SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - PEOPLE COMMITTEE
THURSDAY 7 MARCH 2024 @ 1300 HRS
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: 7 DECEMBER *(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 3 2023/24 *(attached)*   *L Gaja*

Report(s) for Information only:
7.2   Modern Apprenticeship and SVQ Update *(attached)*   *F Munro*
7.3   People Policy Review Schedule Update *(attached)*   *L Gaja*

8   EQUALITY, DIVERSITY, CULTURE AND FAIR WORK
Report(s) for scrutiny:
8.1   Culture Update *(attached)*   *L Barnes*
8.2   Colleague Experience Survey Update *(attached)*   *K McDougall*

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.

9 TRAINING
Report(s) for scrutiny:

9.1 Training Function Update and Performance Report Quarter 3 2023/24
(attached)   *B Farquharson*

Report(s) for Information only:

9.2 Training Continuous Improvement Programme Update *(attached)*   *B Farquharson*
9.3 Training Function Policy Review Schedule *(attached)*   *B Farquharson*

10 HEALTH AND SAFETY
Report(s) for scrutiny:
10.1 Health and Safety Performance Report Quarter 3 2023/24 *(attached)*   *J Holden*
10.2 Contaminants Quarterly Report *(attached)*   *A Watt*

Report(s) for Information only:
10.3 Safety and Assurance Management Arrangement Framework *(attached)*   *J Holden*

11 AUDITS/INSPECTIONS
11.1 HMFSI Inspection Action Plan Updates and Closing Reports *(attached)*   *J Holden*
11.2 Internal Audit: Scottish Vocational Qualifications *(attached)*   *F Munro*
11.3 Internal Audit: Sickness Absence Management *(attached)*   *R Scott*
11.4 Internal Audit: On-Call Workforce Planning *(attached)*   *M Pincombe*

The Committee is asked to scrutinise this report.

12 PEOPLE COMMITTEE RISK REGISTER
12.1 Risk Update Report *(attached)*   *L Gaja/A Watt /D Johnson*

12.2 Risk Spotlight: Pension Remedy Workstreams (POD015) *(attached)*   *L Gaja*

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 6 June 2024

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.

PRIVATE SESSION

17   MINUTES OF PREVIOUS PRIVATE MEETING: 7 DECEMBER 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 – 7 December 2023 *(attached)*   *F Thorburn*
18.2   Update of last meeting – 7 March 2024 (v*erbal*)   *F Thorburn*

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

19   STAFF LEARNING AND DEVELOPMENT 2023-24 *(attached)*   *F Munro*

The Committee is asked to scrutinise this report.

20   KEY CASE UPDATES 2023/24 – Q3 *(verbal)*   *L Gaja*

This verbal report is for information only.

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.

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 7 DECEMBER 2023 @ 1245 HOURS

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

PRESENT:

Mhairi Wylie (Chair) (MW)	Steve Barron (Deputy Chair) (SB)
Fiona Thorburn (FT)	Malcolm Payton (MP)
Paul Stollard (PS)	

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Lyndsey Gaja (LG)	Interim Director 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
Anne Whyte (AWh)	Lead People Advisor (Item 8.2 only)
David Johnston (DJ)	Risk and Assurance Manager (Item 12 only)
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

Seona Hart, FBU

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 will be taken as read and presentations should be kept succinct and, if appropriate, consideration should be given to discuss issues off table.

1.4   The Chair advised the Committee that the agenda had been restructured to allow items of a similar nature to be grouped together. The Committee will have the opportunity to discuss this further at the workshop scheduled for 13 February 2024.

2   APOLOGIES FOR ABSENCE

2.1   Liz Barnes, Interim Deputy Chief Officer (Corporate Services)

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* verbal report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issues (Item 9G).

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 14 SEPTEMBER 2023

5.1   The minutes of the meeting held on 14 September 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 noting the updates and agreed the closure of completed actions.

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

7   PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

7.1   **People Performance Report Quarter 2 2023/24**

7.1.1   LG provided the People Performance Report Quarter 2 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:

- Wholetime workforce planning, in the context of the retirement profile and implementation of year one operational changes.
- Staff turnover and new approach to recruitment and selection for hard to fill vacancies in Operations Control and Fleet.
- Most common reasons for management referrals to Health and Wellbeing.
- Small increase in absence rate, due to long term absence for day duty staff compared to the previous quarter.   There were 337 individuals within this staffing group.

7.1.2   The Committee noted the level of RBC vacancies by FTE was -53. LG advised that this was a consequence of the temporary appliance withdrawals, as part of the year one operational changes under Strategic Service Review Programme (SSRP), and the interim Target Operating Model/Response Based Crewing Model.

7.1.3   In regard to workforce planning retirement rates, the Committee queried the likely predictions for Quarter 3 and 4. LG advised the Committee that the Service would continue to monitor and forecast, as best as possible. LG noted a potential increase in June/July 2024, however, this situation would be closely monitored. This issue would be discussed further under agenda item 7.4.

7.1.4   The Committee commented on the RDS workforce profile trends and whether the increased focus was simply sustaining the current position or was sufficient in increasing numbers. It was agreed that this issue warranted a future risk spotlight, potentially at the next workshop (13 February 2024).

7.1.5   LG and FT provided a brief verbal update on cultural activities and noted the following key points:

- Development of Culture action plan nearing completion.
- Initial meeting of the Culture Development Group had been convened and chaired by Liz Barnes, Interim Deputy Chief Officer (Corporate Services). The Group was comprised of a variety of individuals across all roles and functions within the Service and trade union representatives.
- Initial discussions focused on purpose, aims and priorities for the groups as well as drafting terms of reference.
- Reminder of other existing groups, ie Women's Experience Liaison Forum, who look at cultural issues.

7.1.6   The Committee noted the verbal update and requested a written report with detailed update for the next meeting.

7.1.7   **The Committee scrutinised the report.**

7.2   People Performance Quarter 1 2023/24 (Amended version)
7.2.1   LG tabled 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. This report was re-presented due to the addition of wellbeing performance data which was not available for the previous meeting.

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

7.3   Career Ready Report
7.3.1   LG presented the report to the Committee to provide an update on the current SFRS partnership with Career Ready and extended the offer for a further update at a future workshop session.

7.3.2   The Committee welcomed the report and progress being made. The Committee asked whether there were opportunities to expand this to a wider geographical area and for future consideration to be given to the potential for collaboration with local authorities to utilise the People Equity funding. LG advised that discussions had taken place at the Strategic Leadership Team (SLT) on the scope and potential to deliver a work programme in other geographical areas.

7.3.3   The Committee noted that a Reasonable assurance level had been attributed to this report and queried what would have increased the rating to Substantial.   LG advised that one of the objectives from the Programme was to support participants to move onto positive destinations, however, due to data protection the Service was unable to track this information.

7.3.4   **This verbal report was provided for information only.**

7.4   Retirement/Leavers Profile
7.4.2   LG provided a verbal update on the Retirement/Leavers Profile to the Committee for information, highlighting the following key points:

- Interim changes to the Target Operating Model and temporary appliance withdrawals impact on staffing levels against the Resource Based Crewing Model.
- 46 Wholetime Firefighters were due to graduate on 15 December 2023 and would take up their positions on stations thereafter.
- Potential worst case retirement scenarios had not materialised as anticipated.
- Placeholder for trainee course in January 2024, however this was dependent on retirement rates in early 2024. SLT to decide on timings and intake numbers for trainee course in due course.
- Work continues to progress individuals within the recruitment holding pool as much as possible in preparation for a trainee course being confirmed.

- Consideration of learning from RDS to Wholetime migration pilot and potential to reinstate.
- Temporary promotions were being used to fill immediate gaps. Permanent recruitment and promotion activities were being quickly stood up to respond to any vacancies.
- Staffing Solutions team has been reinstated to look at a range of interventions.

7.4.2 The Committee noted the update and work being done in this area and to receiving future updates on progress.

7.4.3 **This verbal report was provided for information only.**

7.5 People Policy Review Schedule Update

7.5.1 LG tabled the People Policy Review Schedule Update Report to the Committee for information only. LG reminded the Committee that a full review and reprioritising of the review schedule, based on organisational needs, had been undertaken. Consultation was currently ongoing with a view to converting a number of existing policies into guidance notes.

7.5.2 The Committee welcomed the conversion to guidance notes and commented on the potential for the Identification Cards policy to remain a policy. LG noted the comment and would consider this off table.

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

7.6 Colleague Engagement Survey Update

7.6.1 FM provided a verbal update on the Colleague Engagement Survey to the Committee for information only and highlighted the following key points:
- Requesting feedback from Comms and other partners on Colleague Experience Survey.
- Reviewed potential providers, what they were able to provide and associated costs. Currently considering Skills for Justice noting that the Service already had a membership with them for other activities. Another benefit would also be the ability to benchmark against similar sectors.
- Progress against action plan remained on target.
- Proposed staff survey to be issued in March 2024.

7.6.2 The Committee requested and were provided with some background information on Skills for Justice.

7.6.3 FM advised that the questions would be agreed by the SLT and assured the Committee that the outcomes/themes would be shared fully and widely.

7.6.4 **This verbal report was provided for information only.**

8 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK
8.1 Equality, Diversity, Culture and Fair Work

8.1.1 LG provided a verbal update to the Committee and highlighted the following key points:
- Participating in several Scottish Government led equality groups which is enabling the Service to collaborate and benchmark against other public sector organisations.
- Gaelic Language Plan had been approved and published.
- Six employee networks had been established and at differing stages of maturity.
- Corporate Parenting Plan activities.
- Pending legislative changes relating to the Human Rights Bill and duties under the Equality Act.
- As part of Black History Month, an organised walking tour around Glasgow's slave past was facilitated.

8.1.2 **The Committee scrutinised the report.**

(AWh joined the meeting at 1323 hrs)

8.2 **Talent Acquisition – New Approach to Recruitment and Selection**

8.2.1 FM introduced AWh, who presented the report outlining a new approach to Recruitment and Selection within the Service to the Committee, for information only. The approach refines the existing attraction, recruitment and selection processes, procedures and associated practices to improve outcomes for the Service and candidates.

8.2.2 The Committee sought further information on leadership quality-based evidence portfolios. AWh advised that other fire and rescue services use the NFCC leadership framework, and this involves candidates working and providing evidence against the four quadrants of this framework. AWh noted that SFRS does not currently use this process, however, there is potential for this to be used going forward.

8.2.3 The Committee commented on the term streamlining in relation to the recruitment process. AWh noted the comment and stated that the aim was to ensure consistency, efficiency and cost effectiveness across the Service in all recruitment processes.

8.2.4 AWh confirmed that the Service were looking at various options in regard to advertising posts and noted the recent Open Day specifically targeted for mechanics, where CV's were accepted. The Committee noted and welcomed this approach.

8.2.5 In regard to a contract for psychometric testing ending later next year, AWh advised that alternative options were being explored for assessing candidates for both development and recruitment purposes.

8.2.6 The Committee commented on the importance of a swift recruitment process and that the recognition that diversity includes diversity of thought.

8.2.7 **The Committee scrutinised the report.**

(AWh left the meeting at 1335 hrs)

9 **TRAINING**

9.1 **Training Function Update and Performance Report Quarter 2 2023/24**

9.1.1 BF presented the high-level overview of the Training function activity and performance over Quarter 2 2023/24 and highlighted the following key issues:
- General improvement across all KPIs.
- Greater understanding of causations of performance levels and increased scrutiny through PowerBI.
- Work continues to address challenges and deliver services.
- KPI 22 (operational core skills modules firefighter to watch manager): Continuing to improve with informative feedback sessions being held.
- KPI 25 (incident command currency): Returned to pre-covid levels.
- KPI 26 (core skills currency): General improvement with some geographical areas proving challenging and requiring further work.
- Ongoing challenges with recruitment for driver training roles and potential alternative delivery option.
- Changes to delivery of driver reassessment standards and training delivery.

9.1.2 The Committee commented and welcomed the progress which had been made over the past year, noting the improved clarity and direction of future improvements.

9.1.3 **The Committee scrutinised the report.**

9.2 **Training Continuous Improvement Programme Update**
9.2.1 BF presented the report to the Committee updating on progress to implement the recommendations contained within the Scottish Fire and Rescue Service (SFRS) Training Continuous Improvement Programme (CIP). The following key points were highlighted:
- Original 56 recommendations have been reassessed for validity, impact and completion. Of which, 22 were complete, 4 were no longer viable, 7 were transferred to other projects and 23 remain outstanding.
- Further items have been added to the continuous improvement programme and relate to training vision and strategy and underpinning framework documentation, BA recovery plans, driving training improvements and internal/external audit inspection recommendations.
- Some recommendations lie within other areas of work, ie People, Payroll, Finance and Training programme, however they are retained under Training Function ownership and responsibility for completion.

9.2.2 The Committee commented on their appreciation and reassurance on the progress being made.

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

9.3 **Training Function Vision and Strategy 2023-28**
9.3.1 AW presented a report to the Committee to provide the final approved version of the Training Vision and Strategy 2023-28 for information, prior to publication, noting that the draft version had previously been presented for feedback. AW advised the Committee that the strategy had been extended to 2028 to allow sufficient time to achieve the ambitions within it.

9.3.2 The Committee noted that previous feedback has been reflected in the final document and highlighted a couple of minor typographical errors.

9.3.3 Brief discussion took place on the format and publication of the document and whether it was appropriate for the targeted audience. It was noted that a similar discussion has taken place regarding the Strategic Plan, therefore, this would be raised at the next Integrated Governance Forum meeting as a recurring theme.

9.3.4 **The Committee scrutinised the report.**

(Meeting broke at 1350 hrs and reconvened at 1400 hrs)

10 HEALTH AND SAFETY
10.1 **Health and Safety Performance Report Quarter 2 2023/24**
10.1.1 JH presented the Health and Safety Performance Report Quarter 2 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:
- Acts of Violence: Reduction in verbal attacks and increase in physical attacks. No injuries sustained.
- RIDDOR reportable incidents: Three events reported due to exposure of asbestos. As a result, training materials were being reviewed, communication to be issued regarding management of incidents involving asbestos and Operational Assurance were undertaking a thematic review of those types of incidents.
- Increase in accidental injuries noting the common cause was slip, trips and falls.
- Increased reporting of Near Miss incidents which can be attributed to the proactive work undertaken through the safety assurance improvements groups.
- Decrease in vehicle accidents noting that low-speed manoeuvres continues to be the most common type of incident.

- Pilot scheme of Training, Awareness and Local Management Arrangements completed in Lanarkshire has resulted in a 50% reduction in vehicle accidents during the scheme. Proposals to roll out across the Service in 2024/25.
- Improvement plan actions were reporting a 78% completion rate at the end of Q2.
- Proactive work being undertaken by the Function, notably the completion of the Safety Culture survey which received over 1000 responses from members of staff. Initial analysis indicates positive attitudes and perceptions of safety across the Service.
- Facefit training programme nearing completion with circa 140 testers trained and the programme for roll out has commenced.
- Improvement Plan for Operational Assurance was in place and underway.
- Group Commander Donnelly was appointed as Vice Chair of National Operational Learning User Group (NOLUG).
- Support review progress has been completed for premises inspection. From the sample 40 stations, 36 received gold awards and 4 received silver awards (minor amendments required).

10.1.2 In regard to the RIDDOR incidents, JH advised the Committee that these occurred at 3 separate incidents. JH noted that the Service was not always aware of asbestos being present in the premises and were informed at a later date.

10.1.3 JH advised the Committee that these types of incidents were preventable if the Service were aware of the presence of asbestos. The Service was trying to ensure firefighters were equipped to identify where asbestos may be present and how to take relevant action at the time. Existing information was being reviewed to ensure it was robust and appropriate.

10.1.4 The Committee queried whether information relating to exposure to known and unknown asbestos in premises was recorded. JH advised that this information was captured in various forms and was available should it be required.

10.1.5 In regard to physical Acts of Violence, the Committee noted that attacks on both people and property were categorised together. It was noted that it was important to capture both and that any injuries/damages should be recorded. AW reminded the Committee that the dashboard currently provided the high-level data and as it evolves further breakdown of the data would be possible.

10.1.6 **The Committee scrutinised the report.**

10.2 **Contaminants Quarterly Report**
10.2.1 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:
- Trial of Contaminants Standard Operating Procedure (SOP) in East, North and South Ayrshire LSO area during January-March 2024 prior to roll out across the Service.
- Work continues to identify the options for implementation of a full roll out and associated costs.
- HSE visited the Service recently, noting the work done to date and continued engagement on enforcement expectations.

10.2.2 AW advised the Committee that there were varying degrees of progress within other UK fire and rescue services. SFRS were currently working closely with the FBU and were making good progress. AW noted that the key element was the introduction of the SOP, but this requires investment in the infrastructure to support it.

10.2.3 The Committee commented on the governance route for this report and queried whether it had been seen by the SLT etc. AW confirmed that regular updates were provided to the SLT and noted the new executive governance arrangements coming into effect next year. DF further confirmed that the SLT were content with the level of updates being provided, noted

the financial challenges involved and referenced discussion around PPE at the Asset Management Liaison Board.

10.2.4 The Committee referred to previous discussions regarding hosting an international conference and asked for an update. AW informed the Committee that no further progress had been made at this time. The Committee noted the benefits to the Service if this was progressed and the potential funding opportunities available.

10.2.5 **The Committee scrutinised the report.**

10.3 **Health and Safety Policy and Policy Statement**
10.3.1 JH tabled the report to the Committee noting the content of the Health and Safety Policy and Policy Statement following its annual review for information. The following key points were noted:
- Reviewed to align with ongoing project to make documentation accessible and user friendly whilst ensuring legal compliance.
- Follows the 5 key themes set out in the Safety and Assurance Strategy.
- One page policy statement.
- Linked to ongoing work in connection with Management Arrangement Framework.
- Policy aligned to HS(G)65 guidance and the work ongoing to transition toward ISO standard 45001.

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

10.4 **Health and Safety Annual Report 2022/23**
10.4.1 JH tabled the Annual Health and Safety Report for 2022/23 detailing the SFRS Health and Safety (HS) performance, for information. It was noted that the Committee's feedback had been considered and revisions made. The Annual Health and Safety Report for 2022/23 would now be tabled at the SFRS Board meeting on 14 December 2023.

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

10.5 **Safety and Assurance Documents Forward Planning Schedule**
10.5.1 JH tabled the report to the Committee to provide an update regarding the management of Safety and Assurance documentation up until the end of quarter 2 (Q2) 2023/24. JH noted that the PUWER Management Arrangements were slightly behind schedule due to additional engagement with business partners to ensure the process was accurate.

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

11 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE AND CLOSING REPORTS
11.1 JH presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Report relating to Health and Safety: An Operational Focus. JH noted that overall good progress being made in regard to the action plan, which currently had an Amber rating and estimated at 80% complete.

11.2 In regard to the timescale slippage, the Committee requested clarification on the competing demands and whether lessons could be learnt when setting future timescales. JH advised that this was attributed to unforeseen events such as industrial action, delays within the document conversion project and procurement of tablets. DF reminded the Committee of the limited capacity within the Service and the pressures these additional demands have placed on this resource.

11.3 **The Committee scrutinised the report.**

(DJ joined the meeting at 1435 hrs)

12   PEOPLE COMMITTEE RISK REGISTER
12.1   Committee Aligned Directorate Risk

12.1.1   LG and AW presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. It was noted that there were 4 risks reporting risk rating of 15 or above, these were:

- POD15 (Pensions): Number of different workstreams, undertaking significant work with SPPA to gain clarity on future approach/implications for the Service.
- TSA014 (legislative compliance re risk control measures, etc): Work in relation to the Improvement Plans will help address and reduce this risk moving forward.
- TSA015 (insufficient resources within Safety and Assurance): Risk rating has already reduced but challenges remain in regard to recruiting/retaining personnel within the health and assurance function.
- TSA019 (inability to maintain or improve training delivery): This would be covered under the next agenda item.

12.1.2   The Committee commented on the format of the report, in particular the focus on risks with ratings of 15 or above.

12.1.3   The Committee queried whether there was a risk in relation to operational capacity to undertake training aspects/capacity to absorb in general and noted that this would be taken to the Integrated Governance Forum for further discussion. AW advised that there was no risk relative to this, however discussions had recently taken place on this very matter.

12.1.4   **The Committee scrutinised the report.**

12.2   Risk Spotlight: Training Asset

12.2.1   AW presented the risk spotlight to the Committee on the training assets.   The following key points were highlighted:

- Capital funding pressures relating to training asset investment and the potential impact on infrastructure and delivery of training.
- Mitigating actions include production of Training Strategic Asset Management Plan (SAMP) to give strategic and robust plan for investment funding required in future years.
- The SAMP would provide a structured approached on training investment.
- Framework documents developed to support the best use of training assets/delivery. The Training Asset Framework provide an overview of all training assets/venues and locations to all watches/stations who would have the ability to book and use any facility.
- Quarterly business partner meetings with Asset Management.
- Promotion of training within the community and streamlining the process.
- Working with Asset Management regarding station refurbishments/new builds and creation of training hubs.
- External factors which impact on future decisions include the outcome of the Strategic Service Review Programme, budget allocation, inflation and unit costs and budgetary pressures across the wider Service.

12.2.2   In regard to collaborative training opportunities, AW informed the Committee that this already happens, for example Driver training and BA training. The Service were represented on the Emergency Service Training Collaboration Group.

12.2.3   In regard to securing funding for essential capital expenditure, AW advised the Committee that this was discussed at the Capital Monitoring Group and SLT, where the monthly capital finance report is presented and discussed. Once estimated costs for next year's budget are identified, any costs pressures and priorities would be fully discussed along with other wider Service priorities.

12.2.4   **The Committee scrutinised the report.**

13   PARTNERSHIP WORKING
13.1   **Employee Partnership Forum**
13.1.1 SB provided the Committee with a verbal update detailing the content of EPF meeting on 16 November 2023 noting the following key points:

- Update on new approach to recruitment and selection process.
- Update on colleague engagement survey.
- Update on blue light collaboration work and Rep bodies involvement in such.
- Discussion relating to potential early Christmas pay date, which was escalated to Partnership Advisory Group.

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

13.2   **Partnership Advisory Group**
13.2.1 LG provided the Committee with a verbal update detailing the content of PAG meeting on 6 December 2023 noting the following key points:

- Discussion on potential early Christmas pay date. Decision made to retain the contractual pay date (2nd last working day of month).
- Options for potential salary advance for particular cases would be reviewed.

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

14   FORWARD PLANNING
14.1   **Committee Forward Plan Review**
14.1.1 The following items were noted for future meetings:

- Consideration to be given to venue for future meetings. MW to liaise with FT outwith the meeting.
- Culture Update: Written report to be submitted.
- Risk spotlight: Different pension remedy workstreams (March 2024)
- Workshop session regarding RDS ie maintaining current TOM position or increasing numbers. Further discussion to be held outwith the meeting.

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

14.2   **Items for Consideration at Future IGF, Board and Strategy Meetings**
14.2.1 The following items were noted for future IGF meetings:

- Wider discussion on format/publishing of strategic documents specifically in relation to digitalisation and targeted audiences.
- Operational capacity to undertake training aspects/capacity to absorb in general.

15   REVIEW OF ACTIONS
15.1   KM confirmed that no formal actions were recorded during the meeting.

16   DATE OF NEXT MEETING
16.1   The next meeting is scheduled to take place on Thursday 7 March 2024.

16.2   There being no further matters to discuss, the public meeting closed at 1506 hrs.

PRIVATE SESSION

17   MINUTES OF PREVIOUS PRIVATE MEETING: 14 SEPTEMBER 2023
17.1   The minutes of the private meeting held on 14 September 2023 were approved as a true record of the meeting.

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

18.1 The draft minutes of the RANSc meeting on 14 September 2023 had been circulated to the Committee and a verbal update from the meeting on 7 December 2023 was provided.

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

19 KEY CASE UPDATES 2023/24 – QUARTER 2

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

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

There being no further matters to discuss, the private meeting closed at 1520 hrs.

PEOPLE COMMITTEE – ROLLING ACTION LOG

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

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 2 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 no actions categorised as Green status and no actions categorised as Yellow status on the action log.

Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 14 September 2023						
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**		**February 2024**	**Update (07/12/2023):** A further update, with covering report can be provided in Q4 following completion of the actions within the internal audit. **Complete (07/03/2024):** Future updates will be provided under a standing agenda item until the action plan has been completed.
9.3.8	**Internal Audit, Sickness Absence Management – Final Report** Covering report to be provided for future updates.	**FM**	**December 2023**		**February 2024**	**Update (07/12/2023):** A further update, with covering report can be provided in Q4. **Complete (07/03/2024):** Future updates will be provided under a standing agenda item until the action plan has been completed.

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: **C/PC/01-24**

Agenda Item: **7.1**

Report to:	**PEOPLE COMMITTEE**							
Meeting Date:	**7 MARCH 2024**							
Report Title:	**PEOPLE PERFORMANCE REPORT – QUARTER 3 2023/24**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		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: • Attraction and recruitment activity taking place with Operations Control, in response to the increased vacancy factor. • Engagement sessions taking place across the organisation, to inform activity in support of the SFRS Cultural Action plan. • Ongoing Wellbeing and People activity within Operation Control to support attendance at work.

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 5.1.1	**Risk** Risks identified and tracked and managed through the People risk register.
5.2 5.2.1	**Financial** There are no financial implications arising from this report.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	**Workforce** The report outlines organisational performance against key people and workforce measures.
5.5 5.5.1	**Health & Safety** There is potential the some of the absences reported in this paper result from Health & Safety related incidents.
5.6 5.6.1	**Health & Wellbeing** The report details a range of health & wellbeing activities to support employee wellbeing, attendance and performance.
5.7 5.7.1	**Training** There are no direct training implications arising from this report.
5.8 5.8.1	**Timing** The report details performance over the first quarter of 2023/24 and provides longer term trend analysis.
5.9 5.9.1	**Performance** The report details organisational performance against a range of people measures.
5.10 5.10.1	**Communications & Engagement** This report is shared with a range of governance forums for scrutiny and for information.
5.11 5.11.1	**Legal** Some elements of the report relate to SFRS' legal responsibilities as an employer.
5.12 5.12.1	**Information Governance** DPIA not required for this report.
5.13 5.13.1	**Equalities** EHRIA not required for this report.
5.14 5.14.1	**Service Delivery** 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	None	

Prepared by:	People Managers & Directorate Management Team
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**
People Committee	*7 March 2024*	*For Scrutiny*

People

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

People Quarterly Management Information Report Quarter 3 2023 / 24

Safety. Teamwork. Respect. Innovation.

Contents   **Page No.**

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:

An increase in the vacancy rate within Operations Control of 10.7% compared to 8.1% in quarter 2 is being addressed through the recruitment of Firefighters (Control). Improvements to the recruitment process that took place in the East SDA in quarter 3 are being reviewed with the intention to utilise the improved approach to fill vacancies nationally in quarter 1 2024/25.

Building on the engagement sessions that took place within the East SDA during quarter 2, further sessions were held in the North and West SDA during quarter 3. The information gathered will be used to support the priorities identified within the Cultural Action Plan going forward, with a priority being developing management capability.

Whilst absence rates in quarter 3 have remained broadly consistent with quarter 2 for most staff groups, there has been in increase in the long-term absence rate for control staff, increasing from 5.64% in quarter 2 to 7.38% in quarter 3. Wellbeing initiatives have been taking place within Operations Control including Wellbeing Open days and Paws against Stress, with support continuing from Wellbeing and People Advisers.

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	851	8230
Initiatives, Projects and Capital Funded		7	11		18	1			5	79	103
Actual (FTE)	2860	337	264	2	3463	57	2282	277	156	823	7058
Actual (Headcount)	2863	337	264	2	3466	58	2697	277	161	880	7539

*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 31 December 2023, SFRS employed 6985 people, equating to a headcount of 7577. 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; 16 employees are on external secondment (including union duties), 13 on career or reservist breaks and 9 in Partnership Initiative funded posts.
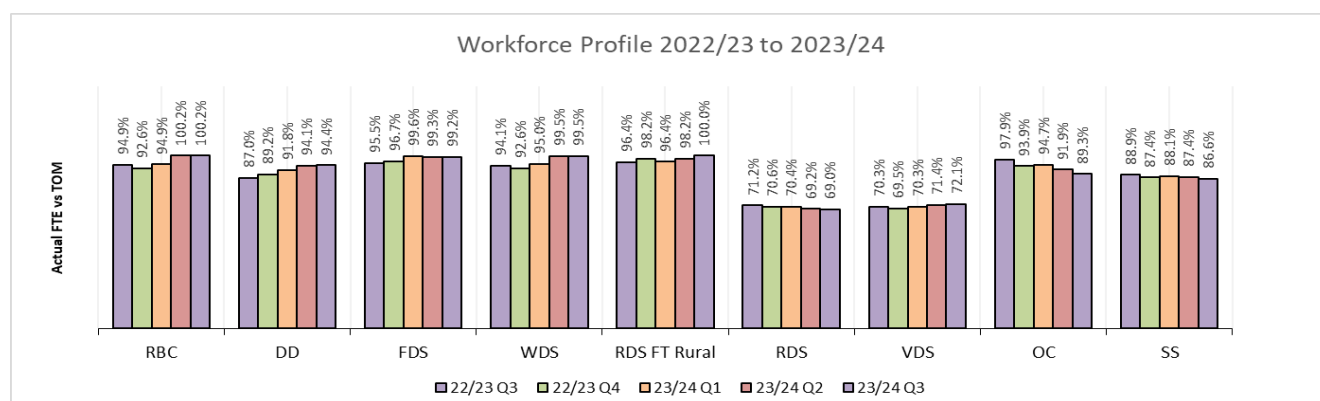
The interim Target Operating Model (TOM) for the 5 Watch Duty System (5WDS) has been updated to reflect Year 1 operational changes for the Service Strategic Review Programme (SSRP), leading to headcount now being slightly above the TOM. The headcount within Day Duty posts has remained stable over the last quarter, however this may fluctuate going forward due to vacancies being filled following recent Group and Station Commander processes. 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. Trends around On Call staff groups have been reported into the On Call Strategic Co-ordination Group. Operations Control shows a quarter-on-quarter reduction due to unexpected leavers and retirals, however recruitment has been undertaken with further recruitment and promotional activity ongoing. Support Staff figures have slightly increased against the headcount from quarter 2.

Workforce Planning (WFP) continue to actively monitor relevant data across all Staff groups, including 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. Uniformed resourcing activity for 2023 is complete and WFP have forecast WFP information to the Talent Acquisition team to enable the planning of recruitment activity during 2024/25. All recruitment activity remains, flexible and under continual review to ensure organisational requirements can be met.

1.1.2 Number of staff vacancies by FTE

| EMPLOYEE GROUP | Wholetime (WDS) | | | | Retained* | | | | | |
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS*	VDS*	OC	SS	TOTAL (ALL)
Vacancy (FTE)	-7	21	2	15	0	1027	107	19	107	1291

*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* | | | | | |
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS*	VDS*	OC	SS	TOTAL (ALL)
Vacancy (%)	-0.3%	5.9%	0.8%	0.4%	0.0%	31.0%	27.9%	10.7%	11.5%	15.3%

*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 Strategic Leadership Team (SLT) have approved an intake for Wholetime Firefighters in April 2024 of 48–60. Stakeholder engagement across Finance, People, Training and Assets has been undertaken to allow SLT to determine the final number in early February 2024.

Future intakes are being considered taking into account relevant factors and an impact assessment will be done across all stakeholders on an ongoing basis.

