premises Fire Safety MA and LCMS	Major Review	2023-24		Conducted during review	N/A	N/A	23/06/23	Republished on the iHub

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Operational ARA/DRA MA and LCMS	Major Review	2025-26		Currently being conducted during review					Ongoing consultation delayed to Q3
Lone Working MA	5 Year Review	2023-24		Currently being conducted during review					Due Q3
Impound and Inspection MA and LCMS	5 Year Review	2023-24							Due Q3
Noise MA and LCMS	5 Year Review	2023-24		Currently being conducted during review					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
Investigation MA and LCMS	Major Review	2026-27							Due Q4
Review of OA Documentation	Major Review	Various							OA Improvement Project Team commenced review process
Contaminants MA	New	2023-24							Managed directly through the Contaminants Group

White	Not Started
Blue	Complete
Green	On Target
Amber	Overdue by one month
Red	Overdue by more than one month



Report No: C/PC/48-23

Agenda Item: 11

Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 DECEMBER 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>					
		<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 (PC) with an update on audit and inspection action plans and closing reports.						
1.2	At this meeting PC are asked to scrutinise the progress of the action plan relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> Health and Safety: An Operational Focus 						
1.3	There are no closing reports to consider.						
2	Background						
2.1	HMFSI inspects and reports on the SFRS with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved certain action plans will be presented to PC on a quarterly basis to scrutinise progress.						
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.						
3.2	Health and Safety: An Operational Focus						
3.2.1	The HMFSI report on Health and Safety: An Operational Focus was published in April 2022. The action plan contains a total of 18 actions and is attached as Appendix B .						
3.2.3	During the reporting period, no actions have been completed, seven actions have an amber RAG status, and one has a red RAG status, most are experiencing a slip in predicted timescale.						

<p>3.2.4</p> <p>3.2.5</p>	<p>PC members are asked to note the following:</p> <ul style="list-style-type: none"> • Action 1.1: A proposed revised due date of August 2024 has been provided. The delay to the Document Conversion Project is a result of a delay by the external contractor to deliver the delivery platform which will house the suite of amended documents. • Action 3.1: A proposed revised due date of March 2024 has been provided. This action now sits within the In-Vehicle Solution Project and the timescale has been amended to reflect project timescales. • Action 4.1: A proposed revised due date of December 2023 has been provided. The slip in timescales was due to competing priorities. • Action 5.1: A proposed revised due date of March 2024 has been provided to allow the completion of the Hazard Reporting Module. The slip in timescale has been the result of competing demand and priorities. • Action 5.2: A proposed revised due date of March 2024 has been provided to allow the completion of the Hazard Reporting Module. The slip in timescale has been the result of competing demand and priorities. • Action 7.1: A proposed revised due date of March 2024 has been provided to allow user training to be finalised and released. • Action 8.2: A proposed revised due date of March 2024 has been provided. The slip in timescales was due to competing demands and priorities including the Strategic Service Review Programme (SSRP), preparedness for Industrial Action and operational commitments. <p>The overall RAG rating for this action plan is amber and is estimated as 80% 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>The PC is 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. • Review the Health and Safety Action Plan, attached as Appendix B, and agree the recommendations made.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risks associated with the recommendations of this report.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	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 PC 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 EHRIAs.
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
7.3	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 – Health and Safety: An Operational Focus Action Plan Update
Prepared by:	Louise Patrick, Planning and Partnership Coordinator
Sponsored by:	Jim Holden, Head of Safety and Assurance
Presented by:	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>15 November 2023</i>	<i>For recommendation</i>
<i>People Committee</i>	<i>7 December 2023</i>	<i>For scrutiny</i>

AUDIT AND INSPECTION OVERVIEW DASHBOARD

HMFSI Thematic Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Mar-24	-	18	Nov-23	Feb-23	0	8	0	9	0	0	1	0	0	80%	
Sep-22	Firefighting in Highrise Buildings	SDC	Dec-23	-	8	Nov-23	Feb-23	0	4	0	1	0	0	0	0	0	75%	
Apr-23	Command and Control Mobilising System (CCMS)	CC	Mar-24	-	6	Nov-23	Feb-23	0	1	0	5	0	0	0	0	0	85%	
Sep-23	Climate Change – Impact on Operational Activity - Report going to SLT in November 2023	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oct-23	East Service Delivery Area (ESDA) - Report going to SLT in November 2023	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

HMFSI Focused Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
May-23	Review of contingency planning arrangements in relation to potential industrial action - plan in development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

HMFSI Local Area and Service Delivery 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

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	Closed Date
Apr-15	HMFSI - Performance Management Systems	SDC	Jul-20	May-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	May-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	Mar-23	20	Mar-23	N/A	0	0	0	19	0	0	0	0	1	100%	Closed	May-23
May-18	Audit Scotland - Scottish Fire and Rescue Service Update	ARAC	Dec-21	Feb-23	36	Feb-23	N/A	0	0	0	33	0	0	0	1	2	100%	Closed	Mar-23
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	Feb-23
May-19	HMFSI - Management of Fleet and Equipment	SDC	Mar-22	May-22	38	May-22	N/A	0	0	0	32	0	0	6	0	0	100%	Closed	May-22
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	Nov-22
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	SDC	Mar-23	May-23	7	Mar-23	N/A	0	0	0	7	0	0	0	0	0	100%	Closed	May-23
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26	Aug-23	15	Aug-23	N/A	0	0	0	12	0	0	0	3	0	100%	Closed	Aug-23
Mar-23	Training of RDS Personnel	PC	Mar-23	Aug-23	31	Aug-23	N/A	0	0	0	27	0	0	0	4	0	100%	Closed	Sep-23

HMFSI Inspection Forecast

Expected	Title	Type
Aug-23	Mental Health and Wellbeing - <i>Report in draft</i>	Thematic
2023-24	West Service Delivery Area (WSDA)	SDA
2024-25	North Service Delivery Area (NSDA)	SDA

HMFSI Possible Areas of Interest as outlined within the 2023-25 Inspection Plan

Expected	Title	Type
TBC	SFRS Planning and preparedness for a response to Marauding Terrorist Attack	Focused
TBC	The state of provision of specialist resources (appliances, equipment and staff inc. training)	Focused
TBC	Recognising and embedding organisational learning	Focused
TBC	National resilience assets - provision, location, skills and usage	Focused
TBC	Fire cover - distribution, modelling and standards	Focused
TBC	HR/Workforce planning - recruitment, attrition, diversity, skills (all duty systems); support to LSO areas	Focused
TBC	Administration and use of technology	Focused
TBC	Operations Control	Focused
TBC	RVDS Duty System	Focused