Workforce planning forecasts indicate that there will be an increasing deficiency against the interim TOM as we progress through 2024, which continues to be monitored and reported against to inform recruitment within the Wholetime Uniformed Staff Group.

A full evaluation of the On-Call migration pilot is ongoing and once 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 has been undertaken by the Staffing Solutions Team to evaluate the potential benefits of this recruitment stream. A report on the findings of the review will progress in quarter 4 and outcomes will inform future processes.

Support staff vacancies have decreased slightly from quarter 2. 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 progressing to promote what the Service has to offer. We expect to have the new material available in quarter 4.

The vacancy rate for OC has increased to 10.7% compared to 8.1% last quarter. A new intake of 14 trainees in January 2024 should see a reduction in the vacancy rate.

The 2022 Recruitment Campaign retains a holding pool of candidates to maintain resilience, however this pool had been exhausted for candidates for Edinburgh Operations Control. A new National Recruitment Campaign in 2024 will be required to extend this pool of candidates for all OC sites. A new campaign will consist of a review of our recruitment strategy with People colleagues, working together to provide a robust process focussing on lessons learned from previous campaigns. An evaluation of the recent Edinburgh OC Campaign is being carried out and actions being drawn up on to work together and progress an effective attraction and recruitment strategy.

Succession planning continues in relation to forecast retirement profile in line with the structure review.

In relation to retention, a focused wellbeing programme continues to be delivered, providing support across the OCs with multiple Wellbeing initiatives. A Wellbeing Open Day is being hosted at Johnstone Operations Control on 1st February 2024. This is being supported by partners who will provide advice on wellbeing, finances, benefits and rewards, fitness and mental health wellbeing. In addition, a Paws against Stress therapy dog continues to attend OCs with positive feedback received to date.

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	0.4%	0.6%	4.5%	0.8%	0.0%	0.1%	0.0%	0.0%	0.1%	0.4%
Other Reasons	0.2%	0.0%	0.4%	0.2%	0.0%	0.5%	0.0%	1.2%	0.2%	0.3%
Turnover	**0.6%**	**0.6%**	**4.9%**	**0.9%**	**0.0%**	**0.6%**	**0.0%**	**1.2%**	**0.3%**	**0.7%**

Staff Turnover - Retirements

Staff Turnover- Other Reasons
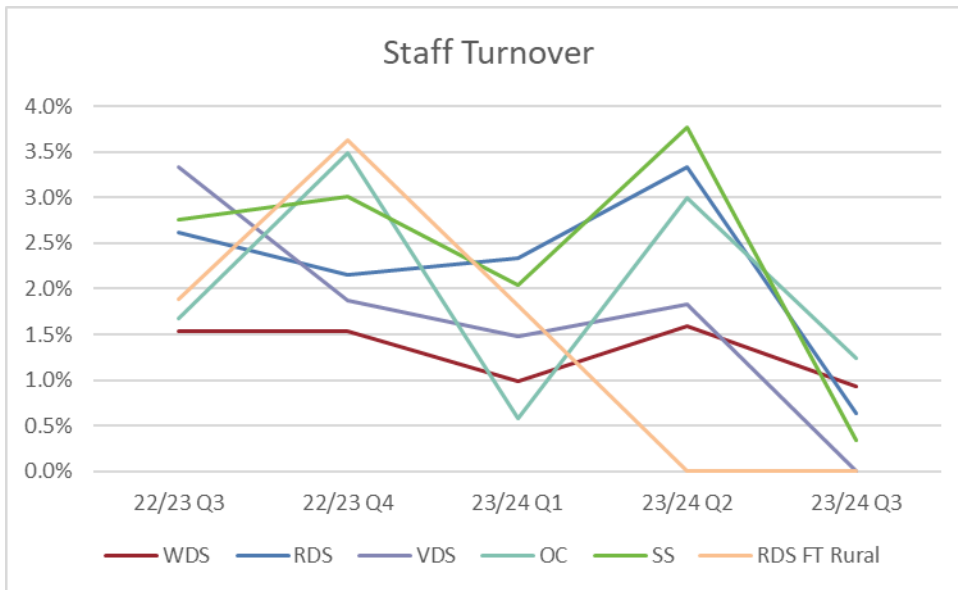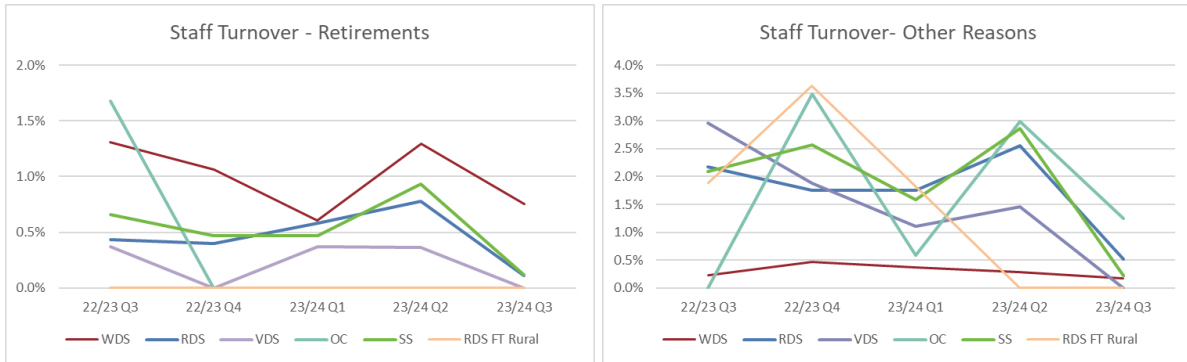
Staff Turnover

The graph above reflects staff turnover rates in the last five quarters. There has been a decrease in the overall rate from 2.5% in quarter 2 to 0.7% in quarter 3. Total wholetime turnover has decreased to 0.9% in quarter 3 from 1.6% in quarter 2, this shows that the retirement profile has been lower than expected.

There is a slight increase in Flexi Duty Officer (FDO) turnover from 4.1% in quarter 2 to 4.9% in this quarter. This is as expected due to various factors, including SPPA confirming the implementation of the Deferred Choice Underpin (DCU), which has a clear impact on those eligible and that statistically FDO's are more eligible for retirement than other Staff groups.

OC turnover decreased from 3.0% in quarter 2 to 1.2% in quarter 3, however, unexpected resignations continue to present challenges.

The People Directorate continue to support the On-Call Improvement Programme (OCIP) through the On Call Strategic Coordination Group (OCSCG), supporting the development, piloting and implementation of OCIP recommendations to drive improvements in attraction and retention within this group. The RDS turnover rate has decreased from 3.3% in quarter 2 to 0.6% in quarter 3 which may be due to early impacts from the work of OCIP.

During this quarter, the On Call (OnC) Recruitment Support Team (People Services) saw a turnover in staff members. This presented an opportunity for the new team members leading on this area of activity to undertake training on the OnC recruitment process, review and update process and procedures, as well as an overhaul of the candidate tracker accessed by all stakeholders involved in the OnC process. This initially ensured all recruiting managers had a clear overview of candidate's progress including actions required by candidates and recruiting managers to assist in development of a Project Plan, which included preparation for Task and Task Management Courses (TTM) early in 2024.

Preparatory work and engagement continued with colleagues from Training, Safety and Assurance (TSA), Wellbeing and Asset Management to finalise the 2024/25 TTM Plan.

Feedback from the OCSCG in December noted a request from On Call SDA Leads that they be included in future engagement around vacancies, to ensure these are filled in line with station priorities. This will commence in January 2024 with On Call SDA Leads, People Services Manager and TSA colleagues meeting regularly. The (OnC) Recruitment Support Team are also producing guidance on roles, responsibilities and communication methods/channels in support of the OnC process to ensure clarity of, for use by all forums/groups. This will be published in quarter 4.

Support staff turnover decreased from 3.8% in quarter 2 to 0.3% in quarter 3 which may be due to a general slowdown in resignations at this time of year which correlates to a decrease in turnover during the same period last year.

Section 2

2.1

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

Following an initial roll out in the East Service Delivery Area, Cultural Engagement Sessions were conducted in the North and West Service Delivery Areas, Ops Control and Directorates during quarter 3, with a small number due to take place in quarter 4. The sessions were well received by the Supervisory Mangers, and other staff who participated and valuable feedback on management style, leadership, culture and our Service Values was gained. In addition, the sessions gathered information of management develop needs and preferences in relation to delivery model for development. In quarter 3 approximately 50 sessions took place and findings will be collated in a dashboard in quarter 4 and insights shared and reviewed for themes and local trends/challenges. Design of the broader Management Development Framework will be discussed and confirmed in quarter 4. A development session designed to build management capability in core people skills, promoting positive culture and inclusion will be piloted in the East Service Delivery Area and reviewed to further inform the delivery plan that will be developed and rolled out iteratively.

2.1.1 Total number of grievance cases concluded within six weeks

The number of grievances submitted in this quarter was 4 which is the same amount submitted within the previous quarter. From these, 2 were based in the East, and the other 2 cases were within in a Directorate. Three Cases were in relation to Dignity & Respect at work, whilst the other case was in relation to breach of contract. No appeals were made to the outcome of the Grievance cases.

2.1.2 Total number of discipline cases concluded within six weeks

A total of 15 new discipline cases commenced within this quarter. Of these cases, 2 were within a Directorate, 3 in the North, 5 in the East and 5 in the West. This was 7 less than the new cases presented at quarter 2 of 2023/24. The main reasons for the 15 new cases are allegations of Breach of the Code of Conduct, Breach of Policy and Breach of Contract.

In this quarter, 2 cases concluded within 6 weeks, 1 concluded within 14 weeks, and the remaining 12 cases will carry over to the next quarter. At the end of quarter 3, there was a total of 27 current cases carrying forward into quarter 4.

The reasons for the delays in completing some cases are mainly due to employees' absence and complexities of the cases. Some delays to case work have been due to other competing demands, as well as leave during the festive period being a contributing factor.

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

There were no cases of bullying and harassment within this quarter.

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 3 2023/24 there were 255 new management referrals attended. The top 3 reasons for management referrals in quarter 3 were:

1. Musculoskeletal – 124 (49%)
2. Psychological – 81 (32%)
3. Circulatory – 11 (4%)

These were also the leading reasons for referral in quarter 2. All other reasons accounted for the remaining 39 referrals.

Wellbeing have seen a significant increase in MSK referrals in total across 2023/24 compared to 2022/23; believed to be a result of the positive response to the introduction of an in-house physiotherapy service. MSK referrals remain at higher levels than those seen prior to 2023/24. However, there has been a reduction in MSK referrals in quarter 3 compared to quarter 2 (144 compared to 124).

Of the 81 referrals for psychological conditions, 14 were for mental health conditions and 67 due to stress. Whilst referrals due to mental health are consistent with quarter 2, there has been an increase in stress referrals from 54 to 67. This difference is largely explained by low numbers of stress referrals in July 2023 reducing the total number of referrals for quarter 2. Stress referrals have been broadly consistent month on month from August 2023.

Of the 67 referrals due to stress, 28 were due to work related stress and 39 due to non-work-related stress. The leading reason for work related stress referrals in quarter 3 was Role (11) which increased from 7 in quarter 2; replacing relationship as the leading cause of work-related stress. The leading reason for non-work-related stress was relationships (16) which was also the leading reason in quarter 2.

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)	6.64%	6.12%	2.82%	**6.15%**	3.86%	1.27%	11.68%	5.60%	**4.68%**
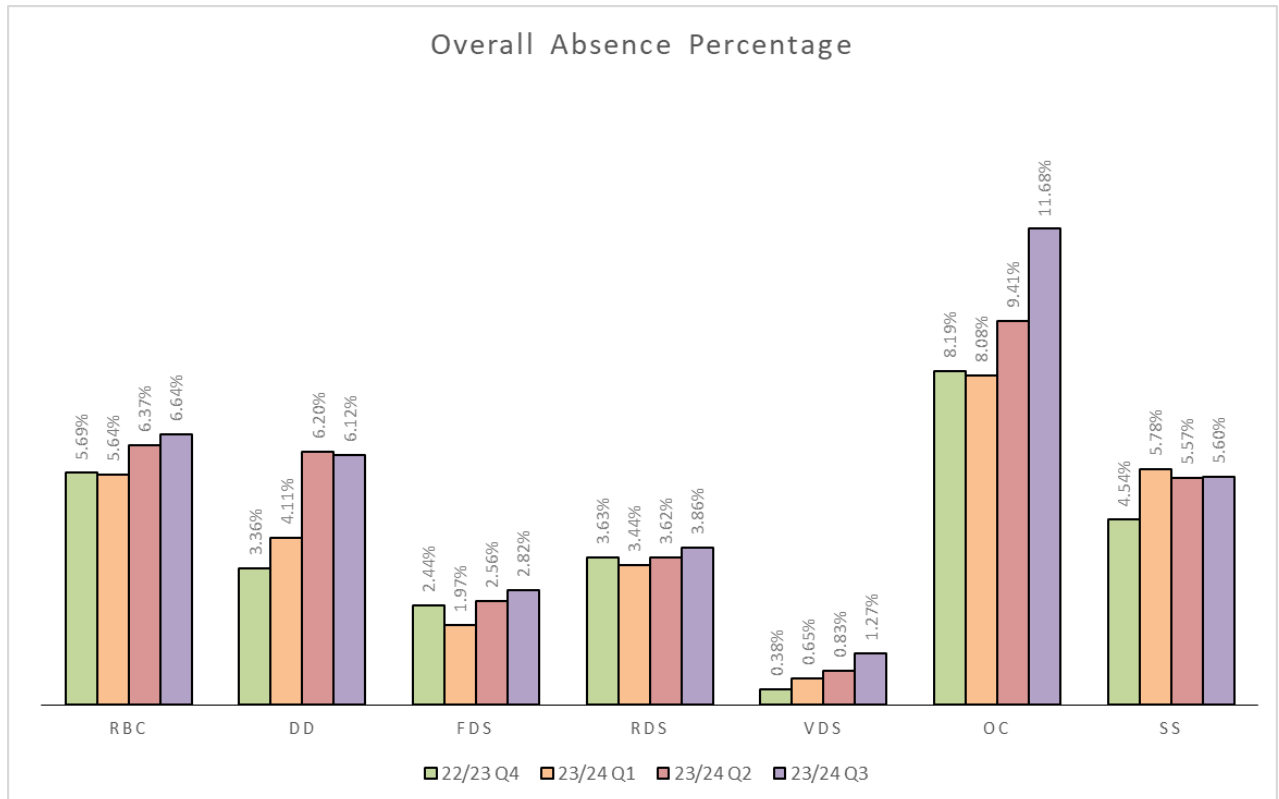
3.1.3 Percentage of working days lost against days available – short-term absence

EMPLOYEE GROUP	RBC	DD	FDS	TOTAL WDS	RDS	VDS	OC	SS	TOTAL (ALL)
Short-Term Absence (work days lost versus work days available)	2.83%	0.98%	0.94%	**2.33%**	1.08%	0.11%	4.30%	1.56%	**1.50%**

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 0.18% on the previous quarter from 1.32% to 1.50%, excluding VDS which has saw a slight decrease of 0.23%. The biggest increase in short term absences is within the RBC and OC staff groups, with both groups having an increase of 0.52%. People Advisers will continue to assist Line Managers in reducing the short-term absences.

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)	3.81%	5.14%	1.88%	**3.82%**	2.77%	1.15%	7.38%	4.04%	**3.18%**

This table shows the percentage of working days lost due to long-term absence as a percentage of working days available, which is 3.18% across all employee groups. This is broadly consistent with quarter 2 which was 3.15%. All staff groups within the WDS have seen a slight decrease compared to the previous quarter with an overall reduction of 0.21%.

There has been a slight increase in long-term absence across RDS (0.14%) and VDS (0.65%) however SS has seen a slight decrease of 0.17% compared to the previous quarter. The largest increase of long- term absence is within the OC group, which increased by 1.74% from 5.64% in quarter 2 and this will be monitored with the line managers and appropriate support provided by the People Advisers in the next quarter. To conclude, the total percentage of working days lost against days available compared to the previous quarter increased by 0.03%.

3.1.5 Short-term absence by top three absence reasons

Short Term Sick - Top 3 Reasons	Respiratory	Musculoskeletal	Stomach or Bowel	Other	TOTAL
RBC	1191	847	390	511	2939
DD	115	47	11	53	226
FDS	50	28	1	64	143
RDS	895	808	278	715	2696
VDS	-	-	-	28	28
OC	120	20	41	99	280
SS	284	80	119	162	645
Total Working Days Lost	2655	1830	840	1632	6957
Number of Employees	682	303	299	274	1558

3.1.6 Long-term absence by top three absence reasons

Long Term Sick - Top 3 Reasons	Musculoskeletal	Psychological	Surgical	Other	TOTAL
RBC	2001	872	420	661	3954
DD	423	538	58	159	1178
FDS	60	2	169	53	284
RDS	3745	1213	424	1511	6893
VDS	82	108	-	103	293
OC	171	235	-	74	480
SS	207	606	210	648	1671
Total Working Days Lost	6689	3574	1280	3209	14752
Number of Employees	192	95	41	84	412

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 VDS which has seen a very slight decrease. Overall, there has been an increase of 697 working days lost compared to quarter 2 2023/24, with the main increases relating to MSK and respiratory absences.

The following employee groups have seen a decrease in long term absences compared to the previous quarter: RBC, DD, FDS and SS. However, there has been an increase in long term absences in RDS, VDS and OC. Overall, there has been a reduction in the total working days lost by 157 days compared to the previous quarter.

The overall working days lost due to musculoskeletal absence has seen a large decrease of 427 days lost compared to previous quarter. However, psychological has seen an increase of 498 working days lost in comparison to the previous quarter.

Employees who are on long-term absence continue to be fully supported by Wellbeing, their managers and the People Advisers.

Appendix 1 – Glossary of Terms

5WDS	5 Watch Duty System
BAU	Business As Usual
DCU	Deferral Choice Underpin
DD	Day Duty
FDO	Flexi Duty Officer
FDS	Flexi Duty System
FTE	Full Time Equivalent
MSK	Musculoskeletal
NOCLF	National On-Call Leadership Forum
OC	Operations Control
OnC	On Call
On-Call RDS/VDS	Retained and Volunteer Duty System
OCIP	On-Call Improvement Programme
OCSCG	On-Call Strategic Coordination Group
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS FT	Retained Duty System Full Time
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
SPPA	Scottish Public Pensions Agency
SS	Support Staff
SSRP	Strategic Service Review Programme
TOM	Target Operating Model
TSA	Training, Safety and Assurance
TTM	Task and Task Management
VDS	Volunteer Duty System
WDS	Watch Duty System
WFP	Workforce Planning

Appendix 2 – PMF People Measures

KPI 46 — Resource Based Crewing 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

Current headcount in RBC aligns to interim Target Operating Model, implemented in September 2023. 48 WTFF trainees are scheduled for April 2024. Workforce Planning data continues to be monitored to determine evidence led recruitment activity within this Staff Group.

Chart values: 95.4% (centre line), 89.9% (lower limit). TOM changed to 2,8...

X-axis: 2021-22 Q2, 2021-22 Q3, 2021-22 Q4, 2022-23 Q1, 2022-23 Q2, 2022-23 Q3, 2022-23 Q4, 2023-24 Q1, 2023-24 Q2, 2023-24 Q3

KPI 46 — Off Station 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

Off Station FTE shows an increase against the Target Operating Model, indicating vacant posts are being filled. This will partly be due to backfill arrangements for recent promotional processes at Group and Station Commander level

Chart values: 95.8% (upper limit), 90.3% (centre line), 84.7% (lower limit).

X-axis: 2021-22 Q2, 2021-22 Q3, 2021-22 Q4, 2022-23 Q1, 2022-23 Q2, 2022-23 Q3, 2022-23 Q4, 2023-24 Q1, 2023-24 Q2, 2023-24 Q3

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

The Flexi Officer FTE is aligned to the Target Operating Model, due to 2 promotional processes delivering in Quarter 3 2023/2024 and additional posts relating to secondments and project work

Chart values: 98.1% (centre line), 95.2% (lower line)
X-axis: 2021-22 Q2, 2021-22 Q3, 2021-22 Q4, 2022-23 Q1, 2022-23 Q2, 2022-23 Q3, 2022-23 Q4, 2023-24 Q1, 2023-24 Q2, 2023-24 Q3
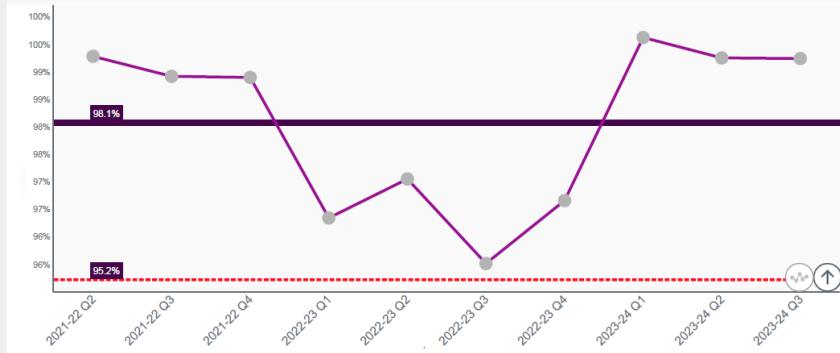
KPI 46 — Operations Control FTE

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

The Operations Control FTE shows an increasing deficiency against the Target Operating Model, mainly due to unforecast leavers through resignations. Recruitment activity is underway, including 15 Operations Control Firefighters being onboarded and Group and Station Commander promotion processes.

Chart values: 95.0% (centre line), 88.1% (lower line)
X-axis: 2021-22 Q2, 2021-22 Q3, 2021-22 Q4, 2022-23 Q1, 2022-23 Q2, 2022-23 Q3, 2022-23 Q4, 2023-24 Q1, 2023-24 Q2, 2023-24 Q3

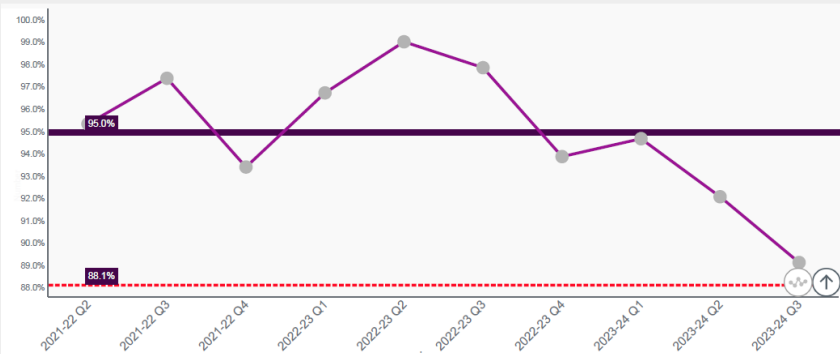## KPI 46 — Rural Full-time FTE

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

Rural Full Time FTE is at full complement of 100% due to a recent appointment into a vacancy.

Chart values: 97.5% (centre line), 93.7% (lower line)
X-axis: 2021-22 Q2, 2021-22 Q3, 2021-22 Q4, 2022-23 Q1, 2022-23 Q2, 2022-23 Q3, 2022-23 Q4, 2023-24 Q1, 2023-24 Q2, 2023-24 Q3
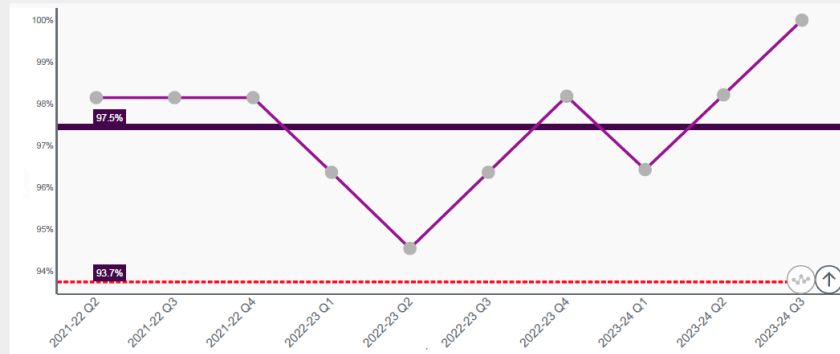
KPI 46 — On Call Retained FTE — Track
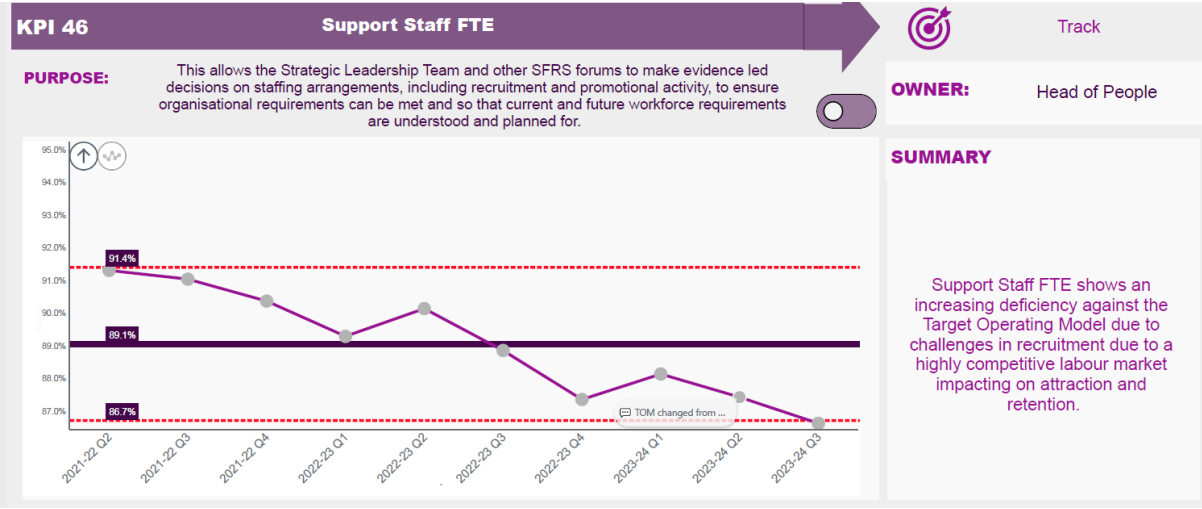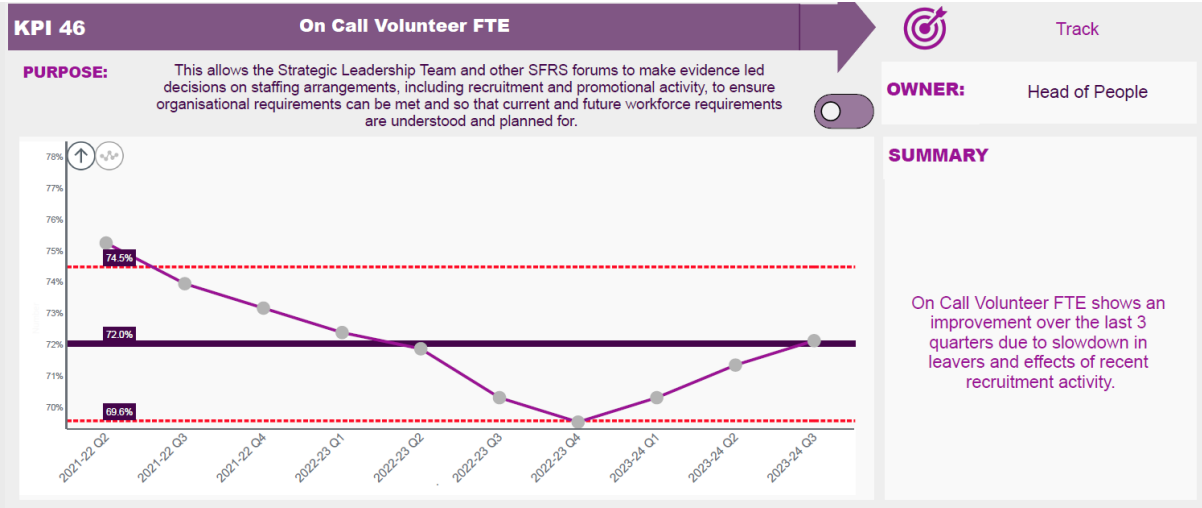
PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER: Head of People

SUMMARY

On Call Retained FTE shows an increasing deficiency due to an observed trend of leavers specifically in Staff with less than 5 years Service. Ongoing enhancements to recruitment activity and actions within the On Call Strategic Co Ordination Group are expected to assist in addressing this.

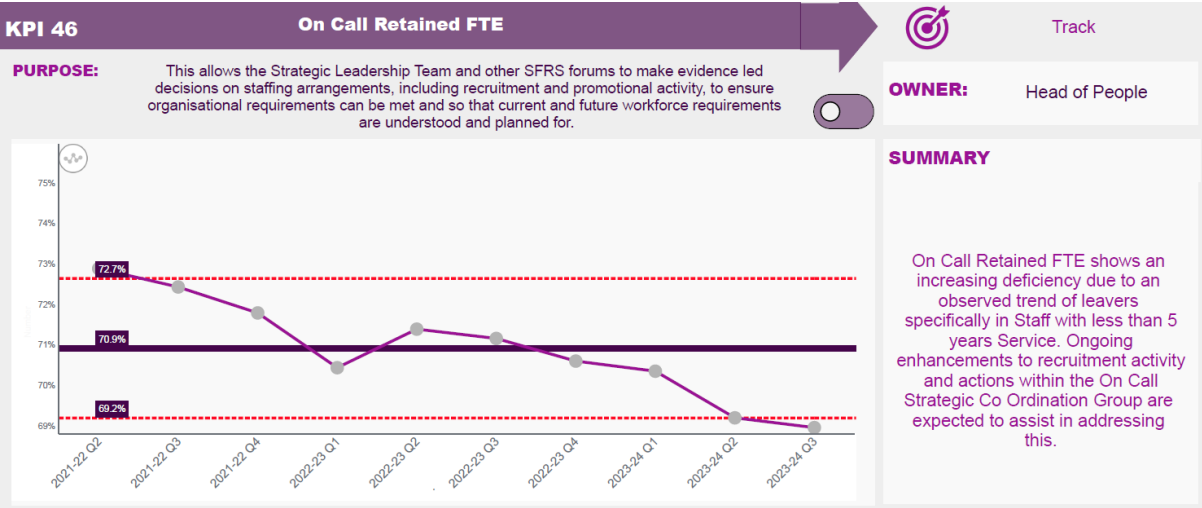## KPI 46 — On Call Volunteer FTE — Track

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.
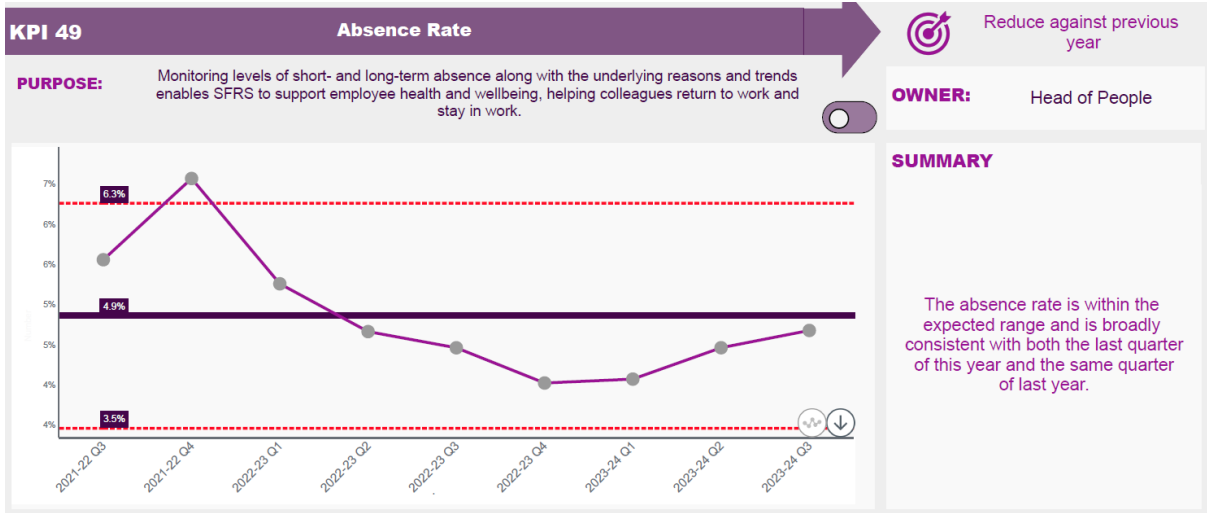
OWNER: Head of People

SUMMARY

On Call Volunteer FTE shows an improvement over the last 3 quarters due to slowdown in leavers and effects of recent recruitment activity.