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

Updated	Next Update
Nov-23	Feb-24

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	3rd revised Aug-24	In Progress	16 August 2023: Communications and Information Governance have advised that the new Website/Hub developer/provider (STORM ID) will not be in a position to facilitate the required platform to host the Document Conversion Project until January 2024. Operations would seek approval to transfer this action to the Communications and Information Governance functions in the short term as further progress is no longer within the scope of the Operations Function. This action remains amber due to the slip in original timescales. A revised due date from September 2023 to January 2024 has been proposed. [Proposed second revised due date from September 2023 to January 2024] 15 November 2023: Individual development of package content remains on track for the proposed revised go-live dates or respective Operations workplan dates. However, implementation will not be achievable until the provision of the delivery platform with packages scheduled for implementation in March 24, April 24, and August 24. The external provider have experienced delays with platform development. Operations are liaising with them to support and progress. This action remains has moved from amber to red due to the slip from the original timescale. [Proposed revised due date from January 24 to August 2024 to align with platform delivery by external contractor.]	50%		Red	
The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up to date and the information available suitable for all foreseeable incident types.	R3.1	Determine risk critical information required for GETAC tablets to ensure that this information is provided to crews.	AC Craig McGoldrick, Operations	Sep-23	Mar-24	In Progress	16 August 2023: As per the previous update in May 2023, this action is ongoing, however, work from an Operations Function perspective has been completed. The role out of enhancements is reliant on the In Vehicle Solutions Project and the Communications and Information Governance functions. This action remains green and on track for completion by the proposed due date. 15 November 2023: This Action now sits within the In Vehicle Solutions Project and Operations will support in line with the work programme and timeline of that Project. This action has moved from green to amber as the original deadline has been missed. [Proposed revised due date from September 23 to March 2024 to align to Project timeline]	75%		Amber	
The SFRS should ensure that the Post Incident Support Procedure is amended so that triggers are in place and are activated automatically to support all levels of operational staff attending relevant incidents.	R4.1	Health and Wellbeing Team to review Post Incident Support Procedure to determine the need for automatic activations criteria and process.	Justin Smithson, Clinical Lead	Jun-23	Dec-23	In Progress	16 August 2023: The work of the Post Incident Short Life Review Group is now complete and the work from this group will inform the review of the Post Incident Support Policy and any supporting papers which are due to begin their governance journey in Quarter 2 2023/24. This action has moved from green to amber due to a slip in original timescale and a revised due date of September 2023 has been proposed. [Proposed revised due date from June 2023 to September 2023] 15 November 2023: Some slippage on this project due to other work priorities and recommendations/outcomes of thematic HMFSI review which are very likely to inform this piece of work. It is anticipated that the governance journey will take place in Quarter 3. This action remains amber due to the slip in original timescale. [Proposed revised due date from June 2023 to December 2023]	70%		Amber	
The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.1	Health & Safety Department to liaise with Service Delivery Areas to identify the cultural barriers that prevent Near Miss reporting.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	Mar-24	In Progress	16 August 2023: The final draft of the Safety Culture Survey is under review. The goal is to publish the survey in mid-August 2023. This action remains amber due to the slip in original timescale however, work is on track to complete by the previously agreed revised date of December 2023. 15 November 2023: The Hazard Reporting module has been handed to ICT for development on the Think, Act, Stay Safe System and is expected to be completed by Quarter 4. The Safety Culture Survey has concluded. An analysis will be conducted in October. This action is amber as it has missed the September 2023 deadline. [Proposed revised due date from September 23 to March 2024]	90%		Amber	
The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.2	Consider process to ensure that outcomes and lesson learned from Near Miss reporting are made widely available to staff.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	Mar-24	In Progress	16 August 2023: Regular meetings are ongoing to plan and design the Communications and Engagement Strategy. This action remains amber due to the slip in original timescales, however, work is on track to complete by the previously agreed revised due date of September 2023. 15 November 2023: The Hazard Reporting module on the Think, Act, Stay Safe System has been provided to ICT for development and is expected to be completed by Quarter 4. The Communications and Engagement Strategy has been drafted. This action is amber as it has missed the September 2023 deadline. [Proposed revised due date from September 2023 to March 2024]	85%		Amber	

The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.3	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	16 August 2023: The Hazard Reporting module for the Think, Act, Stay Safe system is planned to be developed by ICT in Quarter 4. This action remains amber due to the slip in original timescales, however, work is on track to complete by the previously agreed revised due date of March 2024. 15 November 2023: The development of the Hazard Reporting module for the Think, Act, Stay Safe System is on track for completion by Quarter 4. This action remains amber due to the slip in original timescales.	70%		Amber	
The SFRS should design and develop an electronic asset management and testing solution, which would reduce reliance on paper records and limit organisational exposure and risk.	R7.1	Identify, test and implement a suitable management system. (This will need substantial ICT support and will need to be in the ICT workplan to be able to proceed. There is currently a Vehicle Inventory Checking System (VIC) being trailed but it's taken almost 2 years to get this solution to trial status)	Roddy Mackinnon, Scottish Equipment Manager	Sep-23	Mar-24	In Progress	16 August 2023: The Vehicle Inventory Check (VIC) check is currently being used at 20 Swiftwater Rescue Technician (SRT) stations, three standardised SFRS specification high reach appliances (ALPs) and four Fire investigation units. We are currently building the system to meet the new Medium Weight Rescue Pumps (MWRP). The system will continue to be implemented as new SFRS fully equipped vehicles enter the Service. The Management Dashboard is also currently in the final stages of development. This action remains green and is on target to be completed by the original due date. 15 November 2023: The management dashboard has now been finalised and trailed by stakeholders ready for use. User training needs to be finalised for management teams and released for use. A revised due date of March 2024 has been proposed to allow this work to take place. This action is amber as it has missed the September 2023 deadline. [Proposed revised due date from September 2023 to March 2024]	45%		Amber	
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.2	Develop process to ensure targeted messaging methods are available.	AC Craig McGoldrick, Operations	Jun-23	Mar-24	In Progress	16 August 2023: Whilst the actions required for progression of this action remain relevant in principle, due to competing demands and priorities, such as the Strategic Service Review Programme (SSRP), preparedness for Industrial Action and the Jenners incident etc. significantly impacting both Health and Safety and Operations, this action has not been formalised or progressed within the wider Service. This action has moved from green to red due to the slip in original timescale and the ongoing competing demands and priorities which continue to impact progress. As a result a revised due date of December 2023 has been proposed. [Proposed revised due date from June 2023 to December 2023] 15 November 2023: This work is scheduled for Quarter 4 and will be progressed following further discussions with Teresa Kelly to agree a terms of reference and pathway for progression. This action has moved from red to amber as the work is now scheduled. [Proposed revised due date from December 2023 to March 2024]	10%		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%	Mar-23	Complete	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 Learning Content Management System (LCMS) package remains ongoing.
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.	R2.2	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 Learning Content Management System (LCMS) packages relating to Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) was completed in Quarter Q4 2022/23.	100%	Mar-23	Complete	
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.	R2.3	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 Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) module within the Health and Safety Programme of Learning which is currently live on the LCMS system. All can be evidenced within Learning Content Management System (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 Learning Content Management System (LCMS) packages for all operational levels. This includes a dedicated Risk Assessments at Operational Incident module with specific content relating to Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) along with Incident Command Assessment that focuses specifically on this area. Combined it provides clarity on how and why to complete an Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA), as this is an essential element that contributes towards Firefighter safety. The design of this new Learning Content Management System (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	Complete	LCMS

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.	R.2.4	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 Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (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	Complete	LCMS
The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up to date and the information available suitable for all foreseeable incident types.	R3.2	Determine Operational Intelligence information required for GETAC tablets to ensure that risk critical information provided to crews.	AC Craig McGoldrick, Operations	Sep-23	Complete	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.	100%	May-23	Complete	
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	Complete	
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.	R6.2	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	Complete	Home Page - Operational assurance (oarrs.azurewebsites.net)
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.	R6.3	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	Complete	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. 16 August 2023: On behalf of Service Delivery and the National On Call Leadership Forum (NOCLF); we would propose this action is closed. Service Delivery Local Senior Officers via the National On Call Leadership Forum (NOCLF) Single Point of Contacts (SPOCs) have actioned and where practicable, increased/unmaximised attendance and engagement at On Call Stations and also delivered a number of On Call Manager engagement sessions. This action has been marked as green and it has been proposed that it should be marked as complete.	100%	Aug-23	Complete	
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.	R6.4	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	Complete	On Call Firefighters National Site - Home (sharepoint.com)

<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>	<p>R8.1</p>	<p>Consider actions captured in R1, R3, C17, C18, C22.</p>	<p>N/A</p>	<p>N/A</p>		<p>Cancelled</p>	<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>				
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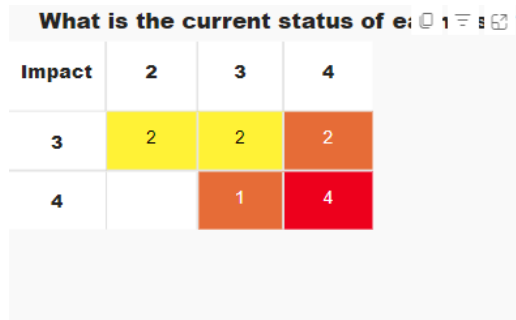


Report No: C/PC/49-23

Agenda Item: 12.1

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 DECEMBER 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>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to provide the People Committee (PC) with a report identifying Directorate risks and controls relating 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. Appendix 1 provides current information held on risks, controls and changes undertaken during the last review.							
3.2	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.							

3.3 For the current period there are 11 risks identified reportable through the People Committee, 4 of which have been assessed at a risk rating of 15 or above.