KPI 46 — Support Staff 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.
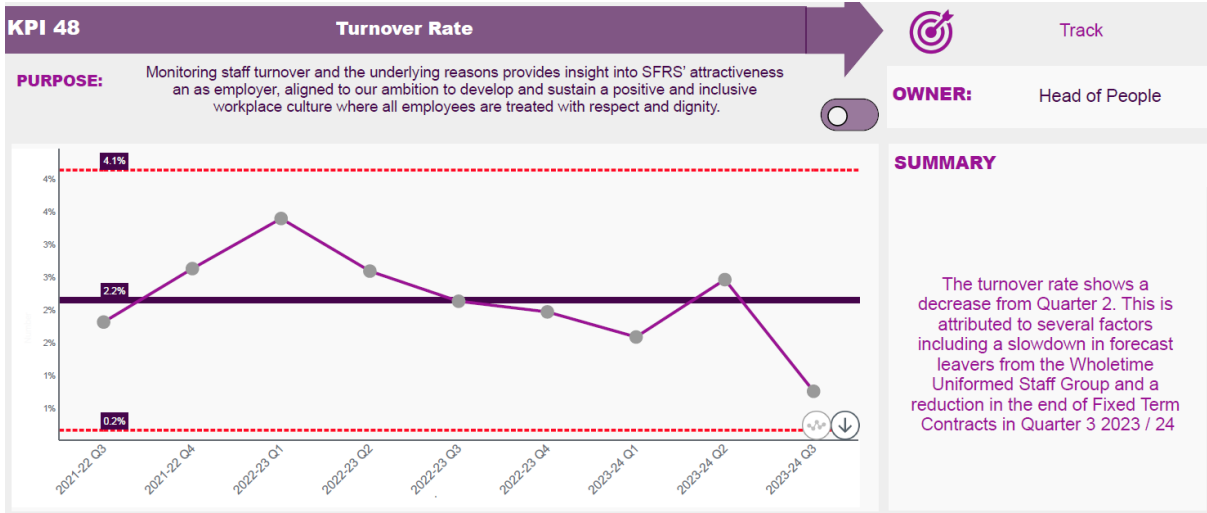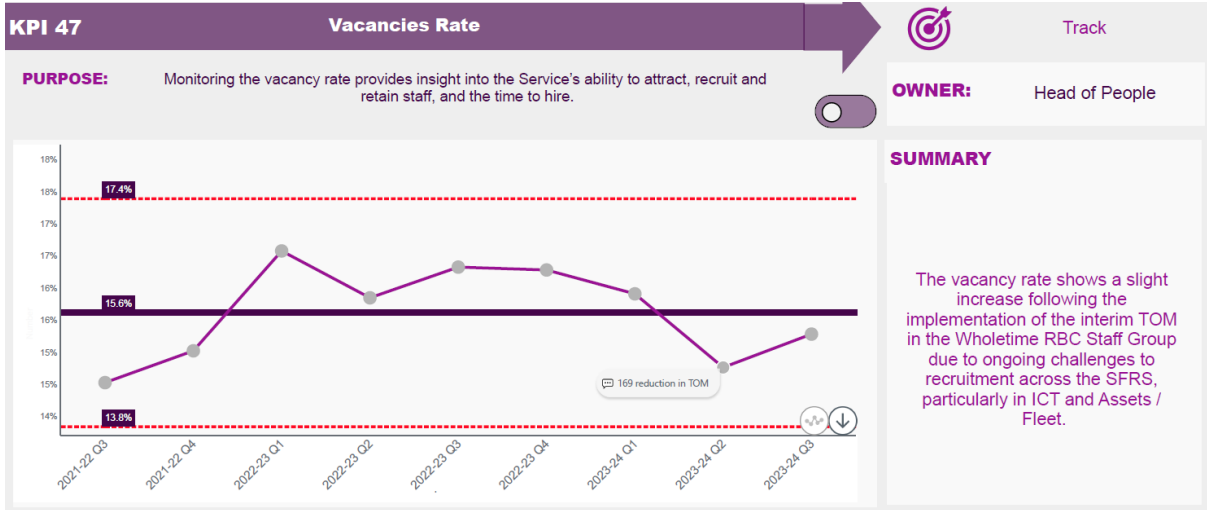
OWNER: Head of People

SUMMARY

Support Staff FTE shows an increasing deficiency against the Target Operating Model due to challenges in recruitment due to a highly competitive labour market impacting on attraction and retention.

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

169 reduction in TOM

SUMMARY

The vacancy rate shows a slight increase following the implementation of the interim TOM in the Wholetime RBC Staff Group due to ongoing challenges to recruitment across the SFRS, particularly in ICT and Assets / Fleet.

KPI 48 — Turnover Rate

Track

PURPOSE: Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness an as 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

The turnover rate shows a decrease from Quarter 2. This is attributed to several factors including a slowdown in forecast leavers from the Wholetime Uniformed Staff Group and a reduction in the end of Fixed Term Contracts in Quarter 3 2023 / 24

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

The absence rate is within the expected range and is broadly consistent with both the last quarter of this year and the same quarter of last year.

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/02-24

Agenda Item: 7.2

Report to:	**PEOPLE COMMITTEE**							
Meeting Date:	**7 MARCH 2024**							
Report Title:	**MODERN APPRENTICESHIP AND SCOTTISH VOCATIONAL QUALIFICATION UPDATE**							
Report Classification:	**For Information Only**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To provide an update on the current position with Wholetime Firefighter Modern Apprenticeships and Scottish Vocational Qualification (SVQ).

2	**Background**
2.1	A paper was provided to Strategic Leadership Team (SLT) in September 2023, outlining the challenges facing Scottish Fire and Rescue Service (SFRS) with regards delivery of both the Firefighter Modern Apprenticeship Programme (MA) and the SVQ programme, which forms part of the MA. A further paper was submitted in January 2024 providing options for the future approach to Modern Apprenticeships and SVQ.
2.2	It was highlighted that SFRS risked a reduction in contract value from Skills Development Scotland (SDS) if the current inactive learners did not complete their Workplace Core Skills of ICT and Numeracy by the end of 2023.
2.3	In addition, whilst the hold on the SVQ certification had been lifted, there remained ongoing concerns that the number of existing assessors was not sufficient to adequately assess operational competence within the workplace. Due to the hold on SFRS' ability to train to Assessors and Internal Verifiers (the L&D hold), an external college provider was engaged to train a cohort of c50 new assessors. There also remained a backlog of portfolios requiring review, to demonstrate compliance with Scottish Qualifications Authority (SQA) and SDS requirements.
2.4	The paper also highlighted that the L&D hold was due to be reviewed in October 2023 to determine whether SFRS could resume in-house training of Assessors and Internal Verifiers. Following engagement with the SQA and improvements being put in place, this hold has been partially lifted to allow an in-house Assessor and IV course to be delivered, in February 2024. This will be reviewed further by SQA upon completion and it is anticipated that the L&D hold will be fully lifted following this.

3	**Main Report/Detail**
3.1	**Current Position**
3.2	*Modern Apprenticeships*
3.2.1	Significant progress has been made with the 257 inactive learners. The final numbers of completed apprenticeships to date will be available in March 2024.

3.2.2	This is, however, an ongoing process as apprentices have been employed since 2018 and are at varying stages in their apprenticeship. Therefore, work continues to identify the next priority cohort and ensure completion of Workplace core skills (ICT and Numeracy) and SVQ within the required timescales.
3.2.3	In addition, a contract bid for 2024 has been submitted to request ongoing funding for existing apprentices and any new Firefighter Apprentices employed in 2024.
3.3	*SVQ*
3.3.1	An SQA review concluded that SFRS are providing confidence that the candidates' evidence meets the assessment strategy for the SVQ. This resulted in the SVQ hold being lifted and certification could recommence.
3.3.2	A further External Verification visit on 30 and 31 August 2023 concluded that SFRS have continued to maintain the required standards, however advised that further improvements were required, particularly with regards increasing the number of assessor observations as part of the candidate portfolio. SQA standards dictate that each trainee should regularly meet with a qualified assessor and that incident observations take place in line with SQA standards. This requires sector specific assessors (operational) which continues to be an area of challenge due to the number of assessors available, the geographical locations of these and ongoing capacity challenges. As noted in section 2, now the L&D hold has been partially lifted an in-house assessor and IV course commenced in February 2024.
3.4	**Future Actions**
3.4.1	A paper to SLT in January 2024, highlighted options for SFRS in relation to either progressions with the current MA/ SVQ approach or seeking alternative means for training and assessing new Firefighters.
3.4.2	SLT approved the continuation of the current approach with the recommendation that the following actions were considered: • Engage with SDS to discuss options for updating the MA Framework including discussing funding levels, duration of the MA and integration of Workplace Core Skills and Meta Skills. • Engage with SDS to develop a specific MA Framework for dual contract employees. • Review the structure of the delivery and assessment of the SVQ including assessor numbers and re-iterate a mandatory requirement for relevant line managers to become assessors. • Engage with SDS to develop a new Framework for FF (Control), taking account that all the assessment criteria / SVQ arrangements are already taking place. • Recognise that as a Training Provider, SFRS requires sufficient, skilled resources within the SVQ team to deliver the SQA/SDS requirements of this.
4	**Recommendation**
4.1	To note the progress made in relation to the Firefighter Modern Apprenticeship/SVQ and note the actions for future improvements.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There is a risk that if we do not continue to make improvements to the current SVQ process and ensure that SFRS has sufficient sector competent (Operational) assessors in place to observe and assess the Firefighter Modern Apprentices, then SQA will place further sanctions and restrict the ability to certify candidates. This risks a further impact to the requirements to complete a MA and access the associated funding.

5.2 5.2.1	**Financial** SFRS will continue to pay the MA levy. There is a risk that funding cannot be drawn down from SFRS' MA contract if there are insufficient resources to support the FF MA, leading to this not being completed. There is an additional risk that funding will not be provided if we remove elements from the existing Framework.
5.3 5.3.1	**Environmental & Sustainability** There are no specific Environmental & Sustainability implications arising from this paper.
5.4 5.4.1	**Workforce** There is a risk that existing employees do not meet their contractual requirement associated with completing the Modern Apprenticeship. There is also a risk that employees do not have their SVQ portfolio assessed and verified in a timeously manner due to the availability of assessors.
5.5 5.5.1	**Health & Safety** There are no specific Health and Safety implications arising from this paper.
5.6 5.6.1	**Health & Wellbeing** There are no specific Health and Wellbeing implications arising from this paper.
5.7 5.7.1	**Training** Assessor and Internal Verifier (IV) training will continue to be required for the SVQ, this will also allow managers to assess and verify the Core Skills element of the apprenticeship.
5.8 5.8.1	**Timing** There is a risk if the SVQ/MA process, associated assessing and administration are not carried out timeously and in line with SDS contract requirements.
5.9 5.9.1	**Performance** The inability to maintain skilled and engaged employees could have a negative impact on performance.
5.10 5.10.1	**Communications & Engagement** Engagement continues to take place with management teams and representative bodies with regards the current arrangements.
5.11 5.11.1	**Legal** There is a requirement to ensure that SFRS comply with employment legislation and our People policies and that managers are appropriately trained to do this.
5.12 5.12.1	**Information Governance** DPIA completed Yes/No. No personal data is in scope of this paper.
5.13 5.13.1	**Equalities** EHRIA will be completed for any policy or practice change arising from this.
5.14 5.14.1	**Service Delivery** There may be an impact on Service Delivery through the time required to undertake training for assessors and internal verifiers as this programme continues. There will also be an impact on Service Delivery if a new Framework was introduced in terms of development for line managers, to provide appropriate support for trainees and ensure awareness of new policies and procedures.

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:**	Significant progress has been made with both SVQ and MA processes. Further work continues to improve internal processes and maximise opportunities for development of the MA and awaiting QA of the internal assessor course.

8	Appendices/Further Reading	
8.1	n/a	

Prepared by:	Fiona Munro, Head of People
Sponsored by:	Lyndsey Gaja, Interim Director of People
Presented by:	Fiona Munro, Head of People

Links to Strategy and Corporate Values

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	Meeting Date	Report Classification/ Comments
People Committee	*7 March 2024*	*For Information*

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/03-24

Agenda Item: 7.3

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**7 MARCH 2024**						
Report Title:	**POLICY SCHEDULE**						
Report Classification:	**For Information**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the People Committee with an update with regards to 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). This report is the next update following on from the review in November 2023.

3	**Main Report/Detail**
3.1	Following the review of the rolling policy programme of work, taking into account stakeholder engagement, SFRS priorities for 2023/24 and to reflect Directorate current and anticipated priorities and timescales, Directorate Management Team (DMT) approved that the following policies should change to a guidance note, following consultation, with the relevant representative bodies. • 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 • Temporary Promotions Procedure • Attendance During Adverse Weather and Disruptive Conditions
3.2	DMT also approved that the following polices can be deferred until 2025/26, with the next review date to be amended on the published policy, following consultation with the relevant representative bodies: • Additional Responsibility Allowance (ARA) – Deferred from September 2020. Policy defined as low risk 2024.

	• Higher Education (Qualification) – Deferred from February 2022. Low risk due to no legislative changes in this area. • Career Break – Deferred from October 2019 due to focus on critical priorities. • Attendance During Adverse Weather and Disruptive Conditions - Deferred from March 2021 due to focus on critical priorities. • Special leave as no legislative changes • Continual Professional Development Policy – Deferred from September 2020. • Secondment Policy – low risk • Transfer of Uniformed Employees Policy • Employment and Criminal Convictions Policy • Temporary Promotions Procedure
3.3	The consultation took place in November 2023 and whilst all the representative bodies agreed, in principle, to the proposals submitted to EPF on 16 November 2023, they have been requested to provide a formal response by 31 January 2024 to confirm their agreement.
3.4	The Policy Scheduled is attached as Appendix A. This outlines the priority policies identified for progression for remainder of 2023/24 and for 2024/25 which remain unchanged.
3.5	Whilst policy priorities have been refreshed, it will remain under review in direct connection to the work on the standardisation of uniformed terms and conditions of employment, the work around the pensions remedy, People, Payroll, Finance and Training (PPFT) and for any revised priority work arising from SSRP or legislative changes.
4	**Recommendation**
4.1	People Committee are asked to note the contents of the report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Following on from the review in November 2023, the risk that policies are no longer legally compliant or deemed as best practise has been reduced.
5.2 5.2.1	**Financial** There are no financial implications associated with this report.
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 within 2024/25.
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** Where applicable, matters relating to timing are clearly outlined within each separate policy.
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 Area 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 contain 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	
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:**	A robust policy governance process is in place and regularly reviewed
8	**Appendices/Further Reading**	
8.1	Appendix A –Policy Schedule	

Prepared by:	Gillian Clark, People Manager
Sponsored by:	Rachael Scott, Deputy Head of People
Presented by:	Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values
Strategic Plan 2022-25 Outcome 6: People.

Governance Route for Report	Meeting Date	Report Classification/ Comments
People DMT	*11 January 2024*	*For Information*
People Board	*24 January 2024*	*For Information*
Employee Partnership Forum	*8 February 2024*	*For Information*
People Committee	*07 March 2024*	*For Information*

Proposals to 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
Exit Interviews Policy and Procedure

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	Final consultation	2023
Job Evaluation	Final consultation	2023
Fitness Policy and Procedure	New	2023
Secondary Employment	Review	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

Policy Name	Policy Status	Next Policy Review - Year
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
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

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: **C/PC/04-24**

Agenda Item: **8.1**

Report to:	PEOPLE COMMITTEE							
Meeting Date:	7 MARCH 2024							
Report Title:	CULTURE DEVELOPMENT GROUP UPDATE							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
		A	B	C	D	E	F	G

1	Purpose
1.1	To provide an update on activities in support of the work of the Scottish Fire and Rescue Service (SFRS) Culture Development Group (CDG).

2	Background
2.1	Recent scrutiny of Fire and Rescue Services in England and Wales has noted widespread discrimination, harassment and bullying through several published documents. This includes the London Fire Brigade report, HMICFRS 'Values and Culture in the FRS 2023' paper and the National Fire Chief Council (NFCC) Cultural Action Plan as well as the HMICS Thematic Inspection into Organisational Culture in Police Scotland. The outcomes of subsequent independent report into South Wales Fire and Rescue Service are also being reviewed to ensure that recommendations and considered and included where appropriate.
2.2	Considering these documents and wider media reports, SFRS have reviewed our position and recognised that whilst these behaviours do not represent that of most of our employees, evidence of behaviour which does not fit with our values and professional standards exists and needs to be addressed in a timely and appropriate way.
2.3	An exercise was conducted to consider the recommendations of the published documents against the current policies and practices of SFRS and provide a baseline for further discussions. This was supported by a review of internal employee relations cases, over the previous 3 years, which have provided learning outcomes for SFRS. This process will continue as and when further data on this subject becomes available.
2.4	A Culture Action Plan has been approved containing forty-two separate actions identifying areas for improvement within SFRS. Three priority actions have been identified and work commenced on these during 2023. The CDG was set up in late 2023 which has membership from across the Service aimed at tackling unacceptable behaviour and establishing a pathway for sustained improvement. This group will drive the activity required to achieve the actions from the Action Plan as well as other initiatives identified as the Group matures.

3	Main Report/Detail
3.1 3.1.1	**Progress to Date** *Culture Development Group (CDG)* The CDG has been established comprising of representatives from across SFRS and all recognised Trade Unions. Additionally, places are available at each meeting for any employee to attend, thus encouraging wider participation and transparency throughout the discussions.

3.1.2	The group meets monthly and aims to set down the foundations for culture change and enable positive behaviours. The Terms of Reference are agreed, and forward planning arrangements are in development. The SFRS Culture Action plan, which has been agreed by SFRS Board will also be monitored by the CDG.
3.1.3	External subject matter experts and those with direct experience will be invited to meetings to enhance the understanding of the Group and shape activities to improve areas relating to psychological safety, unconscious bias and understanding the impact of negative behaviour on others.
3.2	**Professional Standards and Leadership**
3.2.1	In support of the overall objectives of the CDG Programme of work, it was recognised and agreed that an intrinsic element of improvement is linked to the role and leadership of Supervisory and Middle Managers and, as part of this, the overall enhancement of Station and Professional Standards in the Operational Workforce. The Head of Operations has, supported by all Operational Delivery Heads of Function, established a group to review and enhance: - Professional and Stations Standards. - The development/enhancement of high performing, highly professional teams. - The management and improvement of professional standards supported by the Station Standards Process; and - The embedding of psychological safety within those teams.
3.2.2	*Cultural Action Plan – Priority Actions Update* There are three priority actions within the cultural action plan. Whilst these are long term actions, work has commenced in all areas.
3.2.3	Priority 1: Attracting and supporting a more diverse pool of candidates. Review of our existing selection processes has commenced with outline paper progressed through governance and feedback provided from managers and TU representatives. Engagement sessions with employees have also explored feedback on both internal and external selection processes including the experiences of candidates and perceptions of current employees.
3.2.4	As part of the recent Group Commander process, a recruitment masterclass was held specifically for women currently in the Station Commander role.
3.2.5	The masterclass provided the opportunity to discuss the role of a Group Commander, content of the selection process, discussion with an existing female Group Commander and a safe space to ask questions about the role and the process. Feedback received highlighted the benefit of hearing first-hand about the role. More development in recruitment and interview skills as well as more time during the masterclass to discuss the role with other women and ask questions was also requested. This has informed further development of Masterclasses, a programme of which will commence roll out this year. It is intended that these take place irrespective of any promotion process to support and encourage applications from our under-represented groups, on an ongoing basis.
3.2.6	Priority 2: Creating a Competent Supervisory and Middle Manager Cohort Existing Leadership development programmes have continued, with LNA processes established to collectively identify opportunities for employees to access individual learning.

3.2.7	The People Directorate recently facilitated approximately sixty engagement sessions with supervisory and middle managers across SFRS establishing views on culture and management development. dashboard of feedback from the East has previously been shared.
3.2.8	Feedback from the North and West Service Delivery areas is being analysed and a dashboard will be finalised prior to sharing with the areas and wider management teams. These will also be shared at the CDG, to discuss feedback and opportunities to maintain engagement and provide development opportunities.
3.2.9	With Supervisory Managers being identified as a priority for development, a framework is being designed that provides opportunities for a variety of development encompassing all aspects of the role of the supervisory manager, within all staff groups.
3.2.10	<u>Priority 3 – Improving Business Intelligence to inform future actions.</u> *Confidential Reporting Line* The provision of a confidential way for employees to raise issues was a recommendation based on other FRSs, with feedback indicating that it has been successful and provides a safe, confidential way for employees to raise concerns that they would otherwise not feel able to do. Following a procurement process, Safecall were awarded the contract as the provider for the confidential reporting line in January 2024. Work is ongoing with the provider to establish appropriate internal processes prior to launch. Work also continues to take place with Comms and Engagement with information materials being finalised. It is intended that the CDG will utilise the information on issues and trends to facilitate actions to address these, either in specific areas or across the Service as appropriate.
3.2.11	*Colleague Experience Survey* Work is ongoing with Skills for Justice to finalise the question set for the forthcoming Colleague Experience Survey. Initial engagement has taken place with representative bodies and an information session has taken place with managers, with further sessions being planned. It is anticipated that the survey will launch in March and will be live for a minimum of 6 weeks. A communication plan has been developed and engagement will take place through the survey period to maximise responses from employees. Actions arising from the Survey will also be driven via the Culture Development Group.
3.3	**Future Actions** • A review of Positive action activities and opportunities to increase diversity of workforce / raise awareness of SFRS as an inclusive employer. • Opportunities to understand community perceptions of the role of Firefighter and barriers currently experienced by under-represented groups will be developed to assist in improved marketing of SFRS and the role of Firefighter. • Selection processes will continue to be improved, with a review of the Wholetime Firefighter Selection process scheduled to commence in Q1 2024/25. • The Management Capability Framework will continue to be developed with a pilot session of 'Day 1' for Supervisory Managers to take place during March 2024. Feedback from this will inform future sessions to take place on an ongoing basis. • In support of the Supervisory Management development sessions are being planned for Middle Managers. This will provide development opportunities for middle managers and enable them to support the supervisory management development. • Analysis of the Colleague Experience Survey will commence in Q1 2024/25, with outcomes and actions communication across SFRS following this.
3.4 3.4.1	**Resources** Activities within the Cultural Action Plan are currently being progressed utilising existing resources, which has been sustainable during the initial development of the action plan.

3.4.2	However, to timeously progress the activities outlined above, respond effectively to the outcomes of the Colleague Experience Survey and deliver meaningful engagement across SFRS, additional specialist resource to support the Interim Deputy Chief Officer is required.
3.4.3	It is recommended that two People Advisers are employed on a 12-month fixed term contract to enable the release of the capacity of an existing People Manager and a People Adviser, both with significant experience in organisational culture, change and development to provide this support. The cost of the two posts would be £81,784 plus on-costs, if appointed at the bottom point of grade 6. Consideration is currently being given as to how these posts can be created, given wider organisational financial constraints.
4	**Recommendation**
4.1	To scrutnise current progress and future actions within the Cultural Action Plan and work of the CDG.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There is a risk of potential reputational, legal and financial risks associated with any failure to embed an inclusive workplace culture.
5.2 5.2.1	**Financial** There are currently no financial implications. There may be financial implications associated with any future development of actions in support of the findings.
5.3 5.3.1	**Environmental & Sustainability** There are no specific Environmental & Sustainability implications arising from this paper.
5.4 5.4.1	**Workforce** There is a risk that cultural actions will not be effective if we do not engage with employees to identify their requirements and gain buy in. There is a risk of increased turnover in our workforce if we do not have a positive and inclusive culture.
5.5 5.5.1	**Health & Safety** There are no specific Health and Safety implications arising from this paper.
5.6 5.6.1	**Health & Wellbeing** There are no specific Health and Wellbeing implications arising from this paper, though the activities within the cultural action plan have the potential to positively impact employee health & wellbeing.
5.7 5.7.1	**Training** There may be implications associated with any future development framework for supervisory and middle managers.
5.8 5.8.1	**Timing** Taking account of recent external reports in relation to culture across Fire and Rescue Services it is important to act timeously.
5.9 5.9.1	**Performance** The inability to maintain skilled and engaged employees could have a negative impact on performance.
5.10 5.10.1	**Communications & Engagement** Engagement has taken place with representative bodies. Further engagement will take place with managers and employees through the finalisation and roll out of the action plan. Support

	from Comms and Engagement will be required to develop and deliver strategies to support the aims of the CAP and CDG and to communicate activities across the Service.	
5.11 5.11.1	**Legal** There is a requirement to ensure that SFRS comply with employment legislation and our People policies and that managers are appropriately trained to do so.	
5.12 5.12.1	**Information Governance** DPIA completed Yes/No. No personal data is in scope of this paper.	
5.13 5.13.1	**Equalities** EHRIA will be completed for any policy or practice change arising from this.	
5.14 5.14.1	**Service Delivery** Engagement and support from Service Delivery will be required to ensure successful completion of the Cultural Action Plan.	

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Liz Barnes, Interim Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The Cultural Action plan has been developed and is in the early stages of implementation, with priorities being identified and initial progress being made.

8	**Appendices/Further Reading**	
8.1	Not applicable	

Prepared by:	Fiona Munro, Head of People
Sponsored by:	Liz Barnes, Interim Deputy Chief Officer
Presented by:	Liz Barnes, Interim Deputy Chief Officer

Links to Strategy and Corporate Values
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*7 March 2024*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/05-23

Agenda Item: 8.2

Report to:	**PEOPLE COMMITTEE**		
Meeting Date:	**07 MARCH 2024**		
Report Title:	**COLLEAGUE EXPERIENCE SURVEY - UPDATE**		
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**	
		A B C D E F G	

1	**Purpose**
1.1	The Scottish Fire and Rescue Service (SFRS) Colleague Experience Survey aims to deliver AOP, SO6: Action 9, *"Plan and Deliver SFRS's Colleague and Engagement Survey"* and aligns to outcome 6 of the Strategic Plan 2022-2025 *"The experience of those who work for SFRS improves as we are the best employer we can be"* by enabling employee voice and ensuring all our people feel heard and have an opportunity to have a say in how SFRS work together.
1.2	This report provides an update to People Committee on the progress made to deliver the SFRS Colleague Experience Survey in Q4 2023/24.

2	**Background**
2.1	Since the last Staff Survey in 2018, a wide range of feedback mechanisms have been put in place to provide employees with ongoing opportunities to share their views on what it's like to work at the SFRS. These vital insights continue to inform discussions to improve and develop the employee experience.
2.2	The need for a refreshed approach has been shaped by many factors, including service **Transformation**, **Public Cultural and Behavioural perceptions** of the industry and a series of **Internal Engagement** sessions.
2.3	A comparison analysis of other FRS's Cultural reports/industry insights was evaluated and shared with the Strategic Leadership Team (SLT) to highlight opportunities for improvement. It was agreed that it would be beneficial to conduct a service wide survey so the SFRS can establish a cultural baseline to inform strategy and provide a measure to benchmark future improvement initiatives against. This was agreed by the by SLT on 6 September 2023.

3	**Main Report/Detail**
3.1	As part of the research to identify suitable hosts for the Colleague Experience Survey, analysis of the SFRS annual membership with Skills for Justice (the Sector Skills Council for the UK's Justice, Fire & Rescue, Local Government and Armed Forces) identified an opportunity to utilise this subscription to achieve the delivery of our survey objectives.

3.2	The SFRS maintain annual membership with Skills for Justice to support our status as a Credit Rating Body. To assist with the training and consultancy requirements of the SFRS, we subscribe to a Strategic Membership level that includes access to an employee engagement survey tool, called Ambit.
3.3	A key benefit of the Ambit survey is its ability to paint a broad picture of the health and wellbeing of an organisation, its culture and levels of employee satisfaction.
3.4	Crucially, the opportunity to leverage the SFRS Skills for Justice membership against the requirement for a survey provider also realises a substantial cost saving against the original forecasted expenditure.
3.5	All pre and post survey strategy and objectives remain aligned to the original proposal and programme of activities already agreed with SLT on 6 September 2023.
3.6 3.6.1	**Survey Launch** The Colleague Experience Survey will launch on Monday 25 March 2024 and close on Sunday 5 May 2024. The 6-week response window provides cushion for Easter Holidays and operational rota requirements during this period.
3.7 3.7.1	**Communication & Engagement Strategy** An effective communication strategy remains critical to the success of this project and a communication project plan has been developed in consultation with the Communication & Engagement team to support the achievement of this. This plan aims to maximise the effectiveness of all communication channels across Operational and Support functions.
3.7.2	Work is ongoing with key stakeholders, such as managers and trade unions reps to gain buy in and support for the survey. This will shortly extend to a wider group of advocates such as Survey Champions, across all levels and areas of the service.
3.7.3	Digital and print assets will be used to encourage survey completion with a dedicated Colleague Experience Survey iHUB page as a one stop 'shop-front' to host all survey related communications, results and collaborate work and action plans.
3.7.4	Informal engagement sessions have indicated that sharing the end-to-end project timeline with our employees is likely to have a positive impact on response rates. Feedback suggests this level of visibility will create accountability for the follow up actions and commitment to collaborative working on the development of action plans, following survey results.
3.7.5	Multiple communication channels will be used to encourage completion of the survey across support and operational colleagues, with plans to track the effectiveness of these to adapt approach responsively during the survey open window. This will also provide valuable insight regarding the effectiveness of specific communication channels for future projects.
3.7.6	Support will be provided for line managers to encourage colleagues to complete the survey. This extends to support to reach out to colleagues who may be away from work during the period of launch.
3.8 3.8.1	**Survey Design** The survey is being built around the SFRS core values of Respect, Innovation, Teamwork and Safety. These will be used as Base Themes with a variety of Sub Themes to explore a range of employee satisfaction and engagement categories.
3.8.2	Estimated completion time will be 15-20 minutes, importantly, with the functionality to 'Save as You Go' which is critical for operational colleagues who may experience interruptions depending on shift requirements. Informal engagement continues to explore opportunities for colleagues to be able to complete the survey within their working hours.