3.3.1 These risks are outlined below:

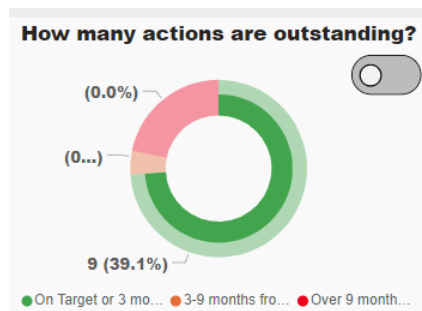
Risk ID	Status	Risk Description	SLT Risk Owner	Strategic Risk ID	Risk Rating	Target
POD015	Treat	There is a risk that the People and Finance teams are unable to effectively support the significant number of concurrent Pensions related exercises and associated implementations due to competing priorities and capacity constraints, and not receiving timely information and engagement from the Scottish Public Pensions Agency resulting in lack of clarity and discontent for employees, and potential legal challenge and / or employee relations issues resulting in delays, employee discontent, uncertainty over procedures and entitlements, and financial disadvantage.	Rachael Scott, Deputy Head of People	5	16	4
TSA014	Treat	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.	Head of Safety and Assurance	4	16	4
TSA015	Treat	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. 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.	Head of Safety and Assurance	5	16	4
TSA019	Treat	There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities, which could result in current and future negative impact on currency in operational skills & capacity, associated legal and regulatory compliance and financial and reputational cost.	Deputy Assistant Chief Officer Bruce Farquharson Head of Training	5	16	8

3.4 **Control Actions**

3.4.1 Without action taken on progressing identified control actions, risks are likely to remain static and additional reporting has now been put in place to manage control actions through a RAG status. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

Green	On target or within 3 months of original due date
Amber	3-9 months delay from original due date
Red	Delay of over 9 months from original due date

3.4.2 In relation to these 4 risks there are currently 9 associated control action all of which are currently on target for completion within their anticipated due date.



3.5	Risk Changes
3.5.1	<p><u>Reduction in risk rating</u></p> <p>TSA018 - There is a Directorate risk, of an inability to maintain or improve our training delivery due to insufficient capacity being available within the Training Function to meet current demands. Both Probability and Impact Decreased from: 16 (4 x 4) to: 9 (3 x 3). This has been made possible due to significant progress made in filling vacancies. This position may change depending on the Pensions Remedy and we will continue to monitor the rating.</p>
3.5.2	<p><u>Realigned Governance Reporting</u></p> <ul style="list-style-type: none"> • POD014 reporting now to Mental Health & Wellbeing Group from People Board • POD015 reporting to People Board from Senior Management Board
3.6	Risk Dashboard
3.6.1	The risk framework continues to be reviewed with work being progressed in relation to the development of a risk dashboard.
3.6.2	Work has been undertaken by the Business Intelligence Team to develop an interactive risk dashboard through Power BI. This brings together all risk information within a single tool, with a high-level overview allowing users to quickly and easily analyse risk information, customizing views of this information to enable informed discussion on risk.
3.6.3	Demonstrations of the tool have been provided to Members of the Audit and Risk Assurance Committee and the Good Governance Board as part of its development with further discussions currently being held with the Chair of the Audit and Risk Assurance Committee to ensure risk information provided to Committees allows scrutiny activity to be undertaken effectively.
3.6.4	The use of the tool will require support from Business Intelligence and the Risk and Audit Team and training sessions will be provided to Members and Directorates. These sessions will build awareness and knowledge of the tools capabilities and allow future maturity of the tool through feedback and discussion.
4	Recommendation
4.1	<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.
5	Key Strategic Implications
5.1 5.1.1	<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. 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>
5.2 5.2.1	<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>

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	The Risk and Audit Manager provided the People Committee with the current Risk Report.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient: There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions, within identified timescales, to ensure scrutiny can be undertaken effectively.
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.

8	Appendices/Further Reading	
8.1	None	
Prepared by:	David Johnston, Risk and Audit Manager	
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Presented by:	David Johnston, Risk and Audit Manager	
Links to Strategy and Corporate Values		
<p>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:</p> <p>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <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>07 December 2023</i>	<i>For Scrutiny</i>



**People Committee – 7 December 2023
Risk Spotlight Briefing Note**

TSA019 - There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities, which could result in current and future negative impact on currency in operational skills & capacity, associated legal and regulatory compliance and financial and reputational cost.

Submitted by:- Director of Training Safety & Assurance ACO Watt

<p>Background: What would cause the risk to materialise / what is the effect likely to be?</p> <ul style="list-style-type: none"> • Insufficient capital budget allocation to progress investment required in our assets. This would potentially lead to training facilities not being available for use due to the need for property repairs. • Enhanced measures required to address the known impacts from contaminants which will require investment and new ways of working. If we are not compliant with future Contaminants Regulations, we will potentially not be able to deliver training at these training facilities. • The aim of Training, as set out within our new Vision and Strategy, is to ensure we create capacity within training to deliver training in a more effective and efficient way, therefore increasing the volume of training activity. This planned increase in throughput of candidates on courses will increase further wear & tear on assets. • The potential impact on our ability to delivery training courses due to the points above would have a further impact on skills competencies and currencies across the service.
<p>Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).</p> <ul style="list-style-type: none"> • We are currently developing a Training Strategic Asset Management Plan, which will set out where we need to invest/prioritise across our Training Estate over the next 10 years to ensure we maintain our facilities to the appropriate standard. This will ensure firefighters have access to the best training facilities available. • The production of a Training Assets Framework as part of our Training Vision & Strategy, mapping out all training assets/venues and locations for use, together with a booking system, will ensure we are making best use of our training facilities. • Review current laundry requirement for PPE and guidance to mitigate instructor and candidate exposure to contaminants in a Training environment. • On-going and scheduled engagement with Asset Management and Property at a strategic level around the replacement, refurbishment or addition of equipment and facilities. • Training Centre inspection and maintenance schedule reviews for all main training sites to identify and act on repairs in a timely manner. • Encourage the application of a training in the community approach to supplement SFRS facilities training. Station will be encouraged and supported to identify training opportunities within their local areas. • Training will engage with other key partners to explore any opportunities to share training facilities. • Training is engaged with other UK FRS through the NFCC network with regards to training and are currently looking at several different training facilities across the UK to understand what is currently being used within the sector. • Exploring the use of technologies and virtual reality, blended learning approach. • Training is looking at opportunities to create Training Hubs across the country to ensure both reasonable access to training facilities as well as best value.
<p>External or other factors which might impact on the current risk assessment.</p> <ul style="list-style-type: none"> • The outcomes from the SFRS Strategic Service Review Programme. • Scottish Government Budget allocation for 2024/25 • Future inflationary pressures, material/unit costs and potential supply chain issues. • Increasing Capital Budget pressures elsewhere within SFRS.

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

Agenda Item 14.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Report (People, Training & HS) Independent Audit/ Inspection Action Plan Update (Training of RDS Personnel) Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none">
		<p><u>New Business</u></p> <ul style="list-style-type: none"> Vocational & Apprenticeship Update Staff Learning and Development Culture Update 	<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>New Business</u></p> <ul style="list-style-type: none">
6 June 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Annual Report 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Committee Assurance Statement
		<p><u>New Business</u></p> <ul style="list-style-type: none"> Learning Needs Analysis 2023-24 (Annual Report) 	<p><u>New Business</u></p> <ul style="list-style-type: none"> Update on IA Sickness Absence Management audit action plan and level of risk carried 	<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>New Business</u></p> <ul style="list-style-type: none">

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
12 September 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none">
		<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>New Business</u></p> <ul style="list-style-type: none"> Update on the effectiveness of the 21 day Arrangements/process 	<p><u>New Business</u></p> <ul style="list-style-type: none"> Draft Health & Safety Annual Report 2023/24 	<p><u>New Business</u></p> <ul style="list-style-type: none">
5 December 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none">
		<p><u>New Business</u></p> <ul style="list-style-type: none"> Health and Safety Policy and Policy Statement 	<p><u>New Business</u></p> <ul style="list-style-type: none"> Health and Safety Annual Plan 2023/24 	<p><u>New Business</u></p>	<p><u>New Business</u></p> <ul style="list-style-type: none">

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 March 2025	<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 • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Partnership Working Update (EPF & PAG) • People Policy Forward Planning Schedule Update • Training Policy Review Schedule • S&A Documents Forward Planning Schedule • RANSc update (Private) • Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Performance Reports (People, Training & H&S) • Independent Audit/ Inspection Action Plan Update • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) • Contaminants Quarterly update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> •
		<p><u>New Business</u></p>	<p><u>New Business</u></p>	<p><u>New Business</u></p>	<p><u>New Business</u></p> <ul style="list-style-type: none"> •