3.8.3	Questionnaire design will support the collection of qualitative and quantitative data using a 5-point likert scale for quick completion. The addition of free text questions will enable employees to consider their responses and provide opportunities to share additional insights.
3.9 3.9.1	**Survey Insights** Ambit top-level reporting will highlight key findings and provide insights to build action plans for driving performance and employee engagement. The sector that the Skills for Justice membership covers will also provide invaluable opportunities to benchmark against industry standards.
3.9.2	Our commitment to validate the survey findings and collaboratively build action plans with representative groups of our employees has been very well received and insight indicates that this will be a critical factor in driving response rates.
3.9.3	The building blocks of the Colleague Experience Survey iHUB page will take shape as we progress through the various stages of the survey life cycle, culminating in an evaluation of outcomes and actions plans while maintaining engagement with employees and representative groups throughout the life span of the sharing process.
4	**Recommendation**
4.1	That People Committee note progress with activities relating to the Colleague Experience Survey, including engagement with Skills for Justice to host the survey on behalf of the SFRS, launch dates, communication and engagement strategy and ongoing actions.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** N/A - No change to the key strategic implications identified within the original proposal.
5.2 5.2.1	**Financial** The proposed commodity strategy is no longer required for this project resulting in significant cost savings of between £26-£32k.
5.2.2	A small marketing budget of circa £250 is likely to be required for print assets to promote awareness and completion of survey.
5.3 5.3.1	**Environmental & Sustainability** N/A - No change to the key strategic implications identified within the original proposal.
5.4 5.4.1	**Workforce** N/A - No change to the key strategic implications identified within the original proposal.
5.5 5.5.1	**Health & Safety** N/A - No change to the key strategic implications identified within the original proposal.
5.6 5.6.1	**Health & Wellbeing** N/A - No change to the key strategic implications identified within the original proposal.
5.7 5.7.1	**Training** N/A - No change to the key strategic implications identified within the original proposal.
5.8 5.8.1	**Timing** N/A - No change to the key strategic implications identified within the original proposal.

5.9	**Performance**
5.9.1	N/A - No change to the key strategic implications identified within the original proposal.

5.10	**Communications & Engagement**
5.10.1	Work is ongoing with the Communication & Engagement Team to support the production of a Communication Project Plan to promote awareness across all staff groups and encourage completion rates.

5.11	**Legal**
5.11.1	N/A - No change to the key strategic implications identified within the original proposal.

5.12	**Information Governance**
5.12.1	N/A - No change to the key strategic implications identified within the original proposal.

5.13	**Equalities**
5.13.1	N/A - No change to the key strategic implications identified within the original proposal.

5.14	**Service Delivery**
5.14.1	N/A - No change to the key strategic implications identified within the original proposal.

6	**Core Brief**
6.1	Not applicable

7	**Assurance**	
7.1	**Director:**	Liz Barnes, Interim Deputy Chief Officer, Corporate Services
7.2	**Level of Assurance: (Mark as Appropriate)**	**Substantial**/~~Reasonable/Limited/Insufficient~~
7.3	**Rationale:**	Colleague experience survey is on track to be delivered within the agreed timescales with a survey provider in place, initial communications progressing and an overall communication plan in place.

8	**Appendices/Further Reading**
8.1	Appendix A – Colleague Experience Project Communication Plan

Prepared by:	Kelly Anne McDougall, People Adviser (Talent Development)
Sponsored by:	Lyndsey Gaja – Interim Director of People
Presented by:	KellyAnne McDougall, People Adviser

Links to Strategy and Corporate Values
Annual Operating plan Outcome 6 of the Strategic Plan, "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**
People Committee	*7 March 2024*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/06-24

Agenda Item: 9.1

Report to:	**PEOPLE COMMITTEE**
Meeting Date:	**7 MARCH 2024**
Report Title:	**TRAINING FUNCTION UPDATE AND PERFORMANCE REPORT QUARTER 3 2023-24**

Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide a high-level overview of the Training Function activity and performance over Q3 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 **"*SFRS should continue to be a Fair Work employer and develop as an employer of choice. It should promote the equality, safety and physical and mental health of all its staff. SFRS should continue to maximise the effectiveness of its approach to workforce and succession planning and should be a learning organisation with equal opportunities for all. SFRS should ensure it enables innovation and change through its People Strategy. SFRS should actively strive to be an organisation that is more representative of the people and communities of Scotland that it serves.*"** In turn these priorities have been identified in the SFRS Strategic Plan 2022-25.

3	**Main Report/Detail**
3.1	For ease of reference, this report is split into three parts. Firstly, providing a Training Function Update (Appendix A) with regard to key aspects of work across the Training Function over Q3 2023-24.
3.2	Secondly, this report places a specific focus on the Key Performance Indicators as set out in the Performance Management Framework (PMF) 2023-24. With an update into the Q3 2023-24 data, using the corporate Power BI reporting tool, aligned to the Training Function (see Appendix B).
3.3	Finally, further detail to support the Q3 2023-24 Power BI report can be found in Appendix C.

4	**Recommendation**
4.1	To scrutinise the report and provide feedback as necessary on its content and the new and evolving approach of reporting and presenting performance data for 2023/24.

5	Key Strategic Implications
5.1 5.1.1	**Risk** 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.
5.2 5.2.1	**Financial** There are no financial implications arising from the content of this report.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental & sustainability implications arising from the content of this report.
5.4 5.4.1	**Workforce** The purpose of this report is to strengthen performance managements and drive improvement of our workforce.
5.5 5.5.1	**Health & Safety** There are no health and safety implications arising from the contents of this report.
5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications arising from the contents of this report.
5.7 5.7.1	**Training** To ensure we have personnel maintain their currency within required training requirements for their role.
5.8 5.8.1	**Timing** 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 5.9.1	**Performance** 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 5.10.1	**Communications & Engagement** To ensure performance and risk is discussed at all levels and the content of this reports shared to the relevant forums.
5.11 5.11.1	**Legal** There are no legal implications arising from the contents of this report.
5.12 5.12.1	**Information Governance** DPIA completed No.
5.13 5.13.1	**Equalities** EHRIA completed No.
5.14 5.14.1	**Service Delivery** 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	Appendix C – Performance analysis – Q3 2023-24	

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

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.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Training Functional Management Team	7 February 2024	For Scrutiny
Training Safety and Assurance Board	8 February 2024	For Scrutiny
TSA Directorate Management Team	21 February 2024	For Scrutiny
People Committee	7 March 2024	For Scrutiny

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

TRAINING FUNCTION UPDATE	
<u>Item</u>	<u>Commentary</u>
Training Vision & Strategy	Following approval of the Training Vision & Strategy 2023 – 2028 (TVS) by Strategic Leadership Team on 8th Nov'23, this has now been presented to the People Committee and SFRS Board. Training will now work with SFRS Comms & Engagement on the launch of the Training Vision and Strategy.
Training Continuous Improvement Programme (CIP)	The CIP Action Plan Update Report has now been streamlined. This has produced a more concise and up-to-date document clearly identifying any recommendation changes of status ("In Progress" to "Complete") and any new recommendations produced / brought forward during the last reporting period. All new recommendations and all completed recommendations are now detailed within this redrafted report for ease of view. A process will be implemented to ensure that improvement actions are revisited 12 months after implementation to determine whether the improvement action delivered the impact/benefit intended.
Training Strategic Asset Management Plan	Working closely with colleagues in Asset Management, our consultation with stakeholders has now commenced. This will support us in identifying where we would need to invest within our Training infrastructure to enhance the delivery of training. The Training Strategic Asset Management Plan will be completed in Q1 24/25.
Training Function Management Development Day	On 19th January '24 the extended management team met at the National Training Centre Cambuslang to reflect on the achievements and challenges of 2023 and look forward to what our focus, priorities and opportunities are moving into 2024. This will support the delivery of our Training Vision and Strategy and the production of our three key frameworks (Skills Maintenance, Training Delivery and Training Assets Frameworks).
Clinical Governance	To support Service Delivery the Training Function, continue to lead this work through 2023/24. The Clinical Governance Technical Working Group (CGTWG) met on 13th December with a key purpose to prioritise the progress of SAS clinical governance recommendations for equipment, with the aim of improving our casualty care capability. Work is underway to secure a Pre-Hospital Trauma Life Support (PHTLS) course for our SFRS 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	Work is underway to review and refine existing content and delivery of the Wholetime Trainee Firefighter Foundation Course. Consideration is being given to incorporating additional BA/CFBT and ICAT training time.
Training for Operational Competence (TfOC) Review	A review of the TfOC policy and lessons learned through end user feedback has taken place as we approach the end of the 2nd year of the 3-year TfOC cycle. Refinements continue to be made to our E Learning content and delivery to ensure we make best use of the available time, specifically for On-call personnel. The intention being to provide more opportunities to conduct practical training elements and combine the core skills, themed learning content and confirmation exercises.
Training Needs Analysis (TNA)	A new guidance document is nearing completion and will go through governance ahead of the 2024/25 Training year that will provide further clarity on our SFRS TNA process and how it will support LSO areas. This will also provide a further degree of assurance as part of the Training Instructor re-structure as we conclude the East and West re-structures over the coming months.
Performance Reporting	Our improvements to performance reporting, includes the creation of a Training Performance Officer role which enables a business partnering approach with the SFRS Business Intelligence Team. The team have most recently been conducting reconfigurations of our pdrPro (training recording) system to enable more robust data entries as well as making improvements to the data output sets. This provides a greater level of assurance with the information being recorded and then reported upon.
BA Recovery Plan	Phase 1 of the plan is now underway with a specific focus on providing additional hot wears to firefighters in Development who joined SFRS over the past 3 years. Preparation for implementation of full BA Recovery Plan is well progressed. Trials of the Phase 2 one-day programme are now underway across Training Centres in order to make any amendments to the pre-course content as well as the course content and delivery. Phase 2 will go 'live' Q1 2024/25.

PowerBI Dashboard Data Training Function: -

KPI 22	% Core Skills Modules Completed		95%
PURPOSE:	Percentage of completion of Operational Core Skills modules against Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.	**OWNER:**	Head of Training

SUMMARY

Q3 2023-24 TfOC figures: Wholetime staff maintained consistent completion rates; On Call staff saw a slight decrease. Challenges included increased demand for Hazmat training and lower completion rates for Tactical Ventilation. Seasonal initiatives impacted capacity

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
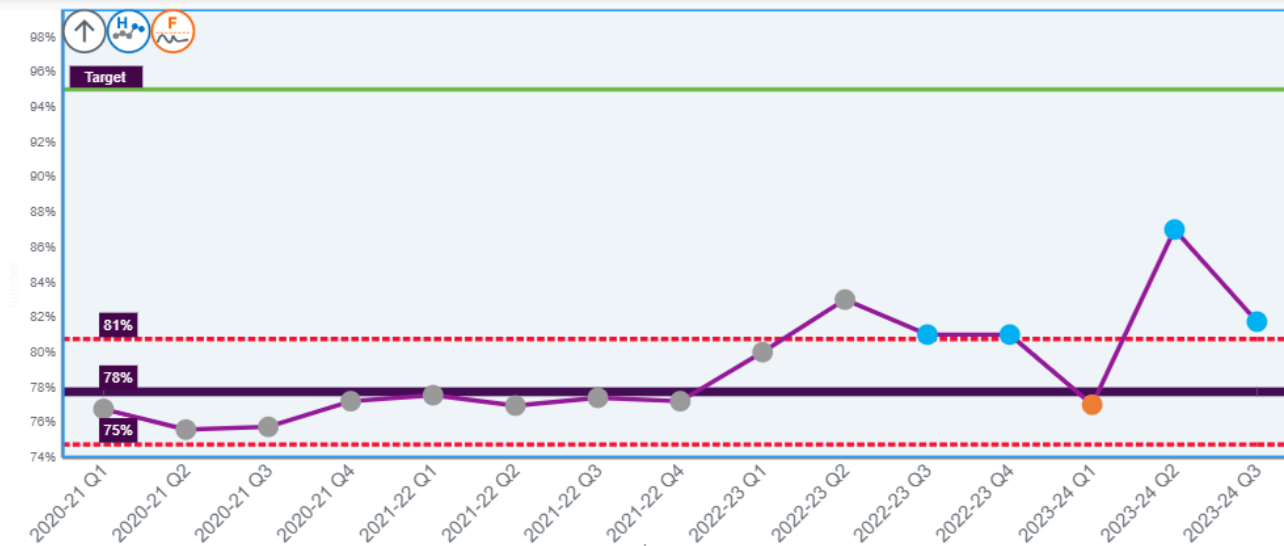
SUMMARY

Q3 modules: Firefighting in Buildings, Reinforced Autoclaved Aerated Concrete Awareness, Prevention & Protection, Environmental Protection. Wholetime staff slightly decreased; On Call and Volunteer rates dropped, aligning with Core Skills. Feedback will inform the forthcoming TfOC review.

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

Q3 Flexi Duty Officer (FDO) Training reports a very slight decrease when contrasted with the preceding quarter. Reports have been compiled and shared showing personal completion for all LSO Area and Directorate FDO's to encourage discussion performance that needs improved.
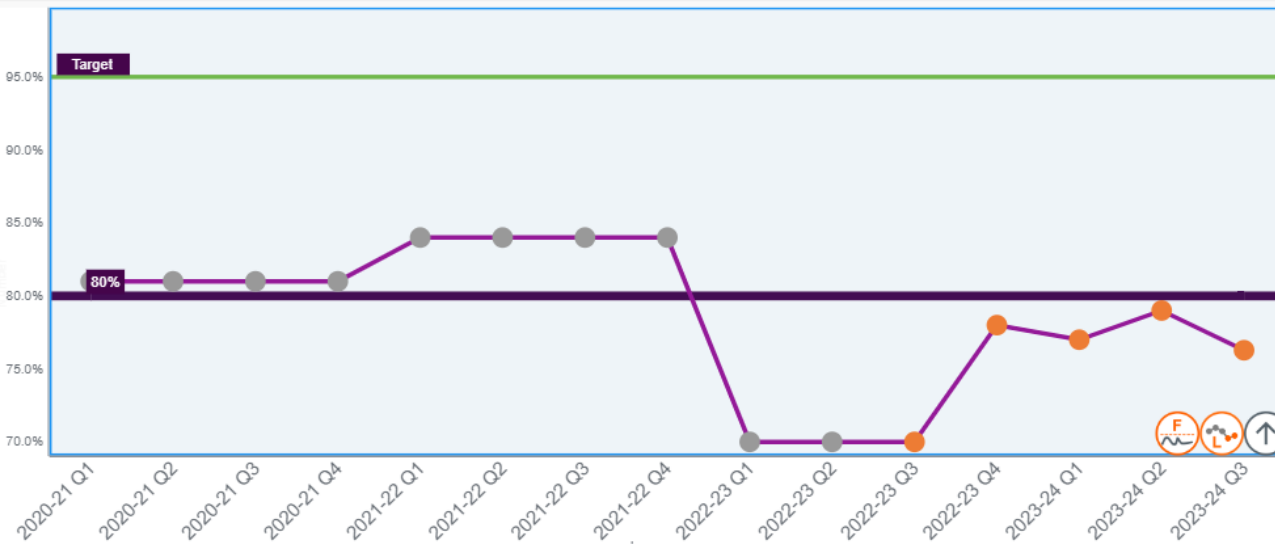
KPI 25 — % Incident Command Module Completion

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 remains strong in all duty groups. Flexi Duty System dropped; 2 Deputy Assistant Chief Officers to be assessed at Level 4 in March. Stable figures last 2 quarters. Training and Workforce Planning align for promotional campaigns and Incident Command Development courses.
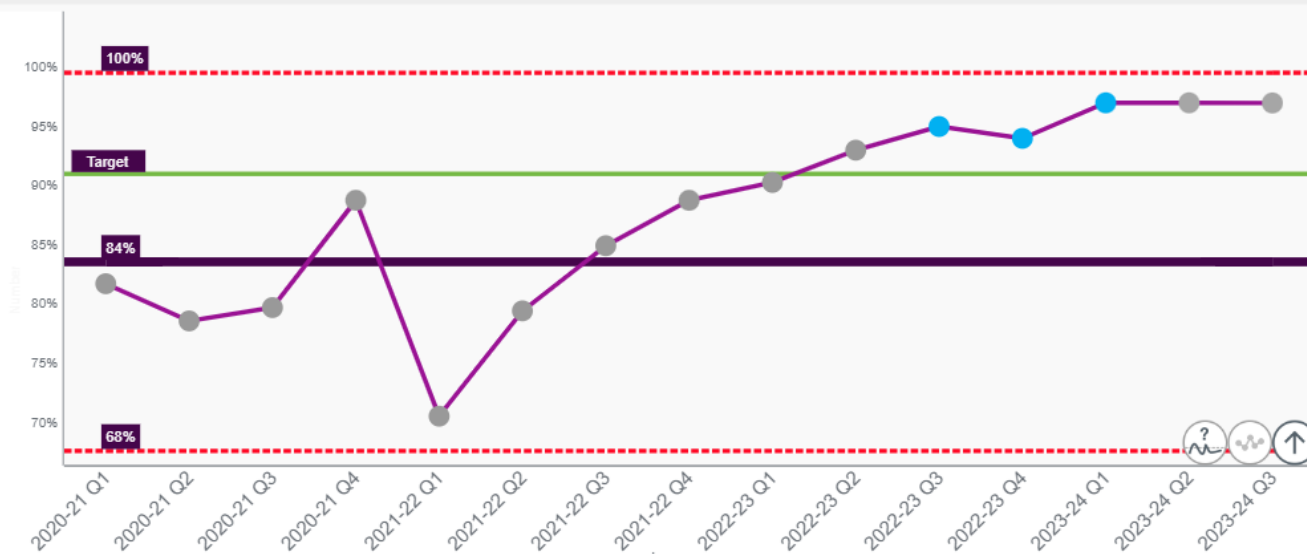
KPI 26	% Core Skills Currency		73%

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

Q3: Core Skills completion improved, with increases in Breathing Apparatus and Compartmental Fire Behaviour training. Q4 expects more progress with the introduction of the Breathing Apparatus recovery plan and targeted Initial Casualty Assessment Treatment courses in the West Service Delivery Area.
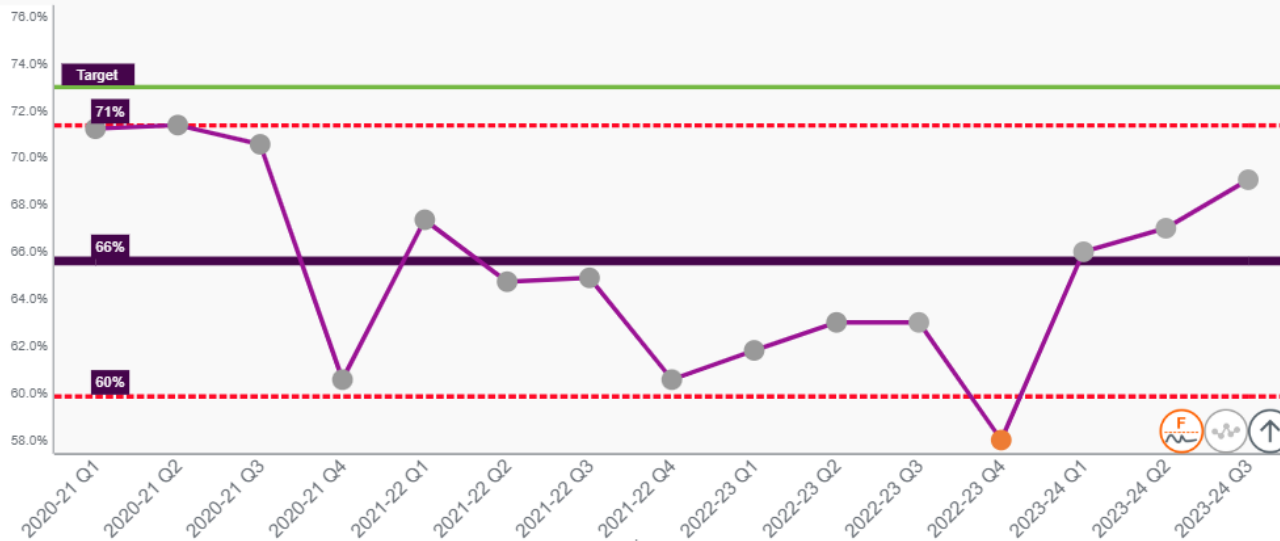
KPI 27 — % Specialist Rescue Currency

Target: 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

Heavy Rescue progresses well with targeted approach in North Service Delivery. Urban Search and Rescue improves to 64% with new courses and instructor to improve performance. Water Rescue stays competent. Rope Rescue at 95%, courses planned. Q3 sees slight Mass Decontamination competency rise.
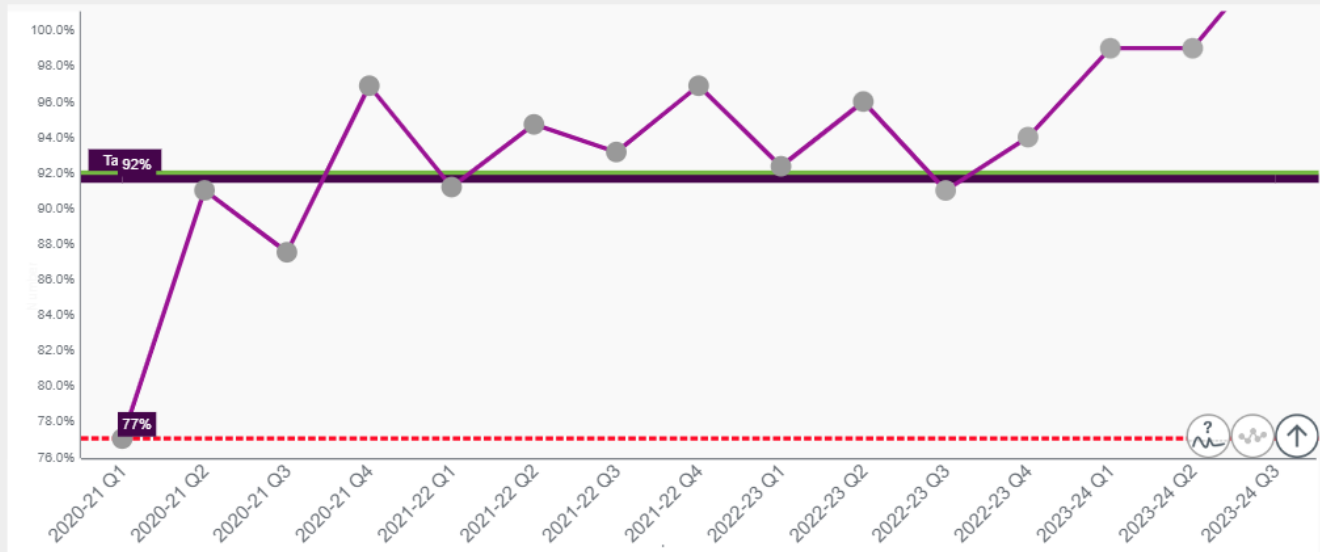
| KPI 28 | % Training Function Currency | 95% |

PURPOSE: Percentage of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan

OWNER: Head of Training

SUMMARY

Q3: Training Function reached 84% completion. Challenges like venue conflicts, instructor availability, and low nominee numbers to be addressed by Local Senior Officer Management Teams. Instructor courses: 92% delivered; Acquisition: 82%; Refresher: 84%.
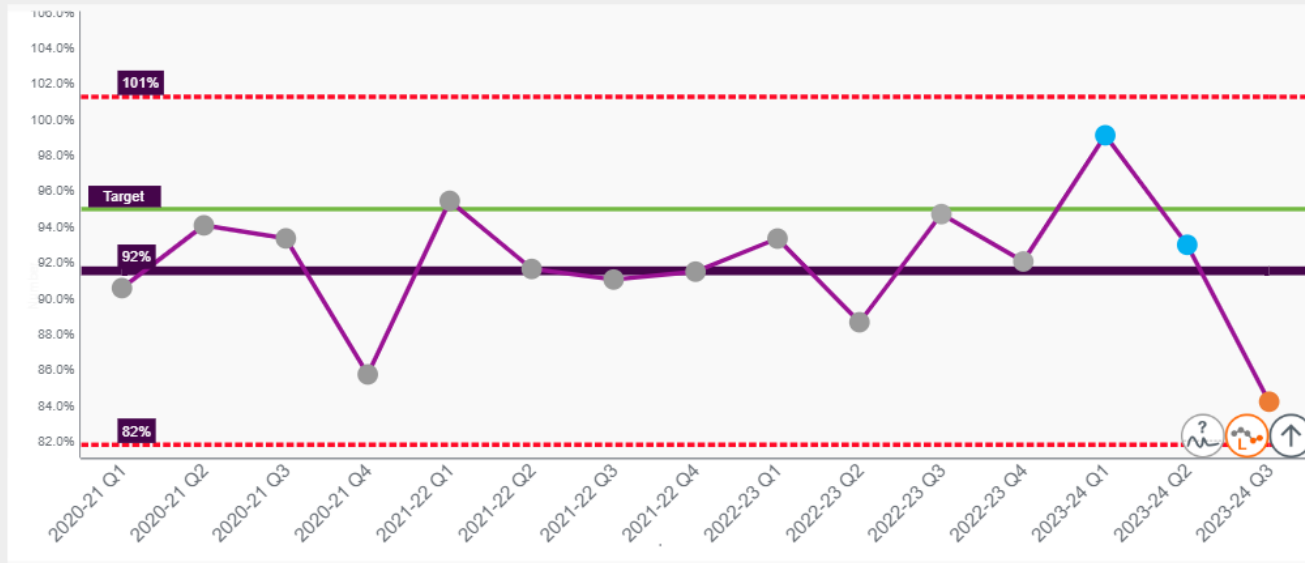
| KPI 29 | Customer Satisfaction Rate | 🎯 | 95% |

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training
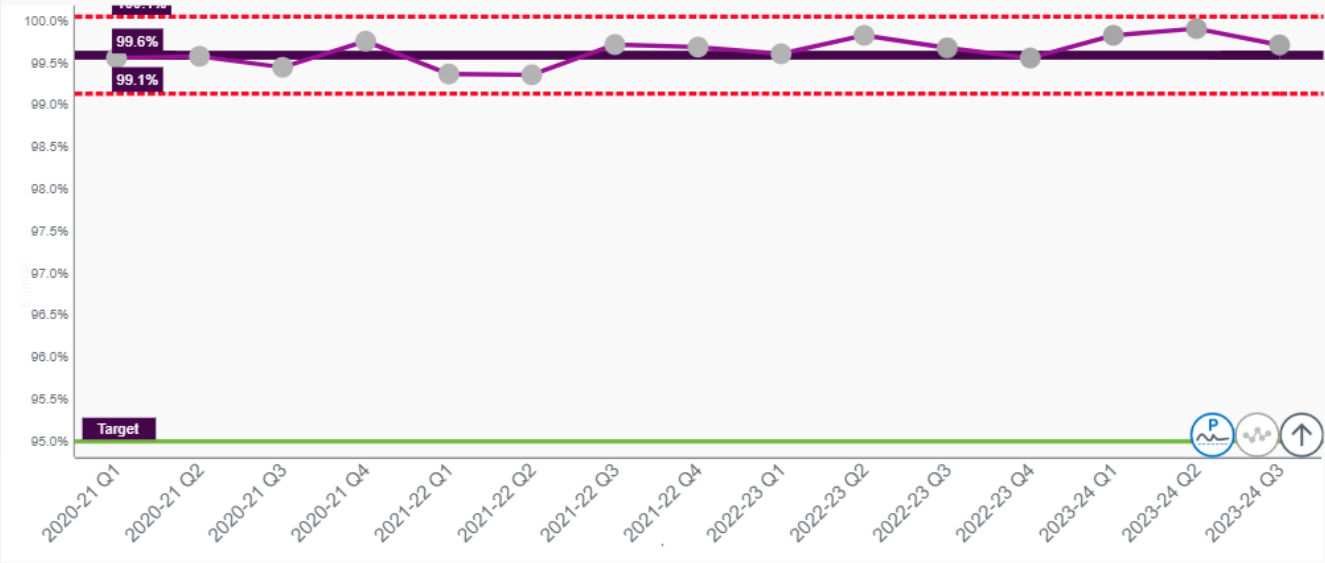
SUMMARY

Overall candidate satisfaction remains high, and consistently above 99% which is a credit to the Training Instructors and their professional approach.

Performance analysis – Q3 2023-24

KPI 22 - % completion of Operational Core Skill Modules for Firefighter to Watch Commander against training programme.

The Operational Core Skills Modules within the TfOC are pre-populated and continue to operate on a 12-month rolling programme. The Q3 2023-24 figures for the 5 Core skills mentioned (see below), show a consistency of completion rates for Wholetime staff with a slight decrease in completion rates for On Call and Volunteer On-Call staff against the Q2 2023-24 figures.

1. BA / CFBT / Tactical Ventilation
2. RTC/Extrication
3. Casualty Care
4. Hazmat
5. SWAH (Safe Working At Height)

During this reporting quarter there was a greater ask for practical skills training in areas such as Hazmat and Gas Tight Suits, whilst Tactical Ventilation had the lowest completion rate in some areas. Q3 also places significant challenges to capacity due to Bonfire Night / Autumn TAP Engagement Initiatives and peak leave over the festive period which may have had an impact on completion rates.

There continues to be a focus placed on correct and timely recording of training carried out as well as local area engagement sessions with supervisory managers to promote module completion to maintain currency.

The Learning & E-Development team continue to conduct drop-in sessions over Teams with operational staff in rural and remote locations to provide support for distance learning ensuring that individuals can maintain their core skill competency.

KPI 23 - % completion of Advanced, Support and Emerging Risks Modules for Firefighter to Watch Commander against training programme

Modules topics covered in Q3 2023-24 were:

- Firefighting in Buildings
- RAAC (Reinforced Autoclaved Aerated Concrete) Awareness
- P&P - Hoarding
- Environmental Protection

The Q3 2023-24 statistics for Wholetime staff show only a slight decrease against Q2 figures. On-Call and Volunteer duty groups have recorded a drop in completion rates similar to the Core Skill modules and remain slightly less than the annual average.
The justification collated from SDA's for the completion rates, appears to follow the same pattern as the Core Skill modules, feedback received suggests the quarterly TfOC package is becoming a challenge, for On-Call staff which is consistent with the data and forms part of the TfOC review currently underway.

KPI 24 - % completion of Flexi Duty Officer Modules against training programme

FDO Modules topics covered in Q3 2023-24 were:

- Oct - Command Support
- Nov - Health, Safety & Risk Management
- Dec – Buildings

Additionally, there was an ask to complete the MTA JOPS Edition 3 Command Training Module 1 during this reporting period, however this does not form part of the data completion rates. The Flexi Duty Officer (FDO) Training for Operational Competence (TfOC) in Q3 2023/24 reports a very slight decrease when contrasted with the preceding quarter. Reports have been compiled and shared showing personal completion for all LSO Area and Directorate FDO's to encourage discussion on deficiencies that need to be addressed.

KPI 25 - % completion of Incident Command currency following National Training Standards)

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 deliver training and assessments across all levels and support the delivery of SDA assessments at ICL1 level. The drop in figures for the Flexi Duty System is because of two DACOs requiring an ICL4 assessment. These are now booked for the week commencing 18th March and will align with a CPD event for ICL4 holders.

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.

KPI 26 - % completion of Core Skills currency following National Training Standards

ICAT Basic:
The current competency target for ICAT Operator is based on a 60% attainment threshold for operational personnel within stations, LSO's and SDA's and the percentage figures provided in this report are taken as a percentage of the 60% target.

The ICAT Operator competency percentage for the three SDA's, across all relevant duty groups is 76% for Q3. This is an overall decrease by 1% from the Q2 figures. Wholetime competency rates during this period have risen from 88% to 90%, while On-Call rates have reduced from 70% to 67%.

When reviewed against each SDA there remains some significant variations in currency rates. The ESDA continues to perform strongly with wholetime and On-call duty groups both above the required 60% competency rate, with figures of 116% and 100% respectively. The North SDA wholetime also achieve an overall figure above 100% but the On-call figures for Q3 are below the percentage target, being 63%. The WSDA Q3 overall whole-time figures are 70% of the 60% competency target and are notably lower than East and North SDA figures. For West SDA On-call and volunteer groups the competency target is not being achieved with On-call achieving 42% and volunteers achieving 6% ICAT Operator competency rates for Q3. When reviewed against the specific LSO areas in the WSDA there are significant variations in the performance figures. For EWDAB, Dumfries, ENSA and CoG the competency rates for all duty groups are below the target level while ERRI and Lanarkshire both demonstrate competency levels above or close to the target for both their whole-time and On-call station personnel.

The low competency levels in some West SDA LSO areas requires significant focus to improve performance levels and review of these variations will continue to be undertaken to gain a full understanding of any restricting factors. 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 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. In addition to this the opportunity to try and deliver ICAT courses at a more local level is being explored.

Driving:
The overall percentage of ERD reassessment completion currently sits at 81% across all duty systems with wholetime remaining at 74% completion, On-Call remaining at 92% and Volunteers duty system seeing a slight decrease at 67% from 68% last reporting period.

Individual SDA results for wholetime show both NSDA and ESDA with completion rates at 80% and 81% respectively, a slight rise in ESDA from last period, with the WSDA remaining at 68% completion rate. The reduced percentage completion within WSDA can be attributed to staffing levels within the driver training section, this is due to long term sickness and the filling of previously vacant posts and appointing new personnel, yet to complete their instructional qualification. This will be complete by Q1 of 2024/25 training year and will contribute to increasing performance figures within the WSDA.

On-Call and volunteer completion rates across all SDAs shows; NSDA On-Call 84% and Volunteer at 80%, an increase of 5% from previous reporting period; ESDA On-Call 104% and WSDA On-Call 96% and Volunteer 63%, showing a small reduction from previous reporting period. A clear focus for driver training in the ESDA, through discussion with LSO's, was a drive to improve On Call driver availability, hence the high percentage rates.

Results between individual LSO areas also varies with the EWDAB and CoG showing the lowest completion rates within WSDA, at 58% and 61% respectively. This, as above, is the result of staffing levels within the WSDA driver training section due to sickness absence. The recent appointment of a new driving instructor will support an improving picture in the WSDA and the return of 1 of the 2 members of staff, currently absent from work, will also greatly assist in improving the figures across the SDA. Significant work is in progress to address the staffing levels across the WSDA and wider Driver Training team through conversions of positions and a proposed pilot pathway report, currently working through governance. All of which are designed to support an increase in course delivery across all SDA's.

Within the NSDA, the focus continues to be towards Highland LSO which has the lowest completion rate within the NSDA at 63%, with WIOS LSO showing 73%. 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. The return of the Watch Commander from long term sickness will greatly assist in improving the completion rates across Highlands LSO are and the substantive promotion of a Crew Commander within Inverness driver training team to WIOS core Watch Commander position, will allow a substantive backfill to be appointed within Inverness, again further supporting an improving picture within the LSO area. Additionally, a further Uniformed Crew Commander position is being created and aligned to Inverness to increase the instructor numbers across the LSO area. A collaborative piece of work with WIOS LSO has taken place and resulted in an innovative solution to fill hard to fill posts across all WIOS islands and is in the process of seeking SLT approval. This work will have a positive impact moving forwards.

Engagement between driver training and Central Staffing mgmt., to discuss a proposal to increase the quantity of ERD reassessments daily has resulted in significant challenges in the oversight and management of the resultant cover arrangements required. This has led to a rethink by Driver Training management which has now identified an alternative solution, with the same result of a fourfold increase, without the required personnel moves through Central Staffing. This proposal is in development and will be presented to Training FMT in February for scrutiny and approval.

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.

Breathing Apparatus (BA), Compartment Fire Behaviour Training (CFBT). Tactical Ventilation (TV):
The percentage of BA currency over all SDA's sits at 82%, an increase of 1% on Q2. Wholetime currency over all three SDA's is 87% an increase of 2% on Q1 and an increase of 7% since Q1.
On call currency remains at 78% whilst Volunteer currency has seen a 4% increase from 43% in Q2 to 47%.

CFBT currency over all three SDA's is currently at 70% and maintains a continuous quarterly improvement demonstrating an increase of 4% on Q2.
Wholetime CFBT SDA percentage sits at 80%, increasing by 5% and on call 59% increasing by 2%.

Due to a focus on improving BA and CFBT training currency, Tactical Ventilation currency over all three duty systems remains low at 46% with an increase of 3% since Q2. The implementation of the BA recovery plan will address this situation.
Although the trajectory of improvement continues through all BA disciplines and duty systems, the introduction of a BA recovery plan in early 2024 will see continued improvement.

A Training Support Co-ordinator post has been implemented. This 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.

The BA recovery Plan has a three phased approach including the delivery of a 1-day Course to capture all three elements of BA, CFBT and TV. Completion will improve skill attainment and maintenance as well as currency. This will be followed by the annual delivery of a new business as usual delivery model which will be consistent, sustainable, adaptable, and aligned to local risk, allowing for the maintenance of staff currency whilst delivering quality risk critical training.

KPI 27 - Specialist Rescue Competence (% of Staff deemed competent against requirement)

Competency across all Specialist Rescue capabilities continues to progress following the impact of unforeseen pension changes, SSRP, retirements and recent promotion processes leading to staff promotions and/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.

Heavy Rescue:

The currency levels within this specialist training area continue to improve. The East SDA is currently showing a currency level of 102% against the Target Operating Model (TOM) while the West SDA is currently sitting at 116%. While the focus will remain across all SDAs linked to maintaining and improving currency levels to provide resilience and flexibility in this area the courses that will be scheduled in 2024 – 2025 will continue to allocate higher course nomination numbers to NSDA stations, specifically PKAD and H&I, as the NSDA currency levels while improving currently sit at 65% (ACAM – 117%, H&I – 62% and PKAD – 43%) against the TOM.

GC Nelson is working with SMEs to schedule 6 HRO courses within the next Training year (2024 – 2025) which is projected to ensure all SDAs attain the TOM and that the increases in currency will provide resilience and flexibility within the specialism across all SDAs. Current TOM for HRO is 60%. The scheduled courses will look to increase the working currency levels within each HR Station to approx. 75% (15% above the TOM) for resilience and succession planning.

CPD events will take place in 2024 – 2025 to provide refresher training specifically in the WSDA to ensure maintenance of skills is protected and the currencies of existing HRO qualified personnel are maintained.

USAR:

Urban Search and Rescue (USAR) currency has seen an overall slight increase from 60% to 64% in Q3. The delivery of a series of USAR Technician acquisition, USAR Train the Trainer and trench courses being delivered at maximum candidate capacity, where possible. Further acquisition courses and CPD events have also been scheduled which will further enhance competency levels.

Three USAR Tactical Advisor courses have now been completed upskilling 17 FDOs with a further course being scheduled for Feb/March 2024 which has seen a slight reduction in Technician courses.

An additional USAR Instructor has now taken up post for the NSDA which will allow for the implementation and quality assurance of the USAR KATA programme with a projection of a notable increase in competency figures within the area.

The removal of the training collapsed structure simulator has impacted upon course delivery over the last 4 quarters. A revised report has been produced to be presented in February 2024 FMT with a view to improve the existing USAR facilities, meantime a USAR facilities working group has been created to support this work.

Water Rescue:

Water rescue maintains an elevated level of competence with over performance figures linked to the request of SLT to have every trainee assigned to a water rescue station fully trained within two weeks of completing foundation course and a change to the Standard Operating Procedure regarding the number of operators required for a boat crew.

VHF radio courses for all 20 stations nearing completion with 19 of the 20 stations complete due to personnel issues within Newton Stewart FS. A 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.

Following the removal of the Clyde specific Water attribute a coastal module has been introduced to upskill inland Water Rescue stations. Courses scheduled for January – March 2024 with Clydesmill, Motherwell and Clydesmill SFRBOs attending in the first instance for 1 full day from shift followed by a night exercise.

Rope Rescue:
Rope rescue competency has seen a slight decrease into Q3 from 97% to 95% following the allocation of trainees to East Kilbride and Lochgelly, however, courses have been scheduled for the individuals.

Ongoing communications with the Rope Rescue Station Commanders have assisted in aligning competency levels across the 5GDS. The purpose being to select the most suitable personnel from each station, with a targeted training approach for each watch. Rope Rescue SNUG meeting now scheduled for January 2023 to allow for shared ideas around training and subject progression.

Mass Decontamination:
Mass Decontamination competency has seen a slight increase in performance compared to Q2.

KPI 28 - % of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan

During Q3 2023-24 the Training Function has achieved completion rate of 84% against the level KPI's which aligns to agreed compliance levels.

The 16% non-completion of courses are within the refresher and initial programmes; the reasons for non-completion are venue booking conflicts (e.g. LSO area requesting use of carbonaceous facilities which are also required for acquisition courses on the same date), insufficient number of appropriately skilled instructors available on the specific date required due to other prioritised courses (eg. Wholetime Foundation Programme prioritised over BA refresher); with regards to initial On-Call training courses, courses have been cancelled due to insufficient numbers of nominees to populate a course to make it viable, however alternative course places have been made available for effected individuals through consolidating into larger, more efficient courses (eg. New entrant offered alternative venue for TTM course).

Of the 38 Instructor courses scheduled 35 were delivered as planned (92%). The three courses that failed to run were due to Minimum Numbers not achieved, a priority change (due to weather) and an Admin error. All three courses have been rescheduled for Quarter 4.

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 – 82%
- Total number of Refresher courses delivered versus number delivered number- 84%
- Total number of Instructor Courses delivered versus number scheduled – 92%

KPI 29 - Training Function Course Delivery (Candidate Satisfaction %)

Overall candidate satisfaction remains high, however there was a very slight decrease between Q2 and Q3 2023 24 from 99.91% to 99.72%.

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 0.28% of candidates (8 candidates from 2808) in Q3 2023 24 selected "Fair" or "Poor".

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/07-24

Agenda Item: 9.2

Report to:	**PEOPLE COMMITTEE**		
Meeting Date:	**7 MARCH 2024**		
Report Title:	**TRAINING CONTINUOUS IMPROVEMENT PROGRAMME – UPDATE REPORT**		
Report Classification:	**For Information**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**	
		A B C D E F G	

1 Purpose

1.1 The purpose of this paper is to provide 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 "living" document that will accurately reflect the improvements made and provide that history along with the current position of the CIP Action Plan and will be updated and presented within the agreed meeting schedules. This will ensure all relevant members 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. Since then, it has been reviewed and further recommendations added, to what will now be a 'living' document for the Training Function.

3 Main Report/Detail

3.1 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.

3.2 The CIP Action Plan remains a "living" document that incorporates all agreed closed, existing, and newly identified improvement recommendations. 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).

3.3 As of 1 February 2024, the status of all 68 recommendations is as follows:
- **44** recommendations are now complete.
- **24** recommendations therefore remain and are currently in progress, to be delivered by the allocated Training Function leads and their teams.

3.4	The Training Function will retain responsibility for the progression of all 24 outstanding recommendations, with an owner assigned to each and managed through the TSA Directorate governance route. A protocol is in place for the addition of new improvement recommendations and to allow periodic and status updates to the CIP Action Plan.
3.5	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.
3.6	**CIP Action Plan - Recommendations added within the last 6 months – 64 – 68.** **September 2023 – BA Recovery Programme.** • **64 -** 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. **October 2023 – Training Function Vision and Strategy 2023 – 2025** • **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). • **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.
3.7	**CIP Action Plan - Recommendations completed within the last 6 months.** • **3 -** Consideration should be given to structuring the TED instructional cadre to in a way that may allow for it to be resourced by way of fixed-term secondments. This should include the ability to recruit experienced Firefighters into instructor roles. • **5 -** It would be proposed that, where practicable, a suite of supporting guidance notes will be produced in support of the Training Standards. • **15 -** It is recommended that new employees attend a pre-foundation programme induction course. • **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. • **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. • **64 -** BA Training Delivery Model - Currency Analysis across all BA linked Core Courses - BA / CFBT / Tac Vent • **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) with consultation across a wide range of internal and external partners.

4	Recommendation
4.1	The People Committee is asked to note the contents of this paper and confirm support in the approach of the continued progression of the existing recommendations from the CIP and the use of this "live" reporting document to update the People Committee through the governance meeting schedule.

5	Key Strategic Implications
5.1 5.1.1	**Risk** The risk to the Training Function and SFRS is through non-completion of improvement recommendations, current and future, within this CIP Action Plan. However, the use of this update paper as a reporting mechanism through the governance process will ensure timely and consistent review and auditing of this Continuous Improvement Programme.
5.2 5.2.1	**Financial** As a result of the budget pressures 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** N/A
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 Management Team - 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 Head of Training

Links to Strategy and Corporate Values

SFRS Training Strategy 2020-25
The Overall Strategic Objective of the Training Function is:
"To develop and deliver high quality training and development to support organisational and individual performance throughout the Scottish Fire and Rescue Service with a clear focus on safety and the pursuit of excellence."

Governance Route for Report	Meeting Date	Report Classification/ Comments
Training Function Management Team	*7 February 2024*	*For Scrutiny*
Training Safety and Assurance Board	*8 February 2024*	*For Scrutiny*
TSA Directorate Management Team	*21 February 2024*	*For Scrutiny*
People Committee	*7 March 2024*	*For Scrutiny*

Continuous Improvement Programme - Action Plan Progress

Updated	Next Update
Feb-24	March-24

APPENDIX A

Status	Count
In Progress	24
Complete	44

Recommendations deemed not viable at this time / deferred	0

88%

Res
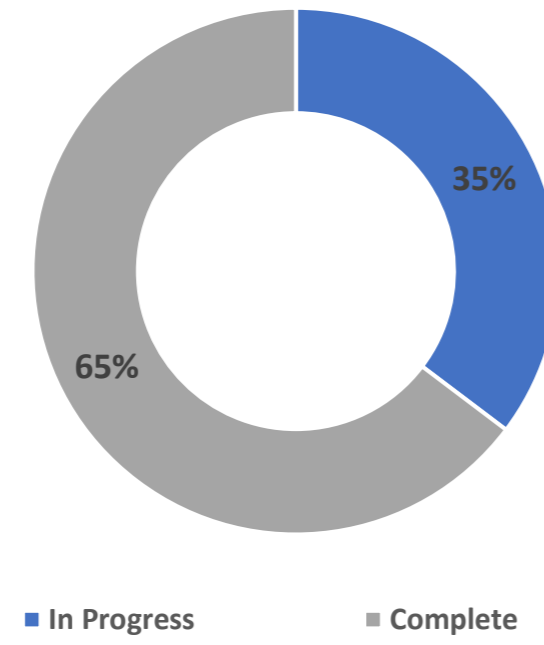
In Progress RAG Rating

Red	Amber	Green
0	0	25
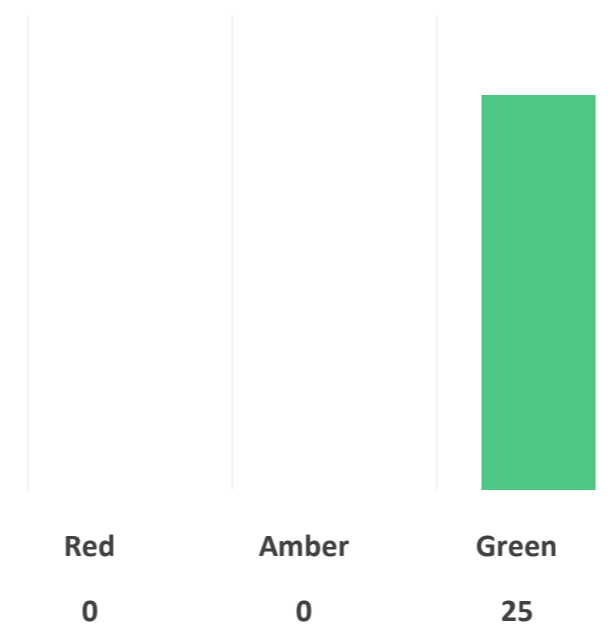
Overall Progress August 2021 36%

Overall Progress January 2024 88%
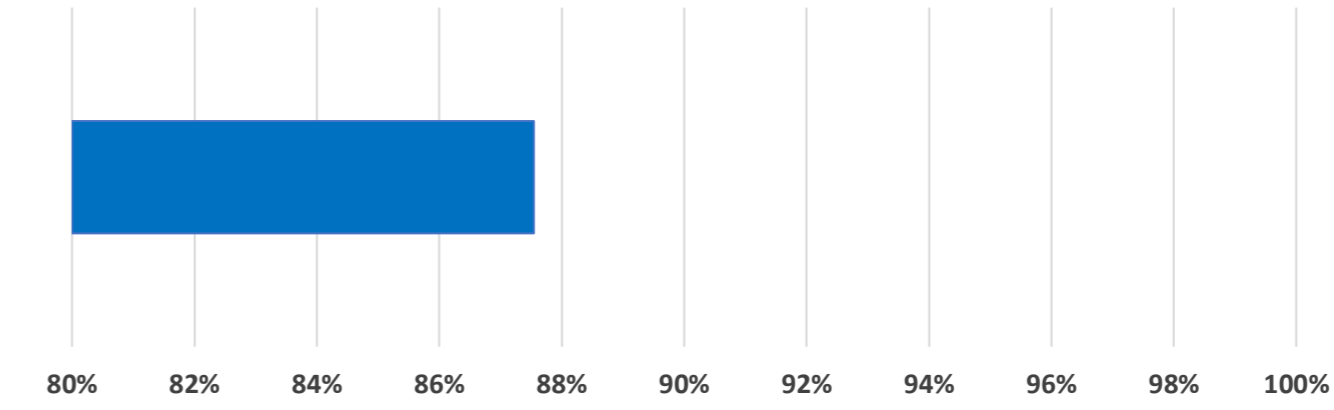
Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Strategic Overview											
Recommendation 1 A clearer Business Partnering Model 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 Nelson	Training FMT	In Progress	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. 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. July 22 - NSDA - Business Partnership Model in NSDA being examined following engagement with AC Wilson for NSDA TSA amalgamation plan. 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. 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. 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	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	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. Apr 22: This Recomendation will now be closed as this does not come under the remit of the Training Function.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Recommendation 3 Consideration should be given to structuring the TED instructional cadre to in a way that may allow for it to be resourced by way of fixed-term secondments. This should include the ability to recruit experienced Firefighters into instructor roles.	3	Recent campaigns have highlighted that instructor posts can be challenging to fill: with many candidates preferring to undertake supervisory management roles within the operational environment. Barriers to attraction of staff into the Function include: the potential for loss of income, owing to the amount of pre-arranged overtime that is available in a station-based environment; a perception of a less-favourable duty pattern, when compared to the five-watch duty system; a perception that there would be difficulty moving back out of the function again, due to a requirement to retain specialist instructors.	Training Function Lead	GC Galloway	Training FMT	Complete	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. 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. 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. 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. 06/09/2023 - Recommendation 3 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023	100%	Mar-22		**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 4 It is recommended, that all National Training Standards are streamlined and set out in an electronic platform	4	To date, twelve National Training Standards have been promulgated: Breathing Apparatus, Command and Control, Driver & Emergency Response Training, Extrication, Firefighting with UHPL Cutting and Suppression Equipment, Hazardous Materials Response, Large Animal Rescue, Marine Firefighting, Rope Rescue & Safe Working at Height, Trauma Care, Urban Search & Rescue and Water Rescue & Flood Response. It is recognised that these documents are not currently presented in not the most accessible format.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: The SFRS National Training Standards are now hosted and accessible via the SFRS Learning Content Management System (LCMS). The Training Learning and Development Team maintain the LCMS system and can therefor update the National Standards where required. The National Training Standards visible and adjacent to where Operational crews access their online training packages.	100%	Nov-21	Aug-21	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 5 It would be proposed that, where practicable, a suite of supporting guidance notes will be produced in support of the Training Standards.	5	In support of the National Training Standards, where pertinent, the production of instructor guidance notes and training manuals will support the existing learning materials. This will help to ensure consistency of instructional input by capturing the knowledge and experience of subject matter experts which, has traditionally been passed down verbally and will therefore, greatly enhance the development of newly appointed instructors.	Training Function Lead	GC Todd	Training FMT	Complete	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. 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 Assuarance arrangements. October 2022: GC Todd to iinvestigate to get a full understanding of previous actions and agreements of how this action is to progress. March 2023: All Training Courses are delivered alingned to the NTS. Course admin includes Timetables and lesson plans are available. 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. 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 then be accessed by all Instructors (new and current) and the information contained in these will be reviewed annualy to assess if it required will be inserted into the NTS before being removed. September 2023: Recommend that this action is complete and presented to FMT on 06/09/23. 06/10/2023 - Recommendation 5 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023	100%	Mar-23		[Evidence and benifits realised for Recommendation 5](#)
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	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	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations.	100%	Mar-23	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 7 It is recommended work is undertaken to support SFRS Digital Strategy to ensure that E-Systems are interlinked and that compatible databases are utilised to avoid duplication of data inputs e.g. iTrent, Gartan etc.	7	The use of various software systems that are not interlinked e.g. 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	Aug 21: The SFRS have convened a User Intelligence Group to procure an electronic system to manage information relating to People, Finance, Training and Assets. The Training function are part of this group in order to ensure that the new systems and operability can deliver the requirements of the Training function. Apr 22: This recomendation will be delivered through PTFAS project and will therefore be closed on this Action Plan. 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. May 23: Further engagement is planned between the PPFT Project team and the Training Funcion to reaffirm functional requirements. The Expression of Interest has been issued to vendors. Returns will be reviewed in due course. August 23: Functional requirements have now been signed off. Expression of Interest returned 3 responses. Project now gearing up to enter tendering phase. 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	90%	Mar-24		**Highlight Reports from project boards can be provided on request. This project is high priority on the ICT workplan.**

Recommendation	#		Lead		Status	Progress / Update	%			Evidence
Recommendation 8 It is recommended that all interdependencies are identified, prioritised and managed through the Programme Office Board to ensure a critical path timeline is agreed and understood by all stakeholders.	8	In current times, particularly as the Service Transformation agenda begins to quicken pace, challenges can arise where the dynamism and pace of change leads to a desire to run pilot trials. The same can be said for the introduction of equipment or practices which require training packages to be developed and delivered solely for that purpose and, by definition, often prior to the promulgation of Standard Operating Procedures and Safe Systems of Work. This can result in duplicating training and can cause confusion over training practices taught for a pilot / trial and those which have been fully developed for formal adoption.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: The Training function have put in place resources to manage the implementation of the Training Review recomendations. AC Hall has taken up post as the Continuous Improvement Manager and is assisted by a Station Commander. AC Hall will ensure that where required, the recommendations from the Training Review as well as any new developing work load for Training is identified, prioritised, resourced and managed in conjunction with the Programme Office Board. Apr 22: After a review of this Action Plan, none of the remaining active recommendations will be delivered via the Portfolio Office and this action will close. In future the Training function will utilise the Dependancy tracker currently being developed by the Portfolio Office as part of project management.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 9 It would be suggested that in moving towards realising any of the efficiencies identified within this report: through an implementation program; that this be considered in tandem with a suitable resourcing plan that takes recognition of the separate requirements of "business as usual" training and the implementation of the recommendations being instigated. This would include a requirement to consider any specialist resources required to amend and develop our multimedia, blended learning materials.	9	The weight and pace of change within a maturing SFRS has borne an exponentially increasing need for operational training: the volume of which has created an instructional capacity challenge. The resultant effect has seen a sustained focus on training delivery therefore, limiting opportunities for any in-depth review or, the ability to create capacity for course development, innovation and evolution. As the Service continues to progress through the Transformation journey it is anticipated the training requirement will not diminish and may, indeed, increase.	Completed within CIP	N/A	Training FMT	Complete	Aug 21: The Training function have put in place resources to manage the implementation of the Training Review recomendations. AC Hall has taken up post as the Continuous Improvement Manager and is assisted by a Station Commander. AC Hall will ensure that where required, the recommendations from the Training Review as well as any new developing work load for Training is identified, prioritised, resourced and managed in conjunction with the Programme Office Board. Apr 22:The resources to deliver the Training Continuous Improvement Programme are no longer be required due to the majority of recomendations being delivered, moved to business as usual, moved to the Staffing Solutions Team or being closed as not viable. This recomendation will now be closed.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 10 That a centre of excellence for trainee firefighters is established at the National Training Centre.	10	This would see the formation of a Centre of Excellence with a cadre of dedicated instructors who would be responsible for Whole-time practical selection tests, Trainee Firefighter Foundation Programmes (incl. RDS see below) and Green Phase assessments.	Training Function Lead	GC Kennedy	Training FMT	Complete	April 22 - The Centre of Excellence has been established delivering Wholetime practical selection tests as well as the Trainee Firefighter Foundation Programme by a cadre of dedicated instructors. The development of the Training Function Performance and Quality Assurance standards will see all Training sites across SFRS striving to be Centres of Excellence.	100%	Nov-21	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 11 There remains a consideration for a potential longer term resource efficiency to be realised by way of a capital investment in accommodation. It is therefore recommended that, in line with any recruitment strategy, consideration be given to developing a revised business case for the provision of on-site accommodation at the National Training Centre	11	Over the two year period, 2017 -2019, the requirement to provide overnight accommodation has utilised £1,123,110 of resource funding solely for the students upon the foundation programme (averaging £2452 per student). The provision of on-site accommodation was the subject of a briefing paper by DCO McGown to the Strategic Intent Executive Board on 27th January 2015 which forecasted a potential capital outlay of £5 million at that time.	Recommendation deemed not viable at this time	DACO King	Training FMT	Complete	Aug 21: DACO Paul King presented a paper to the Senior Management Board (SMB) outlining the business case for the SFRS to have on-site accomodation for students at the SFRS National Training Centre. The decision by the board was not to progress this project.	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Trainee Firefighter Programme										
Recommendation 12 It would be proposed that the syllabus and timetable for the Wholetime Trainee Firefighter Foundation Programme is remapped in order to align with the Institution of Fire Engineers Level 2 certificate.	12	In conjunction with SFRS's Leadership Development Pathway, this would offer an opportunity for providing a technical development pathway covering all roles from Firefighter to Station Manager.	Training Function Lead	GC Kennedy	Training FMT	In Progress	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. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. **March - 23 -SK** - WTFFFP is currently written to align with the SVQ and Modern Apprenticeship (MA). This attracts funding in accordance with the MA . If there is a strategic direction to map to the WTFFFP 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. 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 WTFFFP in isolation). Any substantial review of the WTFFFP will require a significant time commitment and would best take place during a hiatus when the WTFFFP is not being delivered. 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 prperation time to one of more of the sections depending upon their pre-existing Knowledge and Understanding.Total Qualifaction time is **183hrs**. There is also a 3hr assessment for three one hour examinations. Most candidates prepare for IFE	50%	Mar-24		Recommendation 12
Recommendation 13 It is recommended that a basic literacy and numeracy test is undertaken as part of the practical selection testing process.	13	On a regular basis significant portions of instructional and managerial time are directed towards identifying and supporting various degrees of neuro-diversity which have not been identified through the on-line selection tests. Particular challenges can be countered during the BA phase of training whilst undertaking critical but basic arithmetical calculations. On occasion there has been anecdotal evidence that the applicant has had the on-line tests completed for them by a third party.	Completed within CIP	GC Kennedy	Training FMT	Complete	Aug 21: Basic literacy and numeracy have now been incorporated in the practical selection and testing process for operational firefighters.	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Recommendation	#	Detail	Lead	Owner	Group	Status	Progress	%	Date	Date	Evidence
Recommendation 14 An option to introduce pre-attendance mandatory modules could reduce the overall course duration or create space for additional skills acquisition within the programme. (SST)	14	These external training packages could also potentially be made publically accessible and used by community members for their personal development e.g. transferrable skills such as first aid, using a defibrillator, CPR training, manual handling etc. The time currently spent on these subjects could then be withdrawn from the programme syllabus and reduce the duration.	Training Function Lead	GC Kennedy	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: 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.	100%	Mar-23	Dec-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 15 It is recommended that new employees attend a pre-foundation programme induction course.	15	During this induction, candidates would receive their kit issue, and an initial task management skills introductory session. This would provide them with a greater understanding of the physical requirements of the course and allow them to be issued with a fitness development plan which hopefully will reduce the instances of students failing to reach the minimal fitness requirements and decrease the potential of minor musculoskeletal injuries. If these prior two elements were to be implemented, course duration could be reduced and the students would be able to participate in practical task management training earlier within the programme.	Training Function Lead	GC Kennedy	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 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 practicle 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 realeased from their current employer. This Recommendation is submitted for review and sign off at FMT 01/03/2023. (GC Kennedy - 17/02/2023) March 23: AC Getty is carrying out a review of Trainee resignations / withdrawals from within the Trainee Program (FMT 01/03/2023). This will be fed back into TMT / FMT for review and progression within this recommendation (BN 01/03/2023) 30/05/23: Awaiting update from AC Getty. 01/09/23: As mentioned in February 2023 a 2 day Induction programmed at the start of	100%	Apr-23		
Recommendation 16 It would therefore be proposed that migrating staff should still attend the entire duration of the foundation programme, however, post-course development and pace of progression through the trainee firefighter development pathway toward the attainment of competency within role should be considered on an individual basis. (SST)	16	That a review is undertaken of any prospective migrant's personal development record and that where parity of assessment is evidenced, that this is recognised as transferable approved prior learning. This would then be assessed along with evidence of the individual's skills, knowledge and experience to create a bespoke personal development plan. The migrant would then attend such foundation modules as may be required in order to address the identified areas of development. Post-migration, the pathway for progression onto competent status will be managed in a similar fashion.	Transferred to SST	AC Robison (SST)	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 15 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. Jan 22: A number of meetings have taken place with HROD to discuss accredited prior learning and how this impacts the pace of progression through the trainee firefighter development programme. April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST. Dec 22: Migration pilot including application-stage confirmation of skill acquisition delivered, with full policy to be developed by NOCLF.	100%	Mar-23		
Recommendation 17 The process for ascertaining the training	17	Operational Staff applying for re-employment into the service should be considered for the same process as recomendation	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 17 will need to be delivered in conjunction with HR.	100%	Mar-23	Jan-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**

Recommendation	#	Detail	Owner	Name	Function	Status	Updates	%	Date	Date	Evidence
Recommendation 18 It would be proposed that RDS acquisition training be modularised and aligned to station risk-profiling. This profiling could align with local risk profiling, appliance type etc. and allow an opportunity to move away from a one size fits all training programme to one which is aligned to local needs e.g. initial acquisition modules for a remote rural, rural or semi urban station could run over 7.5, 8.5 or 10 days. Thereafter employees would embark upon BA training and an agreed learning pathway comprising 7, 9 or 11 days of development within a mutually agreed timeframe.	18	It would be proposed that RDS acquisition training be modularised and aligned to station risk-profiling. This profiling could align with local risk profiling, appliance type etc. and allow an opportunity to move away from a one size fits all training programme to one which is aligned to local needs e.g. initial acquisition modules for a remote rural, rural or semi urban station could run over 7.5, 8.5 or 10 days. Thereafter employees would embark upon BA training and an agreed learning pathway comprising 7, 9 or 11 days of development within a mutually agreed timeframe.	Training Function Lead	GC Kennedy	Training FMT	Complete	Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations. April 2022: The delivery models and content of On Call Firefighter foundation courses are currently being reviewed by the Staffing Solutions Team in conjunction with the On Call leadership forum. The outcome of thei review will see Trainee Firefighter Foundation courses being re modelled. This recomendation will be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 23: A modular based TTM programme and Modular based BA Initial course has now been designed by Training and has been delivered to GC Hammond and the On call Prep Team. This will allow flexibility in delivery model for both courses. 28/01/2024 - SK -Modularisation Report for on -call TTM and BA Initial being provided to DACO Wright.	100%	Mar-23		**Feb 23: A modular based TTM programme and Modular based BA Initial course has now been designed by Training and has been delivered to GC Hammond and the On call Prep Team. This will allow flexibility in delivery model for both courses** **June 2023- Update from GC Rodney Anderson (On Call Support Team)** **With Regard to the modulation of the TTM and Initial BA Courses for the On Call, the modularisation programmes that you and your team provided have been used to support two of the reccomendations which have been included in the final On Call Improvement Programme Recommendation Report, these recommendations are for futher scoping and exploration os a modularised approach to these two courses. Within the further scoping the programmes that you provided have been suggested as the basis for any local, modularised delivery of these courses. As the majority of the workstreams under the programme were to point of**
Recommendation 19 It is recommended that the option above be linked with Recommendation 16 and that a working group be established to explore the practical implications of implementing a move away from pre-defined timescales toward one based upon student performance.	19	It could be deliberated whether submission for assessment by line managers at an appropriate juncture rather than tied to a pre-defined timescale is more appropriate to a supportive learning experience. Such an approach could allow an accelerated pathway to competence where appropriate, assisting service delivery.	Training Function Lead	GC Kennedy	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 18 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. April 2022: The development pathway for Trainee Firefighters will be considered by the SST. This recommendation will be transferred to the SST. Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function. Feb 23: On Call migration has been trialed in December 2022. This is now going through a review debrief. This will determine future Migration courses and the process of accelerating development pathways.The outcome of the On-Call Migration is with AC Robison.	100%	Mar-23		**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 20 It would be recommended that a quantity of newer, fully clad, training vehicles and equipment: commensurate with any decision on recruitment strategy are introduced into the training fleet and located accordingly.	20	The age of the training fleet and some equipment has presented some challenges with reliability, maintenance and the ability to conduct off-site training. It would be highly desirable for students to train with new, modern appliances reflective of the emerging technologies being adopted by SFRS.	Completed within CIP	GC Galloway	Training FMT	Complete	Aug 21: GC McCurry is a member of the New Appliance Working Sub Group and continues to negotiate with the Fleet Management team to source newer appliances and equipment for SFRS Training Centres and the Driver Training fleet. April 2022: The requirements of the Training function in regard to Appliances and Training equipment will be managed as business as usual. Appliance requirements for Training are now discussed at the New Appliance Working Group which is attended by the Driver Training Group Commander.	100%	Mar-23	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 21 As all new applicants are required to be medically assessed prior to their employment, it is recommended that an option be explored which ensures that the pre-employment examination also covers the requirements for CAT C licensing: thereby mitigating the requirement for further medical examination prior to applying for a CAT C provisional license and entry onto the driver development pathway.	21	Whilst Driver Training is explored elsewhere within this review, despite driving duties forming part of the firefighter role map a challenge exists in progressing firefighters through the driving pathway. There is a time and cost implication for the medical requirements involved in Large Goods Vehicle (LGV / Category C) license acquisition.	Recommendation deemed not viable at this time	AC Hall	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 21 will need to be delivered in conjunction with HR and Health and Wellbeing. Initial meetings with Health and Wellbeing are currently being arranged. April 2022: This recommendation will be closed due to no longer being viable. The SFRS do not have a need, or capacity to LGV deliver driver training to all trainees so the additional capital spent on CAT C medicals would be money wasted. The SFRS will continue to provide CAT C medicals to personnel nominated to attend LGV driver training.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Core Training											
Recommendation 22 This can be achieved by creating `LITE ` module versions to be utilised for employees on a maintenance cycle. The training module would focus on 3 areas • Information changes for the risk / subject • Learning which has been identified as specific to that subject • Need to know requirements of the subject.	22	This review has identified a need to recognise the differing requirements between training modules for developing firefighters and those used by competent firefighters in order to support maintenance of their existing skills. An opportunity exists to re-work e-learning materials for the future of SFRS while maintaining a blended approach, which supports all duty systems, and supporting the in-development phase of fire-fighters and maintaining competent personnel currency. This also has the potential to realise more practical training time by recognising the distinct training phases of acquisition and maintenance.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TfOC model. Jan 22: Consultaton completed with all LSO areas and Functional Management Teams. Training for Operational Competence Strategy Group established to determine scheduling and prioritisation of modules. Technical Working Group who will determine content of modules scheduled to meet Jan 22. April 2022: The new TfOC went live on the 4th April 2022 and delivers on this recommendation.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 23 RDS station risk profiling should be re-assessed every three years in the October prior to the end of each three-year training cycle. This will allow a sufficient timeframe for any changes required to be altered by TED for each station / station cluster / area.	23	The requirement for RDS station risk profiling for assessing allocation of TfoC Advanced Module requires to be reinforced and should be reviewed in order that these modules are specific to either a station or cluster of stations on a risk based approach.	Completed within CIP	AC Hall	Training FMT	Complete	Jan 22: RDS station risk profiling will be carried out in line with TfOC review with measures put in place to re-assess every 3 years. April 2022: The new TfOC allows local management teams to determine quarterly training realted to each stations risk profile. The new TfOC delivers this recommendation.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 24 Whilst it may be the case that the Task and Task Management skills should be covered by practical training against the other core skills within the Fire Professional Framework, it is recommended that the status quo is maintained in order that it can be ensured that dedicated Task and Task Management maintenance training is undertaken on an annual basis and is easily broken into one skill per month	24	In pursuit of efficiencies, there could be an opportunity to realign with the Fire Professional Framework and reduce the amount of core skills modules contained within the Training for Operational Competence Framework. However, SFRS Operational Assurance processes, Operational Assurance Audits; together with the auditing work completed by the Balmoral Bar Implementation Group suggest that a continuation of dedicated focus on the practical application of the full range of core skills should have a positive influence on Firefighter safety.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TfOC model. Jan 22: Core Modules in new TfOC model will include Task & Task Management Module to ensure maintenenance training is undertaken as per recommendation. April 2022: Task and Task management is delivered through 2 of the 4 quarters on an annual basis. The new TfOC delivers and enhances this recommendation.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**

Recommendation	#	Action	Responsibility	Lead	Team	Status	Update	%	Start	End	Evidence
Recommendation 25 There are further options available which can assist in releasing training capacity by removing unnecessary duplication of information that sits across some modules which cover similar topics and streamlining them into a more concise single package e.g. combining "Casualty Care" with "Trauma & Medical Emergencies" or combining "Domestic", "Commercial" & "Public Entertainment" modules into a single "Firefighting in the Built Environment" package.	25	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultaion on the new TfOC model. Jan 22: New TfOC model includes combined modules with a concious effort to create more concise single packages removing the unnecessary duplication of information which currently sits across some modules. April 2022:The new TfOC has merged these topics to ensure there is no duplication of learning. The changes made deliver and enhance this recommendation.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Breathing Apparatus											
Recommendation 26 It is proposed to instigate a mandatory BA Wear every 3 months for station based operational staff. This would be inclusive of operational use, be organised at watch level and be reported on via PDR-pro at watch, station, LSO, SDA and National level.	26	The Training for Operational Competence (TFoC) framework does not currently compel all personnel to wear a BA Set during training other than on the annual centrally run refresher programme, as detailed above. Therefore, it is possible that personnel may not wear a BA set from one year to the next; other than during any operational activity. There requires to be an emphasis in order to focus greater attention onto station based practical training and ensure the recording of live operational (red) wears to evidence the operational exposure and experience levels of personnel.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Action now complete. Awareness Briefing issued on 21/06/21 stating that BA wearers must record either a hot or an ambient wear at least once each quarter.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 27 It is recommended to move away from the current 3-year cycle and to combine the three formerly separate refresher training subjects of BA Search & Rescue, Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TV) into a single live-fire refresher event which will be themed to capture operational assurance and or national operational learning as well as providing quality assurance of knowledge and practical application. The use of UHPL will also be included, as appropriate, for a holistic, systematic approach.	27	SFRS's current BA maintenance of skills training programme outlines the requirement for an annual live (hot) fire refresher BA Wear during the phases of either BA Search & Rescue, Compartment Fire Behaviour or Tactical Ventilation, as part of 3-year cycle, held at a suitable training centre. This review has noted that the application of refresher training has been impacted due to instructor capacity being focussed upon concurrently facilitating foundation training across three sites. There is an opportunity to review the frequency of the live fire refresher training event in alignment with NOG from annually to every two years, however, it is considered that this may have a negative correlation with firefighter safety. Taking this into considerations, recommendation 27 provides a further viable option.	Training Function Lead	GC Todd	Training FMT	In Progress	Aug 21: Work has begun an assessing how the delivery of BA training would be delivered by combining BA Search & Rescue, Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TV) into an a single live-fire refresher event. An options paper is being prepared to be presented at the Training Safety and Assurance Directorate Management Team meeting in Q3 of this year. October 2022: This work was has been reinvigorated following COVID. Priority is being placed on the re-introduction of Gas Rigs to reduce the impact on CFBT facilities,travel distances,cost of timber, contaminants and instructor capacity. Once this work has been completed a wider review can then take place of the BA refresher content. March 2023: A full review of BA Refresher Training is ongoing. An additional SC has been allocated to this work to progress. 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.	80%	Jun-23		**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 28 It is proposed, within the TFoC Framework to amalgamate the BA and CFB core modules adding in Tactical Ventilation. The programmes of learning are to be revised and condensed to remove excessive information and focus upon "need to know", risk critical information. Once revised this will enhance practical application exercises at watch and station level.	28	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultaion on the new TfOC model. Jan 22: New BA Core Module within TfOC review will be a combination of BA, CFBT and Tac Vent as per recommendation. SME's currently working on new video content and creation of workcards to ensure adequate training is delivered annually. April 2022: The improvements made within the TfOC relating to BA training went live on the 4th April 2022. These improvements deloiver and enhance this recommendation.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 29 It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS.	29	It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS.	Training Function Lead	GC Todd	Training FMT	Complete	Aug 21: Progress has been made with the production of supporting guidance notes to support the National Training Standards in regard to the delivery of specialist rescue training, Work is currently on going with the creation of guidance notes to support the delivery of BA training. Jan 22: New video content for BA is currently being filmed to demonstrate best practice ensuring clarity and continuity across the Service. April 2022: The Training function are currently developing new Performance and Quality Assurance standards for all areas of Training delivered across the SFRS. This recommendation will be closed and delivered as business as usual through the implementation of the Performance and Quality Assurance arrangements.	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 30 That the status quo, in line with current BA POG, is maintained and that individuals are not eligible to undertake the BA Team leader until deemed competent within the firefighter role	30	BA Policy and Operational Guidance currently details that only a competent firefighter can undertake the role of BA team leader at an operational incident. Due to the ratio of firefighters being recruited into the SFRS, this can impact upon the staffing of appliances across all duty systems. Having completed an initial course, then been assessed at watch level during training & at operational incidents, in conjunction with attending an annual refresher: providing they are successful, could enable individuals to operate as BA Team Leaders at operational incidents within a more compressed timeframe. It could be considered that where these criteria are met that firefighters can perform the BA Team Leader role after successful completion of their Amber (24 month) assessment. The implementation of Option nine does however place additional onus on the individual and, would result in the SFRS operating out with the National Fire Chiefs Council (NFCC) BA POG.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Current SFRS BA POG states "The Supervisory Manager will nominate a (minimum) competent firefighter to take up the role of BA Team Leader for each pumping appliance.	100%	Mar-22	Aug-21	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 31 In order to realise the maximum potential for the Capital already invested, it is recommended that sufficient additional equipment is procured to allow acquisition training to be delivered at these locations in addition to the current maintenance programmes.	31	Significant Capital funding has been invested to support the training strategy of delivering training as close to the point of need as possible. Predominantly this has benefited remote rural locations with respect to maintenance phase, refresher programmes.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: The additional resources identified as being required to deliver BA training as close to the point of need have been procured and delivered into service. This equipment is currently being issued to the relevant Training sites.	100%	Mar-22	Aug-21	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Driver Training											

Recommendation	No.	Action	Lead	Owner	Team	Status	Update / Commentary	%	Target	Actual	Evidence
Recommendation 32 It is recommended that, in a move away from one size fits all course delivery towards a locally tailored model, aligning the Emergency Response Driving (ERD) course duration dependant upon risk would not only enhance the delivery, but would realise efficiency savings and greatly assist personnel on the RDS duty system. It would be proposed that stations that fall under the following classifications align to the delivery model associated; • Urban 5 days (or 3 weekends) – no saving • Rural 3 days (or 2 weekends) – 1 instructor day saving per course • Remote Rural 2 days (or 1 weekend) – 3 instructor days saved per course.	32	As per Recomendation	Training Function Lead	GC Galloway	Training FMT	Complete	Aug 21: Recommendation 31 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Discussions have been ongoing between SFRS and the Department for Transport (DfT) surrounding the impending enactment of Section 19 of the Road Safety Act 2006. A focal point of these discussions surrounded the application of a "Scottish island speed training course". The SFRS has proposed a 40 hours course, 1:1 Instructor / student ratio (above that of the minimum 1:2 ratio), that aligns with NFCC Driver Training Standards and meets the training requirements on a risk based approach therefore, allowing the SFRS to request a concession under the banner of "Derogation". This concession has now been agreed. "Urban" and "rural" course options are not attainable under the Section 19 legislation as both fall under the banner of "mainland" Scotland and as such will be bound by the national framework and legislation contained within Section 19. Due to the impact the COVID 19 pandemic and challenges related to the number of personnel with driving skills who are now leaving the service, all efforts to improve driver Training will be delivered under BAU. Sept 23 - Engagement with Scottish Goverment continue around the possibility of an exemption for SFRS in relaton to Section 19 regulation. Further meetings to be scheduled in and updates on outcomes will be added in due course.	80%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 33 Following on from two pilot trials: the adaption of Category C licence acquisition from a student / instructor ratio of 1:1 to 2:1 for five days and also 1:1 for four days it is recommended that these options being combined and that, on a trial basis, courses are delivered on a 2:1 student / instructor ratio over four days. The four-day programme aligns better with the wholetime duty pattern and realises an additional day of instructor capacity within the working week.	33	As per Recomendation	Training Function Lead	GC Galloway	Training FMT	Complete	Aug 21: Recommendation 32 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Work in this area contnues under BAU to identify efficiences and increase capacity and throughput of new Cat C drivers. Covid restrictions required that driver training reduce instructor to student to a ratio of 1:1 to comply with ScotGov Covid management regulations. Work will continue to progress this recommendation as restrictions are eased, this will now be delivered under BAU. August 2022: Full review of training standard taking place on 22nd August with a view to identifying effincies across course delivery.	100%	Dec-22	Aug-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 34 It is recommended that SFRS enhance the instructor cadre by the addition of 4 uniformed instructors. These instructors would be strategically located within LSO Area Teams across SFRS where there is a higher density of RDS personnel.	34	As per Recommendation	Completed within CIP	GC McCurry	Training FMT	Complete	Aug 21: 4 Additional driver instructors have been employed and are currently delivering driver training across Scotland.	100%	Nov-20	Aug-21	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 35 It is recommended that SFRS should seek to introduce the acquisition of a CAT C Licence as a mandatory element to be completed prior to becoming a competent Firefighter and that a working group should be established to explore all variable options further.	35	As per Recommendation Recommendation deemed not viable at this time	Training Function Lead	GC Galloway	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 35 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. April 2022: This recommendation is not viable as Driver Training does not have the capacity and the SFRS does not have the need to provide LGV training to every developong Firefighter. By invoking FF9 of the Firefighter role map, the SFRS may eradicate a number of challenges being faced by a shortage of personnel willing to drive. The invoking of FF9 does not come under the remit of the Training function. March 2023: This recommendation is now complete. A revised contract for new Firefighters	100%	Mar-22	Apr-22	**<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Incident Management											
Recommendation 36 It is proposed to utilise the current Operational Assurance (OA) process to reaccredit Incident Command Currencies.	36	Cross-mapping the role assessment criteria of WM7 and EFSM2 with the OA Framework may enable an individuals 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	Jan 22: Command Competence Review Procedure has been developed to re-accredit Incident Command competence. This document has been out for consultation and work is ongoing. April 2022: This recommendation is going to TCIB for approval on the 25th April 2022. June 2022: Command Competence Review Procedure now live Nov 2023: November FMT - DACO Farquharson asked that Rec. 36 is reopened linked to the ongoing Command Competence Review Procedure.	60%	Mar-24		**Emails and meeting agenda and logs**
Recommendation 37 Realignment of ICL 2 & 3 (currently provided to Station Managers and Group & Area Managers respectively) with the Learning Development Framework (ICL2 SM & GM, ICL3 AM) would provide consistency of development and also realise a 67% efficiency at ICL3.	37	Realignment of ICL 2 & 3 (currently provided to Station Managers and Group & Area Managers respectively) with the Learning Development Framework (ICL2 SM & GM, ICL3 AM) would provide consistency of development and also realise a 67% efficiency at ICL3.	Completed within CIP	GC Haggerty	Training FMT	Complete	Aug 21: The work to realign the ICL 2 & ICL 3 courses is complete and now being delivered as business as usual. June 2022: Revised Incident Command Pathway now live	100%	Nov-20	Jun-22	**Realignment complete and published in the following documents: Incident Command Development Pathway: https://ihub.firescotland.gov.uk/download.cfm?ver=68166. Incident Commad NTS: https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jijm4n6384.xls&ver=73330**

Recommendation	No.		Owner	Lead	Team	Status	Update	%	Date		Evidence
Recommendation 38 It is recommended that recognition is given to the allocation of dedicated time and resource to review, expand and develop incident management training and assessment materials in order to be reflective of the evolving roles of a modern fire and rescue service.	38	A number of gaps have been identified within current Incident Management training packages with respect to Sector Specific Roles and also for the maintenance of Specialist Tactical Advisor skillsets. The review of learning materials has also highlighted that there is a necessity to review all current training and assessment scenarios in order to ensure they remain in alignment with the dynamically evolving operational roles within the fire and rescue service and in particular, with Service Transformation requirements.	Training Function Lead	GC Dippie	Training FMT	In Progress	Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts. April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU. July 2022: The ICL2 course content has now been reviewed and updated to reflect better the training required for new flexi duty officers. The Assessments for ICL2 have been updated to reflect changes to ICPOG and Ops Assurance findings. ICL3 course content and assessment are now being reviewed. ICL4 format has been amended to reflect the more strategic nature of the role with greater emphasis on the multi-agency aspects of the role. This is now live and has been used forr the ACO AICC in April and has now been adopted by the ACO as the format for future ICL4 AICC's November 2022 DH. ICL3 format has been agreed and timetable adjusted. Discussions with partners around Multi-Agency to be scheduled to widen the scope of the course to include more strategic MA approach. March 2023 MD - Wild fire case study now fully embed in ICL2 D course. ICL 2 & 3	75%	Mar-23		**SC Gow and GC personal emails regarding XVR and ICL3 Redesign.**
Recommendation 39 It is proposed that a programme of larger scale, area –based exercises are instigated on a quarterly basis and this be aligned to the introduction for Flexi Duty Fire Groups training together and the completion of 1 CPD day annually as a group. A quarterly exercise will provide the opportunity for all four FDM groups to exercise annually.	39	Due to the decrease in operational activity and the resultant focus on high quality realistic training; there is an opportunity available to cement the progress already made by the introduction of station standards, practical assessments within the L&D pathway, incident command assessments and operational assurance by the introduction of periodic SDA-level exercises combined with flexi duty manager (FDM) command group training.	Training Function Lead	GC Dippie	Training FMT	In Progress	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. 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. 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. 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 procuremnt at an early stage. CPD will be enhanced by the functional role discussions highlighted in recommendation 38. 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	30%	Mar-23		**Emails and outlook meetings.**
Recommendation 40 Currently the dedicated incident management instructional team is based at NTC. Given the improved regional training resources made available through SFRS Capital investment and, the level of requirement for ICL1 development, it is recommended that additional dedicated incident management instructors be sourced in order to provide an opportunity for additional courses to be delivered across all three SDAs.	40	As per Recomendation	Training Function Lead	GC Dippie	Training FMT	In Progress	Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts. 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. April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the Required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU. July 2022: 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. An ICL1 local delivery programme has also been developed to allow ICL1 to be delievred 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		Mar-23		**People in position spreadsheet.**
Specialist Training											

Recommendation	#	Action	Lead	Owner	Group	Status	Update	%	Target	Complete	Evidence
Recommendation 41 It is recommended that wherever possible, a move towards Knowledge Applied Training and Assessment (KATA) sessions for periodic refresher & maintenance training is implemented across the Height, Water and USAR Skills Capabilities. These KATA sessions will underpin all elements of these training families.	41	Knowledge Applied Training Assessment (KATA) sessions will be specifically developed for each operational watch / group dependent upon their recorded training and operational activity over the previous 12 months. This will be achieved by Subject Matter Expert (SME) Instructors analysing watch performance by interrogating Pdr-pro: thus providing the opportunity to design bespoke development KATA sessions, reflecting true CPD that will be accurately recorded upon completion in order to evidence that the required level of competencies have been maintained.	Training Function Lead	GC McGill	Training FMT	In Progress	Aug 21: KATA is in place for Rope Rescue. A planning meeting is scheduled for November to consider KATA for USAR and Water Rescue. 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. 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. Aug 22: Awaiting costings of concrete from supplier to finalise resource analysis of USAR KATA Programme. 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. Nov 22: Currently 31 Train the Trainers across SFRS, further courses will be required in the TNA 23/24 to enhance this figure to support the KATA rollout, minimum of one per Watch being required. Feb 23: Train the trainer courses have been scheduled to allow 1 x instructor per watch, timber and concrete packs have been priced to allow training at stations and KATA sessions to start QA by NIP. 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. Nov 23 Awaiting the last few watches to have USAR trainers introduced before supplying the materials neccessary to run CPD KATA sessions this is programmed in for Q4 which will complete this	90%	Mar-23		**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 42 It is recommended that scoping is undertaken to ascertain the practicalities of introducing dedicated instructors for specialist areas e.g. Health& Safety, P&P, Hazmats	42	Whilst specific recommendations are detailed for certain resilience capabilities, it is also considered that when reviewing overall instructor resource requirements and functional structures; there would be benefit in considering the creation of additional specialist roles.	Training Function Lead	GC McGill	Training FMT	In Progress	May 23: A cross function working group will need to be established to asertain if these post and still required.	10%	Mar-23		**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Rope Rescue & Working At Height											
Recommendation 43 It is recommended that the current Height development pathway is expanded with the introduction of Safe Working At Height (SWAH) Level 2 supervisors within all Level 2 response stations as are identified within Operations Con Ops.	43	SWAH level 2 delivery through to Rope Rescue Supervisor will be delivered by NIP Rope Rescue Instructors utilising a peripatetic delivery model.	Training Function Lead	GC McGill	Training FMT	In Progress	Aug 21: The Operations function are currently undertaking a review of the SFRS Concept of Operations. Once this work is complete we will be aware of the stations which have been identified as requiring SWAH level 2 training and an implementation plan to deliver this training will be created. Jul 22: Awaiting Concept of Operations to be published to create and deliver implementation plan.	30%	Mar-23		**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 44 It is recommended to create a dedicated NIP Height team which would consist of 3 x WM's and 3 x CM's. (1 x WM & 1 CM per SDA). Introducing this model will require to form part of a wider review and analysis of instructor resource requirements and disposition.	44	This introduction of dedicated delivery teams across the three Service Delivery Areas (SDA's) would provide 7250 hrs of student contact time.	Training Function Lead	GC McGill	Training FMT	In Progress	Mar 23: Currently trying to establish which posts are free to bring in 1 x Rope trained WC for the NSDA. 2 x WC retirements this year with the rope section will need to be back filled come July. Nov 23 we currently have a full cadre of RR instructors with succession planning started for back fills to cover 2 x retirements and a transfer. Nov 23: Projected 2 x retirements have not progressed, succession planning continues by upskilling CC Instructor within Rope pathway.	90%	Mar-23		**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Water											
Recommendation 45 It is recommended to realign the water training pathway by a reduction in the number of course types from 25 to 13 and that the current complex and resource intense re-assessment process is refreshed by applying the innovative KATA approach to the re-assessment process that includes a robust QA overlay.	45	With the rapid expansion of flood response stations, the introduction of additional swift-water assets and the additional requirements for boat operators, the current pathway has become overly complex.	Training Function Lead	GC Lennox	Training FMT	Complete	Aug 22: Water Rescue KATA sessions are being delivered to quality assure station-based training. This will be a scheduled programme for the upcoming TNA year of 2023/24. Nov 22: KATA Sessions are now embedded within Water Rescue training delivery, SMEs providing quality assurance during attendence of Watch training.	100%	Mar-23	Nov-22	**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 46 It is proposed that there is further integration between water (historical NTS) and High Volume Pump (HVP) requirements with NIP SRTI's training as HVP operators. Thereafter, these Instructors would be utilised to provide a national approach to the delivery.	46	As per Recomendation	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 rsescue instructors is being assessed and upskilling will need to be prioratised and instructor numbers also need to refelct 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 veiw to training being more involved with decisions. Nov 23 meetings with National resiliense continue and MOU with external training provider has been started to provide SFRS with HVP INstructors.	30%	Mar-24	Aug-21	**\<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>**
Recommendation 47 It would be recommend 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 Recomendation	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 recieved 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, recomation now closed. Nov 23 WIM Course being developed Q4 with a view to start delivery Q1 24	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 Recomendation	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 relevent accreditaion 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 indentified 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 Recomendation	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 Recomendation	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	Jan 24: Formal Consultation process continuing. GC process for roles within restructure concluding March 24. Processes for all other roles to follow. 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	50%	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	Jan 24: no further progress due to continuing competing priorities 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	10%	Dec-23		will provide a consistent approach to the training, development and assessment of OC ICs, conforming to national standards.
Marine										
Recommendation 54 Due to large numbers of personnel requiring training across a wide area, it is proposed to realign the course, with the initial two days focusing on basic knowledge and firefighting techniques, which all would attend. The final two days would thereafter be attended by CM and WMs, focusing on more specialised knowledge and application of the ICS to a marine incident.	54	All staff posted to a Maritime Offshore Group (MOG) station are required to attend the Tactical Ship Firefighting (TSF) course, a total of 1010 personnel, with a refresher every three years. Of these, only 74 are current. A number of personnel have lapsed from currency due to the organisational prioritisation on the delivery of critical skills training impacting upon the remaining numbers of instructors available for delivery of other training subject.	Completed within CIP	GC Wright	Training FMT	Complete	Mar 22: Meetings have taken place between Training and the Marine Operations Group (Chaired by AC Robison) to discuss the reinvigoration of Marine attribute to dedicated stations and therefore the introduction of Marine Tactical Ship Firefighting Training. This will consist of a 3 day Firefighting course for all personnel at a dedicated Marine station and an additional 2 day Marine Incident Command course for a CC & WC at dedicated stations. This is with a view to start scheduling in delivery of this in Q3 /Q4 this training year. Further training for all FDO's is also currently being looked at.	100%	Mar-23	Mar-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Large Animal Rescue										
Recommendation 55 It is proposed to further develop the current MPDP module in order that it aligns to meet the aims and objective of the AR1 syllabus. This would permit all SFRS operational personnel to be developed and to maintain competence to a minimum of AR1.	55	Going forward, the aspiration is to align the LAR attribute with 3 levels of competence currently being developed by the NFCC Animal Rescue Practitioners Forum. These three levels of competence are outlined as follows; AR1 – Animal Rescue Awareness – Suitable for firefighters and vets who may find themselves responding to an animal rescue incident. AR2 – Animal Rescue Responder – This is for teams expected to carry out the animal rescue and teaches techniques as well as animal handling. AR3 – Animal Rescue Instructor/Specialist – A course which teaches advanced animal rescue techniques.	Completed within CIP	AC Acton	Training FMT	Complete	Jan 22: SFRS Animal Rescue Scottish User Group have met with Edinburgh University Royal Dick School of Veterinary Studies and British Animal Rescue & Trauma Association to develop an SFRS AR1 package. This e-learning package will replace current "Animals" Module on LCMS and ensure all station based personnel are developed and maintain competence to AR1 level.	100%	Mar-23	Jan-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 56 Crews possessing the Heavy Rescue and USAR attributes would be developed to AR2 level. In order to develop and maintain this pathway it is proposed that a selected number of personnel are developed to AR3 (Instructor) level in the first instance.	56	As Above	Completed within CIP	AC Acton	Training FMT	Complete	Jan 22: Work is currently ongoing between SFRS Animal Rescue Scottish User Group, Edinburgh University Royal Dick School of Veterinary Studies and British Animal Rescue & Trauma Association to develop an MOU/Agreement which will look at the introduction of a Large Animal Rescue attribute into SFRS. Training Functional Management Team have approved delivery of AR2 & AR3 courses scheduled in 2022 to assist with delivery of this recommendation. Future meetings with Operations Function and Animal Rescue Scottish User Group scheduled for 2022.	100%	Mar-23	Jan-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Restructuring 2023											
Recommendation 57 Training Function restructuring project involving the removal of 5 "hard to fill" CC uniformed posts from the structure to support positive restructuring proposals within the Function. Driver Training / LED / Instructors cadre are all areas that are to be supported and strengthened through this project work.	57	TheTraining 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 Galloway		Training FMT		Complete	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 reengagment 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. Perfomance post within LED team was advertised through Myjobscotland on 13th June. **August 2023 (30/08)** - Driver Training Examiner positions completed, Perfomance 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 employemnt 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.	100%	Nov-23	Nov-23	

SCOTTISH FIRE AND RESCUE SERVICE	
People Committee	

Report No: C/PC/08-24

Agenda Item: 9.3

Report to:	PEOPLE COMMITTEE						
Meeting Date:	7 MARCH 2024						
Report Title:	TRAINING FUNCTION POLICY REVIEW SCHEDULE						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the People Committee (PC) with a quarterly update on the status of Training Function documents and an overview of current and recently completed work.

2	Background
2.1	The Training Function maintain a range of documents including policies, procedures and training standards that are applicable to SFRS personnel both within and out with the Training Function. It was identified that it would be beneficial to create a new report that provides this information in a familiar format to the People Committee. The status and other relevant details for each document were exported from the Training Function Document Review Schedule on 20 February 2024, and are included in the Appendix.
2.2	A full review of the existing Training Function review schedule was undertaken and a new one was created in the form of a SharePoint list. This list is supported by corresponding tasks within Microsoft Planner which provides automated notifications when reviews are due and a place for document owners to track review progress. In addition to this, tasks are monitored monthly at the Training Function Management Team (FMT) meetings.
2.3	This method of recording and governance ensures that documents are reviewed according to schedule and also provides the information required to complete this report on a quarterly basis.
2.4	The review period for most documents is set of five years but to ensure documents are current, and annual "light touch" review process has been put in place that runs during February and March each year and this is monitored via both the SharePoint list and Planner tasks.

3	Main Report/Detail
3.1	During Quarter 3 of 2023 24, the following document was reviewed and subsequently published: • National Training Standard - Driver and Emergency Response Training Changes made included: Instructor to candidate ratio and criteria update, removal of requirement to hold SC role or above to undertake CAT B (car) courses, addition of new QA process, clarification of trailer training course availability, inclusion of assessment provision for personnel with existing LGV licence entitlement, clarity around DVLA

	Licence expiration, addition of non-vehicle category specific course codes and addition of National ATV Instructor and Operator courses.
3.2	This review took place as part of a full review of the suite of 12 national training standards that was carried out during 2022 and 2023. 11 of these have since been published and the remaining one, Hazardous Materials Response, completed governance in Q3 2023 24 and is due to be published shortly.
3.3	Following an extensive consultation process that took place during Q2, the Training Vision and Strategy 2023-28 was developed and then finalised and approved in Q3. A design version has been created by the Graphics team and it is due to be formally launched early 2024 by the Director of Training Safety and Assurance.
3.4	**In Development and current work** Although owned by the People Directorate, in 2023 the Training Function supported the development of the Recognition of Prior Learning policy and are currently involved its implementation following a soft launch.
3.5	The three new frameworks that support the Training Vision and Strategy are currently in development and two of these, The Skills Maintenance Framework and Training Delivery Framework, are nearing first draft stage.
3.6	The initial 12-month review of the Wholetime (WT) Instructors Working Hours and Leave Policy is currently underway. The Training Function Management team, the People Advice and Employee Relations team and the Fire Brigades Union (FBU) will be working closely to complete this review in line with SFRS Policy and Procedural review protocols. This review affords the opportunity for all stake holders to raise any areas requiring further consultation providing resilience in support of the initial policy production.
3.7	Other documents in development include the Training Function EHRIA, a credit rating procedure and Training Function Governance Arrangement guidance.
3.8	As mentioned in 2.4 above, an annual "light touch" review is currently ongoing across all relevant documents within the document review schedule.
3.9	**Under Review** The Training for Operational Competence policy has been reviewed and was approved by FMT in February 2024 and is progressing to DMT. A supporting guidance note is currently being developed.
3.10	The Large Animal Rescue national training standard has been reviewed and has had some minor changes made including being renamed to "Animal Rescue". This is due to be published during Q4 2023 24.
3.11	In total there are 11 procedures, national training standards and terms of reference are currently under review. Some of these are complete and are going through governance and others are still in progress.
3.12	**Upcoming Review** Out of the set of documents that have the status "current", there are 3 that are due for review during Q1 2024 25.
4	**Recommendation**
4.1	The People Committee are asked to note the information included in this report.

5	Key Strategic Implications	
5.1 5.1.1	**Risk** Appropriate governance and scrutiny will reduce the risk that Training Function documents no longer meet requirements which could potentially affect the quality of training delivery.	
5.2 5.2.1	**Financial** Not applicable	
5.3 5.3.1	**Environmental & Sustainability** Not applicable	
5.4 5.4.1	**Workforce** Not applicable	
5.5 5.5.1	**Health & Safety** Not applicable	
5.6 5.6.1	**Health & Wellbeing** Not applicable	
5.7 5.7.1	**Training** Not applicable	
5.8 5.8.1	**Timing** Not applicable	
5.9 5.9.1	**Performance** Not applicable	
5.10 5.10.1	**Communications & Engagement** Not applicable	
5.11 5.11.1	**Legal** Not applicable	
5.12 5.12.1	**Information Governance** DPIA completed No – nothing is being processed in relation to these proposed changes.	
5.13 5.13.1	**Equalities** EHRIA completed No – This has not been carried out as it has been considered but there is no impact on people in relation to the General Equality Duty.	
5.14 5.14.1	**Service Delivery** Not applicable	
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:**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	A full review of the existing Training Function review schedule was undertaken and a new one was created in the form of a SharePoint list. This list is supported by corresponding tasks

		within Microsoft Planner which provides automated notifications when reviews are due and a place for document owners to track review progress. In addition to this, tasks are monitored monthly at the Training FMT. This method of recording and governance ensures that documents are reviewed according to schedule and also provides the information required to complete this report on a quarterly basis.
8	**Appendices/Further Reading**	
8.1	Appendix A - Training Function Document Review Schedule	

Prepared by:	Watch Commander Roger Crawford & Group Commander Bryan Nelson, 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
Training Function Vision & Strategy 2023-28 **SFRS Strategic Plan 2022-2025** Outcome 6: People The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*7 March 2024*	*For Information Only*

APPENDIX A – Training Function Document Review Schedule

Document Type	Document Title	Status	Approval Status	Published	Review due date
National Training Standard	Overarching Principles	Current	Approved	08/11/2022	02/11/2027
National Training Standard	Rope Rescue and Safe Working at Height	Current	Approved	11/09/2023	07/09/2028
National Training Standard	Water Rescue and Flood Response	Current	Approved	13/10/2022	07/09/2027
National Training Standard	Urban Search and Rescue	Current	Approved	13/10/2022	07/09/2027
National Training Standard	Driver and Emergency Response Training	Current	Approved	15/11/2023	02/11/2028
National Training Standard	Breathing Apparatus	Current	Approved	11/05/2022	04/05/2027
National Training Standard	Firefighting with UHPFS	Current	Approved	11/05/2022	04/05/2027
National Training Standard	Casualty Care	Current	Approved	13/10/2022	07/09/2027
National Training Standard	Incident Command	Current	Approved	08/11/2022	02/11/2027
National Training Standard	Marine Firefighting	Current	Approved	28/04/2022	06/04/2027
National Training Standard	Extrication (RTC)	Current	Approved	28/04/2022	06/04/2027
Policy	Quality Management System Quality Policy	Current	Approved	22/12/2021	22/12/2026
Policy	Incident Command Development Pathway Policy	Current	Approved	07/06/2022	01/05/2027
Policy & Procedure	Training Delivery Assurance	Current	Approved	22/12/2021	01/01/2027
Framework	BAI Revalidation Framework	Current	Approved	30/08/2023	01/06/2028
EHRIA	Incident Command EHRIA	Current	Approved	07/06/2022	06/06/2027
Management Arrangement	Uniformed Employees Performance Improvement Plan Management Arrangement	Current	Approved	07/06/2022	01/05/2027
Terms of Reference	TMT Terms of Reference	Current	Approved	03/05/2023	03/05/2024
Terms of Reference	FMT Terms of Reference	Current	Approved	12/04/2023	30/04/2024
Terms of Reference	MRG Terms of Reference	Current	Approved	25/05/2023	01/05/2024
Guidance	Training For Operational Competency	In Development	Not Submitted	N/A	N/A
Procedure	Credit Rating Procedure	In Development	Not Submitted	N/A	N/A
Guidance	Training Function Governance Arrangements	In Development	Not Submitted	N/A	N/A
Framework	Skills Maintenance Framework	In Development	Not Submitted	N/A	N/A
Framework	Training Delivery Framework	In Development	Not Submitted	N/A	N/A
Framework	Training Assets Framework	In Development	Not Submitted	N/A	N/A
EHRIA	Training Function EHRIA	In Development	Not Submitted	N/A	N/A

Document Type	Document Title	Status	Approval Status	Published	Review due date
Strategy	Training Vision & Strategy 2023-28	Sent for publishing	Approved	N/A	N/A
National Training Standard	Animal Rescue	Under Review	Requested	N/A	N/A
National Training Standard	Hazardous Materials Response	Under Review	Approved	N/A	N/A
Policy	Training for Operational Competence Policy	Under Review	Approved	N/A	N/A
Policy & Procedure	Health Management of Compartment Fire Behaviour Training Instructors	Under Review	Not Submitted	N/A	N/A
Procedure	Identifying Non-Conformances in our System	Under Review	Requested	N/A	N/A
Procedure	Corrective Actions	Under Review	Requested	N/A	N/A
Procedure	Maintaining High Quality Training Delivery	Under Review	Requested	N/A	N/A
Procedure	Command Competence Review	Under Review	Not Submitted	N/A	N/A
Terms of Reference	OCSG Terms of Reference	Under Review	Approved	N/A	N/A
Terms of Reference	OCTWG Terms of Reference	Under Review	Approved	N/A	N/A
Terms of Reference	Clinical Governance Technical Working Group Terms of Reference	Under Review	Not Submitted	N/A	N/A

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/09-24

Agenda Item: 10.1

Report to:	**PEOPLE COMMITTEE**		
Meeting Date:	**7 MARCH 2024**		
Report Title:	**HEALTH AND SAFETY PERFORMANCE REPORT: QUARTER THREE (Q3) 2023-24**		
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**	
		<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 request People Committee (PC) scrutinise the following content: • An 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 (KPIs).

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 Q3 (Appendix A).
2.3	The Performance Management Framework 2023-2024 defines the Health and Safety Key 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<u>*</u> - Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public.** Seven verbal attacks on firefighters were reported in Q3. Six occurred during operational activities and the remaining one occurred during a non-operational activity returning the appliance to the station yard and involved an altercation with a member of the public. 42% (3 of 7) occurred in the WSDA, 29% (2 of 7) occurred in the NSDA and the remaining 29% (2 of 7) occurred in the ESDA. When compared to the same quarter in the previous reporting year, numerically this remains consistent.

3.2	**KPI 51 – Physical Attacks on Firefighters*- Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public.** There was a total of 6 physical attacks towards SFRS staff in Q3. All events occurred during operational activities, and all included a missile. There were no injuries sustained to SFRS personnel. Five of the incidents occurred in the WSDA and the remaining one incident occurred in the ESDA. A further 11 events were attacks against SFRS property/equipment, of which 10 occurred during operational activities and the remaining one occurred during a non-operational activity in which fireworks were aimed at a patrolling van.
3.3	When compared to the same quarter in the previous reporting year, there is a decrease of 14% (7 to 6) physical attacks on SFRS staff in Q3. SDA continue to engage with partner agencies to further develop and enhance current arrangements to support the reduction of AoV.
3.4	**KPI 52 – RIDDOR* – 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.** In Q3 there were 5 RIDDOR reportable events. 3 of the 5 events were categorised as an over 7-day injury which resulted in 2 shoulder injuries and one lower back injury. One of 5 was categorised as slips, trips and falls resulting in a shoulder injury and the remaining one event is ongoing. Four of these events occurred during operational duties and the remaining one event occurred during a non-operational duty and involved a slip on tiles which resulted in a shoulder injury. When compared to the same quarter in the previous reporting year, a 400% increase (1 to 5) is noted.
3.5	**KPI 53 – Accident and Injuries* – Demonstrates total accidents and injuries to occur through workplace accidents.** 27 accidents/injuries were reported in Q3. 37% (10 of 27) occurred during training, 37% (10 of 27) occurred during non-operational activities and 26% (7 of 27) occurred during operational activities. 41% (11 of 27) occurred in the ESDA, 26% (7 of 27) occurred in the NSDA, 7% (2 of 27) occurred in the WSDA and 26% (7 of 27) occurred within Directorates.
3.6	The most common cause of AI in Q3 was slips, trips and falls and Manual Handling of which 19% (5 of 27) were reported for both causation types.
3.7	When compared to the same quarter in the previous reporting year, an 8% increase (25 to 27) is noted. Accident investigations are carried out for each recorded event, actions are identified to prevent the risk of reoccurrence.
3.8	**KPI 54 – Near Miss – Total recorded number of near miss events that had the potential to lead to an accident or ill health.** There were 61 near misses recorded in Q3. Operational NM accounted for 39% (24 of 61) of the total reported, of which 46% (11 of 24) occurred at primary fires and 21% (5 of 24) at special services. 33% (20 of 61) of near misses occurred during training activities and 28% (17 of 61) of near misses reported during Q3 were associated with non-operational activities. The most common NM category was Appliance and Pumps and Breathing Apparatus of which 25% (15 of 61) was reported for each category.
3.9	When compared to the same quarter in the previous reporting year, a 154% increase (24 to 61) is noted. This may be attributed to ongoing promotion of Near Miss reporting through local Safety and Assurance Improvement Groups.

3.10	**KPI 55 – Vehicle Accidents*** **– Total number of events that involved vehicle accidents;** During Q3 there were 49 vehicle accidents reported. 49% (24 of 49) of all vehicle accidents reported were attributed to operational incidents. A further 43% (21 of 49) were attributed to non-operational activities and 8% (4 of 49) were accidents attributed to training.
3.11	53% (26 of 49) of vehicle accidents reported were a result of low-speed manoeuvres, 62% (16 of 26) of which occurred when the vehicle was moving forwards and 38% (10 of 26) when reversing. 22% (11 of 49) occurred while travelling under blue lights and 10% (5 of 49) occurred travelling normal road speed.
3.12	Overall, a decrease of 26% (66 to 49) is noted when comparing VAs to the same quarter in the previous reporting year. The Driver Safety Group (DSG) continues to meet on a regular basis to monitor trends and identify areas for improvement.
3.13	**KPI 56 :% of YTD H&S Actions Completed*: Demonstrates the completion of improvement plans to drive safety performance.** At the end of Q3, 69% (18 of 26) actions in the SFRS Annual Health and Safety Improvement Plan 2023/24 were completed. This figure does not include carried forward actions.
3.14	TSA completed 68% (17 of 25) of 2023/24 actions, People completed 86% (6 of 7) of 2023/24 actions and all other SDAs and Directorates completed 100% of their overall actions.
3.15	Twelve incomplete actions from 2022/23 and 13 outstanding actions from Q1, Q2 and Q3 2023/24 will be carried forward into Q4 2023/24. Risk owners of carried forward actions include TSA and the Operations function.

4	**Recommendation**
4.1	The recommendation is for the People Committee to scrutinise the content of the Health and Safety Performance for Q3 2023-24 as noted within (Appendix B).

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2 5.2.1	**Financial** 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 5.3.1	**Environmental & Sustainability** There are no environmental implications to be considered, this report is circulated electronically.
5.4 5.4.1	**Workforce** This report highlights the monitoring of Health and Safety performance and makes recommendations for continuous improvement to reduce the risk of injury or ill-health of the SFRS workforce.

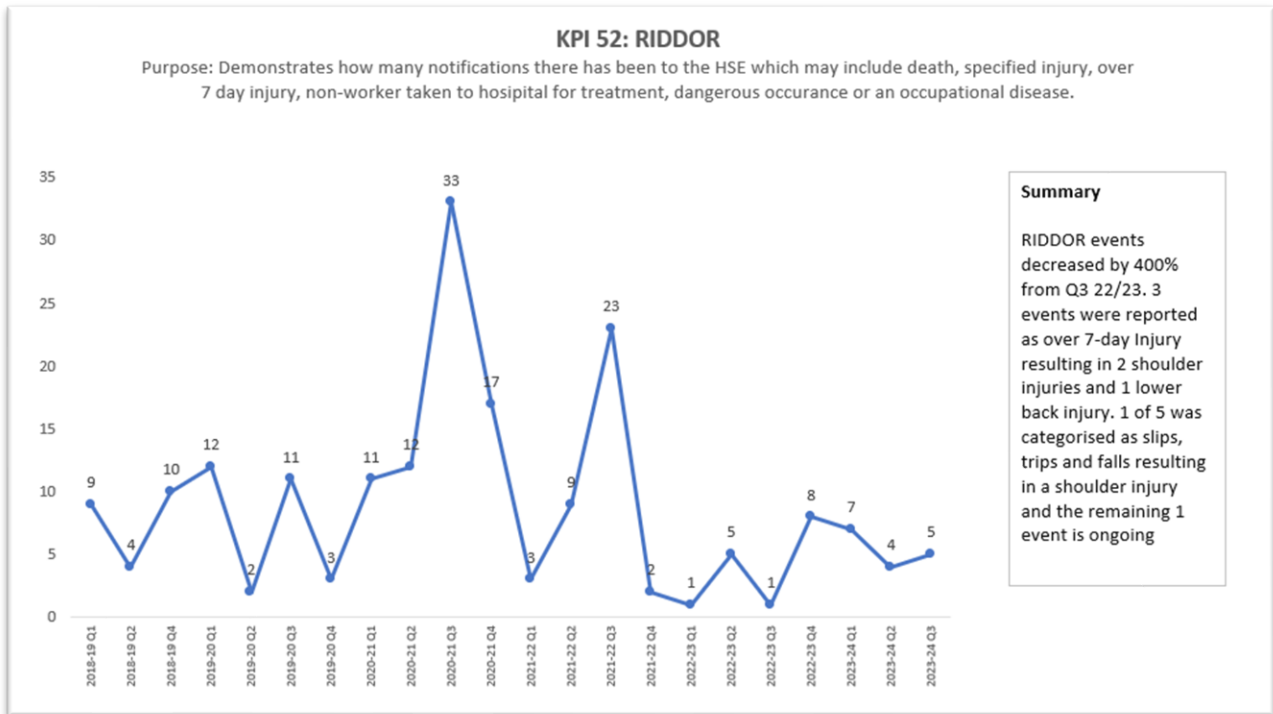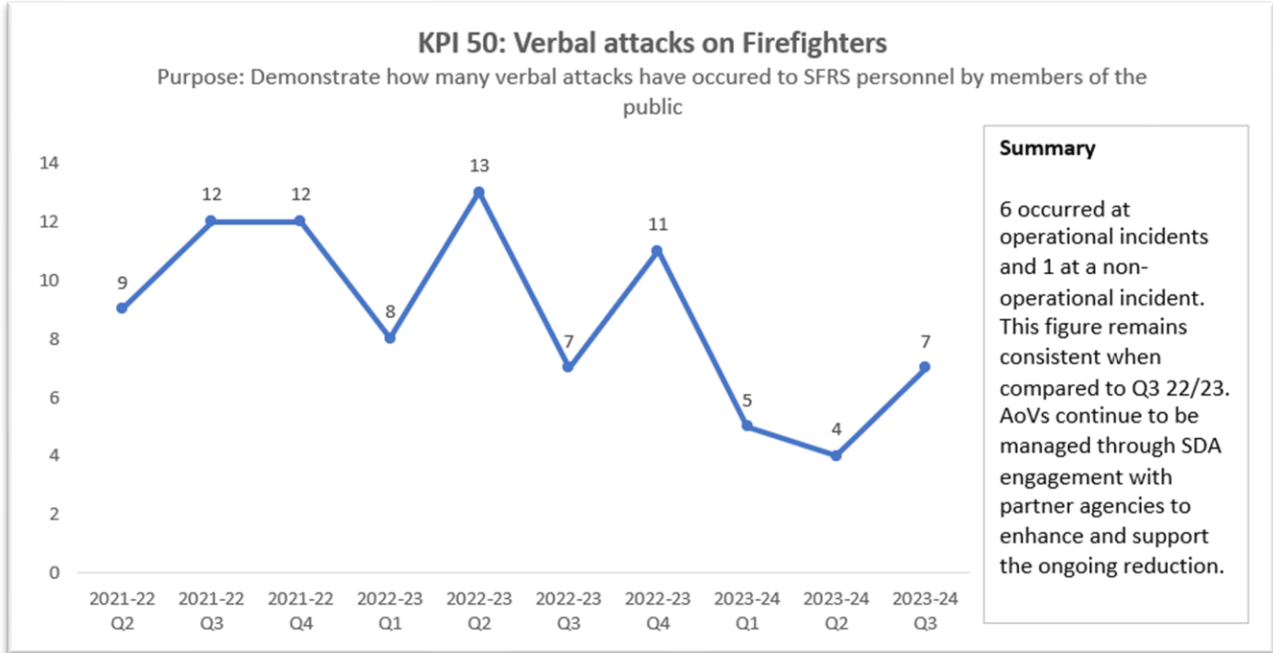| 5.5 5.5.1	**Health & Safety** Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.
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 this report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.
5.8 5.8.1	**Timing** This report has progress through the appropriate governance and has been presented at SASG for recommendation, NSAB for decision, SLT for information and the People Committee for Scrutiny.
5.9 5.9.1	**Performance** 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 5.10.1	**Communications & Engagement** No further engagement is required. Performance is communicated through local Safety and Assurance Liaison Officers and SAIGs.
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** 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: PowerBI Dashboard Data Health and Safety Function		

Prepared by:	Victoria Regan, Health and Safety Business Support Officer
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

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**
Safety and Assurance Subgroup	*18 Jan 2024*	*For Recommendation*
National Safety and Assurance Board	*08 Feb 2024*	*For Decision*
Strategic Leadership Team (SLT)	*20 Feb 2024*	*For Information*
People Committee	*07 March 2024*	*For Scrutiny*

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. The Handbook for the Museum has been published and work is ongoing on the SDA Handbook. Business Partners and SA continue to review and sign off the completed risk assessments.
Contaminants Project	A 3-month trial of proposed contaminants control measures are being conducted in Ayrshire from 1st January until 31st March. Post Fire BA Doffing and decontamination video reviewed with agreed update to be progressed. The Contaminants Awareness LCMS Module outline is complete and pending feedback.
Safety Culture – Hazard Perception	Paper was passed through FMT and DMT. People supportive of paper and requested it be presented at their DMT and the People's Committee meeting, awaiting confirmation of dates.
Face Fit Testing Training	FFT training completed in December with 132 staff now testers. Areas and Directorates now commenced testing with completion for August 2024. Nintex form developed and issued to enable reporting through PowerBi.
OA Improvements	OA Frontline Update for Disused Mining Operations was published, and the Asbestos Thematic Audit is ongoing.
Support Reviews	A support review was carried out on the Impounding procedure. There were 4 best practice, no non-conformances and 4 non-corrective actions highlighted. A further 15 opportunities for improvements were recorded to enhance the process.
ISO45001 gap analysis	Gap Analysis completed of HS management system and actions identified. Actions to be planned and progressed.
Planning Update	Lone Working and Noise MA's and LCMS completed and published.

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 50: Verbal attacks on Firefighters
Purpose: Demonstrate how many verbal attacks have occured to SFRS personnel by members of the public

Summary

6 occurred at operational incidents and 1 at a non-operational incident. This figure remains consistent when compared to Q3 22/23. AoVs continue to be managed through SDA engagement with partner agencies to enhance and support the ongoing reduction.

KPI 52: RIDDOR
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 hosipital for treatment, dangerous occurance or an occupational disease.

Summary

RIDDOR events decreased by 400% from Q3 22/23. 3 events were reported as over 7-day Injury resulting in 2 shoulder injuries and 1 lower back injury. 1 of 5 was categorised as slips, trips and falls resulting in a shoulder injury and the remaining 1 event is ongoing

KPI 53: Accidents and Injuries (excl. RIDDOR)
Purpose: Demonsrates total accidents and injuries to occur through workplace accidents.
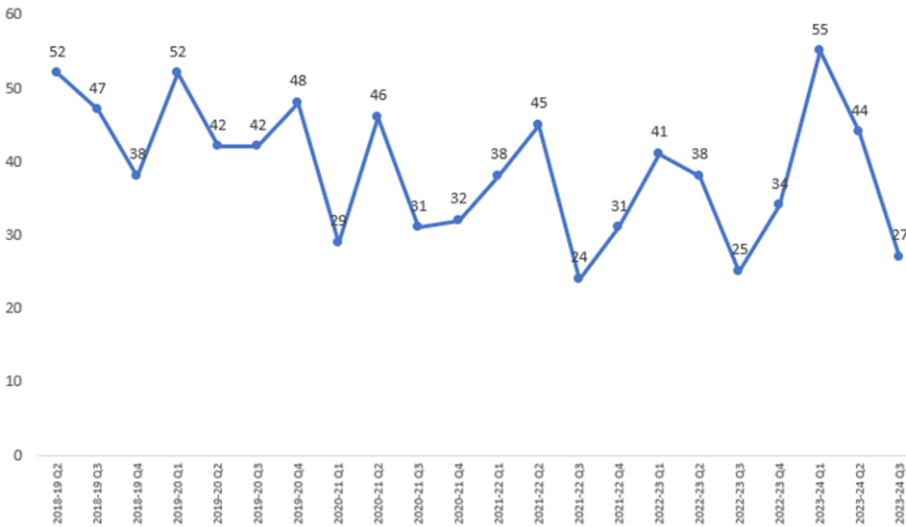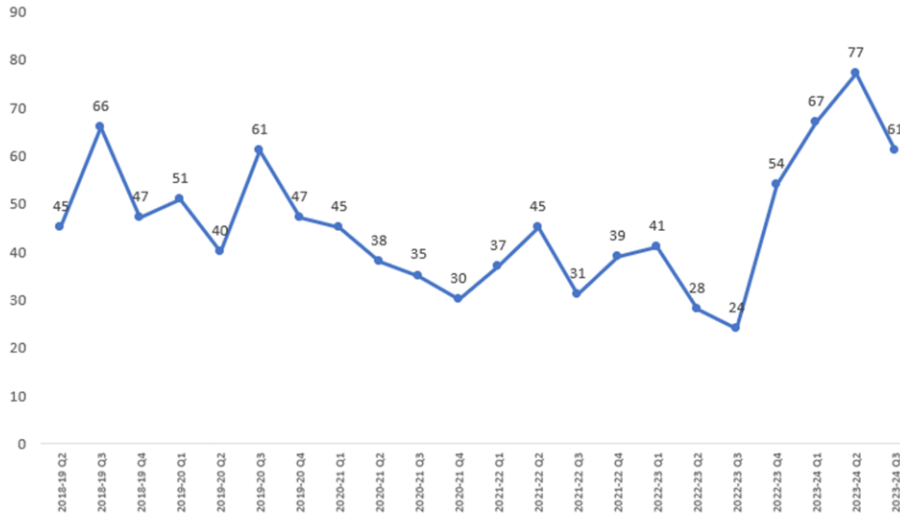

Summary

An 8% increase in Accidents from Q3 22/23. The top causation 20% was due to Slips, Trips and Falls and Manual Handling. 37% (10 of 27) occurred during training, 37% (10 of 27) occurred during non-operational activities and 26% (7 of 27) occurred during operational activities. Investigations are carried out to identify actions and to reduce the risk of reoccurrence.

KPI 54: Near Miss
Purpose: Total recorded number of near miss events that had the potential to lead to accident or ill health.

Summary

Near Misses increased 154% from Q3 22/23. Operational NMs accounted for 39%, non-operational for 28% and 33% during Training activities. The most common categories were Appliance and Pumps and Breathing Apparatus at 25% for both.
SA and SDA continue to promote reporting through local Safety and Assurance Improvement Groups.

KPI 55: Vehicle Accidents

Purpose: Total number of events that involved vehicle accidents.

Summary

VA's decreased by 26% compared to Q3 in 22/23. 49% (24 of 49) of all vehicle accidents reported were attributed to operational incidents. A further 43% (21 of 49) were attributed to non-o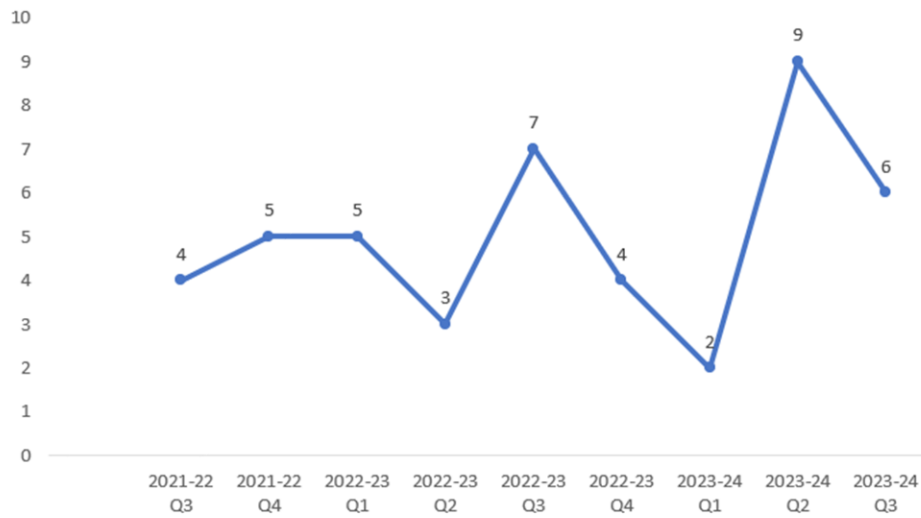perational activities and 8% (4 of 49) were accidents attributed to training. 53% of VA were during low-speed manoeuvres and 22% during blue light conditions. Driver Safety Group continues to work collaboratively with business partners to reduce VAs.

KPI 56 % YTD H&S Actions Completed:

Purpose: Demonstrates the completion of improvement plans to drive safety performance

Summary

69% of Q3 actions were complete. This does not include carried forward actions. TSA completed 68% (17 of 25) of 2023/24 actions, People completed 86% (6 of 7) of 2023/24 actions and all other SDAs and Directorates completed 100% of their overall actionsLocal SA groups continue to manage and support the completion of improvement plans.

KPI 51: Phyiscal attacks on Firefighters

Purpose: Demonsate how many physical attacks have occured to SFRS personnel by members of the public

Summary

Physical attacks decreased 14% from Q3 22/23. There were no injuries to SFRS staff, All events occurred during operational activities, and all included a missile. SDA continue to engage with partner agencies to further develop and enhance current arrangements to support the reduction of AoV

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: **C/PC/10-24**

Agenda Item: **10.2**

Report to:	**PEOPLE COMMITTEE**							
Meeting Date:	**7 MARCH 2024**							
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 Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of the paper is for People Committee (PC) 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	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: (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 3.1.1	**Business Case** Training, Safety & Assurance in collaboration with Finance have developed a Business Case for Contaminants. The Business Case projects future spend on resources required to reduce the risk of exposure to contaminants within the service. The Business Case is pending Board approval.
3.2 3.2.1	**Research** The EU Parliament today has voted the agreement with the Council on the fifth revision of the directive on carcinogens, mutagens and reprotoxins.
3.2.2	The final text of the directive includes: "*The World Health Organization has classified the occupational exposure of firefighters as carcinogenic (Group 1). Occupational exposure of firefighters includes a variety of hazards resulting from fires and non-fire events. Firefighters can be exposed to combustion products from fires, building materials, chemicals in firefighting foams, flame retardants and diesel exhaust. The uptake of fire*

	effluents or other chemicals can occur by inhalation and dermal absorption and possibly via ingestion. Such workers should therefore be better protected from such exposure."
3.2.3	This text is included into the recital and not in an article of the directive, therefore: • It does not impose direct obligations on employers or member states • But it means that the classification of IARC WHO enters the EU acquis and its validity (politically speaking) is accepted by Member States. It is now part of EU law.
3.2.4	Like the asbestos directive, this will go to each member state for transposition.
3.3 3.3.1	**Contaminants Awareness Presentation** The Contaminants Awareness Presentation has been developed and approved. This is the initial LCMS module on Contaminants. Consultation is ongoing to make the appropriate arrangements to make the Contaminants Awareness Module available on LCMS via Operational Competence Strategy Group (OCSG). Once published in SFRS, the intention is to share the module with NFCC.
3.4 3.4.1	**Trial in LSO** 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 2023until the 31 March 2023. The trial will include the recording of Fire Contaminant Exposure on PDRPro, station zoning, provision of reserve PPE etc. Early engagement of staff groups resulted in many questions and proactive conversations.
3.5 3.5.1	**Standard Operating Procedure** The Standard Operating Procedure (SOP) is in draft. There have been workshops to discuss the challenges to implement required control measures, many of which can be overcome by the budget allocation for Contaminants. It is envisaged the SOP will be published in October 2025.
3.6 3.6.1	**Implementation Plan** 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.
4	**Recommendation**
4.1	The ask from the People Committee is to scrutinise the content of this report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** 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 5.2.1	**Financial** There is significant capital and resource budget allocation required to progress the contaminants implementation plan.
5.3 5.3.1	**Environmental & Sustainability** N/A
5.4 5.4.1	**Workforce** Potential impact of decontamination on operational resilience and resource availability which will considered in the planning and implementation process.

5.5 5.5.1	**Health & Safety** 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 5.6.1	**Health & Wellbeing** 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:**	Andy Watt, Director of Training, Safety and Assurance
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	A Reasonable level of assurance is provided. 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.

OFFICIAL

8	Appendices/Further Reading
8.1	N/A

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

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.

Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.

Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety. and wellbeing of the public and our people.

Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.

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.

Governance Route for Report	Meeting Date	Report Classification/ Comments
People Committee	7 March 2024	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: **C/PC/11-24**

Agenda Item: **10.3**

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**7 MARCH 2024**						
Report Title:	**SAFETY AND ASSURANCE MANAGEMENT ARRANGEMENT FRAMEWORK**						
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 the paper is for People Committee (PC) to note the contents of the Safety and Assurance Management Arrangement Framework (MAF) and supporting Appendices. The principle of the MAF is to remove duplicate information in the Health and Safety Policy and its supporting Management Arrangements into one single source, enabling future arrangements to be simplified to their core responsibilities, procedures and appendices.
1.2	This action is taken from Theme 1 compliance within the Safety and Assurance Strategy 2022-2026 and captured within 2023/24 Health and Safety Improvement Plan for Quarter 2.

2	**Background**
2.1	SFRS current health and safety management arrangements (MAs) are a result of merging previous separate management guidance and procedure documents into one MA, this did reduce duplication and content from approx. 60 pages to 30 pages per MA.
2.2	To ensure consistency in the new MA, a master template document was created which unpopulated was approx. 20 pages leave approx. 10 pages for subject specific content, highlighting a lot of duplicated content when MAs are read consecutively.
2.3	The purpose of the Safety and Assurance MAF, is to further the content of Health and Safety MAs and create a new template for Operational Assurance documents to be converted into MAs upon review.

3	**Main Report/Detail**
3.1	The new MAF consists of the following 6 documents: • MA Framework (MAF); • MAF Appendix Definitions; • MAF Appendix Legal Requirements; • MAF Appendix Responsibilities – Boards, Committees and Groups; • MAF Appendix Responsibilities – Organisational Leadership and Rep Bodies; and • MAF Appendix Responsibilities – Role Specific and Individual.
3.2	The MAF document links the Safety and Assurance Strategy 2022-2026, the recently revised Health and Safety Policy, and its supporting arrangements, which form our SFRS Health and Safety Management System (HSMS) and supporting our transition towards ISO 45001.

3.3	Operational Assurance (OA) documentation (Strategy, EHIA and General Information Notes) are currently working towards this same transition and will be rebranded and updated upon their periodic review which will align with MAF as a maximum of 5-year review cycles.
3.4	The MAF Definitions appendix, has become the single source of health and safety definitions which can be expanded upon for assurance definitions if they do not currently exist in the Services Standard Abbreviations Guidance. All definitions are grouped into subjects in an alphabetical order for ease of navigation.
3.5	The MAF Legal Requirements appendix, is a simplified and summarised version of the Health and Safety Legal Register which is used to monitor and maintain currency of the HSMS and its supporting arrangements.
3.6	The MAF Responsibilities appendices, are broken down into three different levels; Boards, Committees and Groups, Organisational Leadership and Rep Bodies; Role Specific and Individuals. These generic responsibilities have been taken out of the HS Policy and its supporting MA Template to reduce contents and enabling: • The HS Policy to be restructured into a more traditional HS Policy, with statement of intent, responsibilities and arrangements sections, reducing contents by 60%; and • Future MAs to be drafted and linking to generic MAF content, focusing on the core subject and procedure being referenced, again it is envisioned MAs will receive at least a 60% reduce in content moving forwards.
3.7	Innovation, as we move forwards and the Services iHub and changes to corporate templates, MAs will have to adapt to support this pending evolution. To prepare for this a new SharePoint page has been created, breaking MAs down into manageable links to demonstrate a new MA presentation format: Self-Compliance Management Arrangement.
3.8	Once the MAF is published each new MA will have a simplified look, including a process flow chart simplified procedure and supporting appendices, as seen in the link above.
3.9	The HS Department is also working with our Training colleagues to revamp the MA LCMS modules and new MAs, where identified, to have new Storyboard flow, currently used within TfOC and other mandatory modules for all staff, raising awareness of the subject and guidance on the outcomes of the arrangements, where identified.
3.10	This is a new approach and will take time to implement due to the Training Function's other priorities, but will align training with other business partner content and may lead to new content becoming mandatory rather than optional as are the current MA modules.
4	**Recommendation**
4.1	For People Committee to note the proposals for the publication of the MAF, its appendices and that we now adopt and continue to develop a simplified MA template with flowcharts for all future MAs, supported, where applicable, with new Storyboard Training packages.
4.2	The MAF reduces the size and complexity of the HSMS without compromising content, developing subject matter training awareness packages better suited for all staff and not solely Managers in the format already adopted by other business partners.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Publishing simplified MAs under the MAF will enable more understanding and potential compliance with the outputs of our arrangements, as currently there is a confirmed risk and lack of understanding and compliance due to the length and complexity of content.

5.2 5.2.1	**Financial** There are no financial implications at this time, introduction of simplified MAs will be captured in the Safety and Assurance Forward Planning Schedule over the next 5 year cycle.
5.3 5.3.1	**Environmental & Sustainability** There are no implications that require to be noted.
5.4 5.4.1	**Workforce** Simplification of HSMS and improving the content of associated Training content will enhance workforce understanding and legal compliance with MAF and its supporting MAs.
5.5 5.5.1	**Health & Safety** Responsibilities under the Health and Safety at Work etc. Act 1974, to provide suitable information, instruction, training, and supervision to staff relevant to their role. Under the Management of Health and Safety at Work Regulation 1999 SFRS to make arrangements for managing health and safety (preventative and protective control measures).
5.6 5.6.1	**Health & Wellbeing** Simplification of HSMS and improving the content of associated Training content will enhance workforce understanding and reducing physical or mental ill-health.
5.7 5.7.1	**Training** Training content has already been identified with the HSMS, and modules presented in the new format could become mandatory rather than optional.
5.8 5.8.1	**Timing** The MAF must be published with or before the HS Policy as it is now embedded in that overarching Policy, which is also passing through governance routes.
5.9 5.9.1	**Performance** Simplification of HSMS can only lead to increased awareness and compliance of our staff and managers with defined responsibilities, together continually improving performance.
5.10 5.10.1	**Communications & Engagement** The HS Policy and MAF require formal communication once approved through Governance process to raise awareness and understanding of this significant change in our HSMS.
5.11 5.11.1	**Legal** As per section 5.5.1. SFRS have a legal duty under the HSWA and MHSWR failure to fulfil these duties could cause lack of awareness and compliance with the contents of the HSMS, which could result in injury to our staff and or the public, leading to enforcement action, fines, prosecution, civil actions, and adverse publicity.
5.12 5.12.1	**Information Governance** There are no requirements for a DPIA currently. The SFRS HS Policy and its arrangement have a current DPIA.
5.13 5.13.1	**Equalities** There is no impact on equalities. The SFRS HS Policy and its arrangement have a current EHRIA.
5.14 5.14.1	**Service Delivery** Simplification of HSMS and improving the content of associated Training content will enhance SFRS Service Delivery and compliance, and potentially reduce physical or mental ill-health.

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)**	~~Sustainable~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The Management Arrangement Framework will improve knowledge and understanding of existing arrangements whilst enhancing the health and safety management system further assuring legal compliance.

8	Appendices/Further Reading	
8.1	Further Reading: - Health and Safety - Development - All Documents • MA Framework (MAF); • MAF Appendix Definitions; • MAF Appendix Legal Requirements; • MAF Responsibilities – Boards, committees and Groups; • MAF Responsibilities – Organisational Leadership and Rep Bodies; and • MAF Responsibilities - Role Specific and Individual.	

Prepared by:	Derrick Watson, Senior Health, and Safety Adviser
Sponsored by:	Teresa Kelly, Deputy 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 - 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.

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.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Safety and Assurance Function Management Team (SAFMT)	05 October 2023	For Recommendation
Training, Safety and Assurance Directorate Management Team (DMT)	*18 October 2023*	*For Information*
Training, Safety and Assurance Board	08 February 2024	*For Information*
People Committee	07 March 2024	For Information

SCOTTISH FIRE AND RESCUE SERVICE	
People Committee	

Report No: C/PC/12-24
Agenda Item: 11.1

Report to:	PEOPLE COMMITTEE
Meeting Date:	**7 MARCH 2024**
Report Title:	**HMFSI 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 Board Standing Order 9						
		A	B	C	D	E	F	G

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: • Health and Safety: An Operational Focus • Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service
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 3.2.1	**Health and Safety: An Operational Focus** 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.**
3.2.2	During the reporting period, two actions have been completed (see R5.1 and R8.2), four have an amber status, and two have a red status.

3.2.3	The majority of actions with an amber or red status are due to a slip in project timescales, however, it is anticipated that at least four of them will be completed by the next progress update (see R4.1, R5.2, R5.3 and R7.1).
3.2.4	PC members are asked to note the following: • **Action R4.1:** A second proposed revised due date of March 2024 has been provided. The slip in timescales was due to competing priorities.
3.2.5	The overall RAG rating for this action plan is **amber** and is estimated as 90% complete. *(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).*
3.3 3.3.1	**Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service** The Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service Report was published in December 2023 and presented to Strategic Leadership Team (SLT) on 23 January 2024.
3.3.2	The report contains 20 recommendations and requires collective ownership across the Service. There are plans to engage with stakeholders to identify the actions, timescales and owners for each of the actions. However, the Wellbeing Development resource who would normally progress this has been seconded to support the current Modern Apprentice and SVQ activity. As such, the period of engagement will require to be extended with the intention that the action plan is submitted to SLT and the People Committee in April 2024.
4	**Recommendation**
4.1	The PC is invited to: • 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. • Note the update regarding development of the HMFSI Action Plan to address the recommendations made within the report entitled 'Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service'.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Failure to produce an Action Plan and carry out the recommendations contained within it could result in the recommendations of the HMFSI Report Recommendation not being met.
5.2 5.2.1	**Financial** Any financial implications arising from any individual actions will be brought before SLT and the Board as appropriate.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental implications associated with the recommendations of this report.
5.4 5.4.1	**Workforce** There are no workforce implications associated with the recommendations of this report. The recommendations will be carried out within the current workforce.
5.5 5.5.1	**Health & Safety** There are no health and safety implications associated with the recommendations of this report. The actions contained within the report aim to strengthen Health and safety of our workforce.

5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications associated with the recommendations of this report. The actions contained within the report aim to strengthen Health and Wellbeing of our workforce.	
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/Insuffficient~~
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 / Geri Thomson, Deputy Head of Human Resources and Organisational Development
Presented by:	Jim Holden, Head of Safety and Assurance / Lyndsey Gaja, Interim Director of People

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
Corporate Board	*21 February 2024*	*For recommendation*
People Committee	*7 March 2024*	*For scrutiny*

AUDIT AND INSPECTION OVERVIEW DASHBOARD

APPENDIX A

HMFSI Thematic Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Aug-24	-	18	Nov-23	Feb-23	0	7	0	10	0	0	1	0	0	90%	
Sep-22	Firefighting in Highrise Buildings	SDC	Mar-24	-	8	Nov-23	Feb-23	0	4	0	4	0	0	0	0	0	80%	
Apr-23	Command and Control Mobilising System (CCMS)	CC	Apr-24	-	6	Nov-23	Feb-23	0	1	0	5	0	0	0	0	0	95%	
Sep-23	Climate Change – Impact on Operational Activity - **action plan going to SLT in February 2024**	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oct-23	East Service Delivery Area (ESDA) - **action plan going to SLT in February 2024**	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dec-23	Mental Health and Wellbeing Support in SFRS - **action plan going to SLT in April 2024**	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 - **action plan going to SLT in March 2024**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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
2023-24	West Service Delivery Area (WSDA) - audit ongoing	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
Feb-24	May-23

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The outcomes of the Document Conversion Project currently being carried out in the Operations function, should be evaluated and the benefits extended to other SFRS Directorates, including Training Safety and Assurance (TSA).	R1.1	Principles of the Document Conversion Project to be presented to all Directorates.	AC Craig McGoldrick, Operations	Mar-23	3rd revised Aug-24	In Progress	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.] **21 February 2024: This action remains aligned to, and dependent on the Communications and Information Governance Project for the Website/iHub redesign. Completion of the aforementioned will allow for the go-live of the Document Conversion Project and the publication of the Standard Operating Procedure detail. This action remains red due to the slip in original timescale and updated timescales regarding the iHub and Website project are expected by the next update.**	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	Sep-23 to Mar-24	In Progress	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] **21 February 2024: This action remains aligned to, and dependent on the Communications and Information Governance Project for the Website/I-Hub redesign and the In Vehicle Solutions Project. Completion of the aforementioned projects will allow for the go-live of the Document Conversion Project and the publication of the Standard Operating Procedure detail and the replacement of the GETAC tablets with an alternative device. This action is amber due to the slip in original timescale and updated timescales regarding the IHub and Website project are expected by the next update.**	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 to Mar-24**	In Progress	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] **21 February 2024: We are now in receipt of the report following the HMFSI thematic inspection, and these recommendations have been considered as part of the Post Incident Support Procedure (PISP) review. It is anticipated that this PISP review will be completed and commence its governance journey in Quarter 4 2023/24. This action has moved from amber to red due to the slip in original timescale. It is, however, expected that the action will be completed by March 2024. [Proposed revised due date from December 2023 to March 2024]**	80%		**Red**	
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	Sep-23 to Mar-24	Complete	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] **21 February 2024: Near misses continue to increase through awareness and local campaigns. There has been a 75% increase in reporting (22/23:135 – 23/24 236). The Hazard reporting system is currently under trial by Safety and Assurance prior to going live. This action is complete.**	100%		**Complete**	

Recommendation	Ref	Action	Owner	Original Due	Revised Due	Status	Update	%	Completed	RAG	Evidence/Notes
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	Sep-23 to Mar-24	In Progress	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] **21 February 2024: Analysis of the Safety Culture Survey shows 92% of respondents know how to report Health and Safety events and 89% are made aware of recommendations following events.** **Safety and Assurance continue to communicate outcomes via local Safety and Assurance Improvement Groups.** **Awareness Briefings/Urgent Instructions are now published with "Health and Safety Event" where applicable.** **Communication Strategy will consider the routes of feedback.** **This action remains amber due to the slip in timescales.**	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	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 timescale. **21 February 2024: The Hazard reporting system on TASS has been created by ICT developers and is currently under trial by Safety and Assurance prior to going live.** **The action remains amber due to the slip in original timescales, however, it is on target for completion in March 2024.**	90%		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 to Apr 24	In Progress	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] **21 February 2024: Final UAT system development complete with six vehicle types now added. The UAT system to be replicated to the live system. Competing ICT resource requirement across SFRS is affecting completion of this work. Anticipated time for live system availability is April 2024.** **[Proposed revised due date from September 2023 to March 2024]**	50%		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	Dec-23 to Mar-24	Complete	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] **21 February 2024: Frontline Support (FLS) Operations, have a robust framework for communicating critical risk information, designed to categorise information efficiently, ensuring a tailored response to different levels of risk. Information is now categorised into Service Delivery Alerts, Urgent Instructions, and Awareness Briefings, providing a structured approach to communication based on the nature and potential risk associated with the information.** **Internal processes have been enhanced through the utilisation of our SFRS records manager. Each individual within SFRS must record and acknowledge receipt of critical information through PDRpro. Furthermore, for additional actions beyond acknowledgment, LCMS/PDRpro serves as a platform for recording and tracking, promoting a comprehensive approach to risk management.** **In certain scenarios, FLS members are tasked with carrying out audits, contributing to our commitment to maintaining the highest standards of compliance. These audit findings are meticulously collated by the department and stored securely on Microsoft Forms, ensuring accessibility and transparency.** **This action is complete.**	100%		Blue	Frontline Support - Templates and guidance - All Documents (sharepoint.com)
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.

Recommendation	Ref	Action	Owner	Due		Status	Update	%	Revised Date	Status	Evidence
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 (TfOC) 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 (TfOC) 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.	R2.4	Integrate principles of Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) as relevant to risk in all courses.	AC Alasdair Cameron, TSA	Mar-23		Complete	15 February 2023: Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) included in all relevant training material and managed by the Operational Competence Strategy Group. This action is green and is complete. 17 May 2023: Established in April 2022, the Operational Competence Strategy Group now provides a platform that reviews the Training for Operational Competence based on risk, with content that integrates the principles of 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 on 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/maximised 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)
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.1	Consider actions captured in R1, R3, C17, C18, C22.	N/A	N/A		Cancelled	Response to this action is fully captured and considered within the work currently being undertaken for actions R1 and R3. Updates will be provided within these actions and therefore it is proposed that this action is cancelled to direct focus to these and avoid duplication.			

SCOTTISH FIRE AND RESCUE SERVICE	
People Committee	SCOTTISH FIRE AND RESCUE SERVICE Working together for a safer Scotland

Report No: C/PC/13-24

Agenda Item: 11.2

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**7 MARCH 2024**						
Report Title:	**INTERNAL AUDIT SCOTTISH VOCATIONAL QUALIFICATION UPDATE**						
Report Classification:	**For Information**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		<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 People Committee with the current status of progress relating to the recommendations raised by AZETS (Internal Auditors) in relation to the Internal Audit • Scottish Vocational Qualification (SVQ).

2	Background
2.1	In June 2023, AZETS submitted a report into the Arrangements for the Internal Assessment and Verification of Scottish Vocational Qualifications.
2.2	The audit identified 3 improvement actions all of which relate to the design of controls. • Develop a project plan, detailing process and timescales for reviewing the current outstanding SVQ folders. • Establish a review panel, comprising of Strategic Managers from People, Service Delivery and Training to provide an annual review and assurance of the SVQ process. • Deliver training to increase the number of assessors and verifiers, across the Scottish Fire and Rescue Service (SFRS) to an appropriate level. Establish a process with Workforce Planning to ensure that the retirement profile is monitored and planning arrangements in place to replace those who exit SFRS.

3	Main Report/Detail
3.1	Of the 3 recommendations within the report, the first is complete. This recommendation was in relation to a project plan detailing the timescales for reviewing the outstanding SVQ folders. This action plan was developed and allowed progress to be made in identifying and completing the priority folders.
3.2	The remaining 2 recommendations are green. One has a target date of 29 February 2024 and is in relation to establishing a review panel comprising of Service Delivery and Training to provide an annual review of performance. This target date was reviewed from 31 December 2023, due to the reprioritise resources for the recent SQA Systems Audit, SQA Development session and HMIE Inspection. Whilst a separate review panel was initially considered, with the establishment of the new Governance Boards, it is intended that SVQ Performance and review will be incorporated into the Service Delivery Board.

| 3.3 | The final recommendation is in relation to the delivery of assessor and verifier training. External training courses have been provided, with participants now completing this. In addition, internal training has commenced with two initial courses during February 2024. |
| 3.4 | The progress of both these actions will be updated and closure requested at the next review. |

| **4** | **Recommendation** |
| 4.1 | To note the progress made in relation to the recommendations contained within the audit report. |

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The internal audit programme forms part of the Service's Assurance Framework.
5.2 5.2.1	**Financial** There are no direct implications associated with the report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct implications associated with the report.
5.4 5.4.1	**Workforce** There are no direct implications associated with the report.
5.5 5.5.1	**Health & Safety** There are no direct implications associated with the report.
5.6 5.6.1	**Health & Wellbeing** There are no direct implications associated with the report.
5.7 5.7.1	**Training** There are no direct implications associated with the report.
5.8 5.8.1	**Timing** There are no direct implications associated with the report.
5.9 5.9.1	**Performance** Internal audit is intended to support the service and where relevant identify areas where performance can be enhanced.
5.10 5.10.1	**Communications & Engagement** The recommendations have been communicated and discussions have taken place to discuss the implementation of these.
5.11 5.11.1	**Legal** There are no direct implications associated with the report.
5.12 5.12.1	**Information Governance** DPIA completed Yes/No. No personal data is in scope of this paper.
5.13 5.13.1	**Equalities** Not required

5.14	**Service Delivery**	
5.14.1	There may be an impact on Service Delivery through the time required to undertake training for assessors and internal verifiers as this programme continues. There will also be an impact on Service Delivery if a new Framework was introduced in terms of development for line managers, to provide appropriate support for trainees and ensure awareness of new policies and procedures.	
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:**	The recommendations are being delivered on time and AZETS have approved the closure of one of the recommendations.
8	**Appendices/Further Reading**	
8.1	Appendix A – Scottish Vocational Qualification Audit Actions	

Prepared by:	Fiona Munro, Head of People
Sponsored by:	Lyndsey Gaja, Interim Director of People
Presented by:	Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*7 March 2024*	*For Information*

APPENDIX A

2022-23	SVQ Review		Total No of Actions	% Complete Actions	Fully Implemented				Part/In Progress				Not Implemented			
					4	3	2	1	4	3	2	1	4	3	2	1
			3	33%	0	1	0	0	0	1	1	0	0	0	0	0

Rec No. 4.3	RISK	Failure to have appropriate arrangements in place for monitoring and succession planning in respect of Internal Assessors and Verifiers thereby ensuring that an appropriate number of qualified and experienced staff are retained to perform IA and IV duties, could result in failing to replace staff key to the award of the SVQ leading to the organisation's ability to award the qualification being withdrawn once again.					
	Resourcing Management must ensure that the quota of qualified and experienced Internal Assessors and Verifiers is continuously monitored to ensure that sufficient numbers are retained to aid the SVQ award. Appropriate succession planning arrangements should be put in place to ensure that Internal Assessors and Verifiers leaving the Service are suitably replaced.		Report Agreed Date		Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **Deputy Head of People**	*Deliver training to increase the number of assessors and verifiers, across the SFRS to an appropriate level. Establish a process with Workforce Planning to ensure that the retirement profile is monitored and planning arrangements in place to replace those who exit SFRS.*	31 March 2024		n/a	Grade 3	75%	GREEN

Progress to Update	**Training to Increase SFRS Assessor and Verifier Numbers** Engagement with Service Delivery Area colleagues has identified priority nomination for training for an additional 55 assessors and verifiers training. This training has been procured and commenced across a framework of external providers and is been proactively monitored on a monthly basis by the Service's Vocational and Apprenticeship Coordinators. Progress and updates are shared and discussed with the established SVQ/MA working group which includes Service Delivery, Training and People colleagues. The development of the internal Assessor/ Internal Verifier training course and induction has been approved by SQA and the hold partially lifted to allow a course to take place. An initial cohort of 15 will attend the revised training course in January 2024. Following this, with SQA approval, further mandatory training will be scheduled, appropriate to role. Colleagues who commenced the external training course are continuing to complete this. **SFRS Assessor and Verifier Succession Planning Arrangements** Initial discussions have commenced between the Vocational and Apprenticeship team and Workforce Planning team to establish a process to monitor the retirement profile, including assessor and verifier succession planning arrangements. Weekly meetings have now been established to monitor and discuss the retirement profile, including in relation to Assessor and Verifier planning arrangements.
Outstanding actions to close the recommendation	Complete the initial training course in January and consider feedback from SQA.
Azets Comments	We note management's comments above with regard to the action being taken to progress this matter and await evidence to confirm this.

Rec No. 5.4	RISK	Inadequate governance arrangements including the lack of oversight and ownership of the SVQ has no doubt been an issue which has contributed to the failures associated with the SVQ award.					
	Governance – Ownership & Oversight Going forward it is essential that ownership of the Internal Assessment and Verification functions as well as oversight of the operation of the SVQ award in general is assigned with responsibilities for monitoring compliance and scrutiny clearly defined. This will ensure SFRS is well positioned to stay compliant with SQA guidance and will assist in mitigating the likelihood of similar issues occurring again. To achieve this SFRS should require an annual review of SVQ award arrangements to confirm alignments with SQA requirements. This review should be undertaken at a sufficiently senior level jointly within the People and Service Delivery Areas.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **Deputy Head of People**	*Establish a review panel, comprising of Strategic Managers from People, Service Delivery and Training to provide an annual review and assurance of the SVQ process.*	31 December 2023	*New requested date 29 Feb 2024	Grade 2	40%	GREEN
Progress to Update		Internal discussion within the People Directorate have commenced and will continue through established People Meeting structures. Discussions have progressed with the SQA (External Verification Body), Training and Service Delivery. An SVQ Working Group has been established with includes the SVQ team, Alasdair Cameron, Area Commander as lead Training representative and colleagues from across all three Service Delivery Area. Further engagement has taken place regarding the direction of the SVQ / MA. An annual review and assurance process will now be finalised to be incorporated into this.					
Outstanding actions to close the recommendation		A terms of reference will be developed detailing the role and responsibility of the review panel, incorporating the future direction of the SVQ process. An extension to the 29 February 2024 is requested to enable this action to be concluded due to the requirement to reprioritise resources for the recent SQA Systems Audit, SQA Development session and HMIE Inspection.					
Azets Comments		We note management's comments above with regard to the action being taken to progress this matter.					

*New proposed date has still to be agreed by Corporate Board

SCOTTISH FIRE AND RESCUE SERVICE

People Committee

Report No: C/PC/13-24

Agenda Item: 11.3

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**7 MARCH 2024**						
Report Title:	**INTERNAL AUDIT SICKNESS ABSENCE MANAGEMENT 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	To provide People Committee with the current status of progress relating to the recommendations raised by AZETS (Internal Auditors) in relation to the Internal Audit of Sickness Absence Management.

2	Background
2.1	In June 2023, AZETS submitted a report into the SFRS Sickness Absence Management arrangements.
2.2	The audit identified 6 improvement actions: • (1.1) Review current guidance for managers and update to include requirements for absence recording, monitoring of absence and management of data. Incorporate into new supervisory management development course and Middle manager development sessions. • (1.2) Review current process for recording absence information and revise to ensure it is clear and efficient in the handling and storing of employee information. Update Attendance Management Handbook to reflect this and communicate any changes to managers. • (2.1) Incorporate guidance on conducting and recording return to work interviews and attendance support meetings within the new supervisory management development training. • (4.1) Incorporate improved absence management capability, including monitoring and management notifications within the requirements for the new SFRS People system. • (4.2) Attendance Management Guidance to be updated to ensure managers responsibility to review absences within their area and ensure appropriate action and documentation is clear. Management development sessions to incorporate this. • (4.3) Review Attendance Management Policy and update to provide clarification if required. Incorporate into the supervisory and middle management development sessions, to ensure awareness of policy, management referrals and role of Health and Wellbeing.

3	Main Report/Detail
3.1	Of the 6 recommendations within the report, three have been closed: • 4.1 was marked as complete following confirmation that this capability had been outlined within the Service's Statement of Requirements for a People, Payroll, Finance & Training (PPFT) System

	• 2.1 was marked as complete following further development of the content of both local and national supervisory management development training packages to incorporate an emphasis on return to work interviews and attendance support meetings for delivery in 2024; along with issue of a managers communication regarding responsibilities and expectations around these stages of the absence process. • 4.3 was marked as complete following a number of amendments to the Attendance Management procedural guidance to reinforce managers responsibilities, particularly related to management referrals, the role of Wellbeing and data storage (this now being through a single source for storage of all attendance management documentations within the e-PRF).
3.2	Three recommendations remain open. Recommendation 1.2 has a revised due date of 29 February 2024 and evidence has been submitted to Azets to seek to mark this as complete. This is following a range of activity to identify and confirm a single source for storing data with employee's electronic personal files, which was communicated within a managers brief in January to ensure a revised consistent approach to storage. The Attendance Management Handbook has been updated to reflect where and how sickness absence records and supporting documentation are to be stored and retained and will be published in February 2024.
3.3	Recommendations 1.1 and 4.2 remain outstanding and a revised due date of 30 April 2024 has been requested for these. Both are at 90% complete, with a range of activity being progressed to update management guidance and management development packages to ensure the range of responsibilities for managing attendance are clear and adhered to. In order to conclude these recommendations discussions have been taking place between the People Directorate and Audit & Risk colleagues regarding the development of an independent periodic verification process for compliance, this is still in the early stages of scoping and will be progressed further during Quarter 4.
4	**Recommendation**
4.1	To note the progress made in relation to the recommendations contained within the audit report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The internal audit programme forms part of the Service's Assurance Framework.
5.2 5.2.1	**Financial** There are no direct implications associated with the report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct implications associated with the report.
5.4 5.4.1	**Workforce** The actions being progressed are intended to ensure that sickness absence levels are regularly monitored, kept to a minimum and that appropriate action is taken in the event of repeated and/or prolonged absence in accordance with the SFRS Managing Attendance Policy and Procedures.
5.5 5.5.1	**Health & Safety** There are no direct implications associated with the report.
5.6 5.6.1	**Health & Wellbeing** There are no direct implications associated with the report.

5.7 5.7.1	**Training** A range of guidance, training and learning materials are being updated to ensure these reflect requirements in line with the SFRS Managing Attendance Policy and Procedures.
5.8 5.8.1	**Timing** There are no direct implications associated with the report.
5.9 5.9.1	**Performance** Internal audit is intended to support the service and where relevant identify areas where performance can be enhanced.
5.10 5.10.1	**Communications & Engagement** The recommendations have been communicated and discussions have taken place to discuss the implementation of these.
5.11 5.11.1	**Legal** There are no direct implications associated with the report.
5.12 5.12.1	**Information Governance** DPIA completed Yes/No. No personal data is in scope of this paper.
5.13 5.13.1	**Equalities** Not required
5.14 5.14.1	**Service Delivery** There are no direct implications associated with the report, other than those captured at 5.4 above.

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:**	The recommendations are being delivered on time and AZETS have approved the closure of two of the recommendations.

8	**Appendices/Further Reading**
8.1	Appendix A – Sickness Absence Management Audit Actions

Prepared by:	Fiona Munro, Head of People
Sponsored by:	Lyndsey Gaja, Interim Director of People
Presented by:	Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*7 March 2024*	*For Information*

APPENDIX A

2022-23	Sickness Absence Management		Total No of Actions	% Complete Actions	Fully Implemented				Part/In Progress				Not Implemented			
					4	**3**	**2**	**1**	**4**	**3**	**2**	**1**	**4**	**3**	**2**	**1**
			5	50%	0	2	1	0	0	2	1	0	0	0	0	0

Rec No. 1.1	**RISK**	There is a risk of incomplete employee files with incorrect or mitted evidence relating to their sickness periods. Furthermore, this increases the risk of increased absences as sickness absence is not being managed effectively and employees may be felling unsupported within their job roles.				
	Compliance with Policies and Procedures Line managers should be given reminders or a fresher course on the requirements of the sickness absence policies and procedures and the role they play in managing sickness absence, with particular emphasis on the issues identified relating to E-Self Cert forms, Fit Notes and Attendance Support Meetings. In addition to this, sickness absence files should be checked over by another member of the management team after a period of absence to ensure all documentation is up to date and stored correctly to enforce consistency in relation to record keeping with the Service.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Advice & Employee Relations) & People Manager (Talent)**	*Review current guidance for managers and update to include requirements for absence recording, monitoring of absence and management of data. Incorporate into new supervisory management development course and Middle manager development sessions.*	31 October 2023	n/a New date Request 30 April 2024	Grade 3	90%	AMBER

Progress to Update (Update provided 23/01/24)	The review of the current guidance documentation has taken place. People Adviser leads have completed the action plan to progress the revisions to the middle manager development sessions and develop the inclusion of a managing absence toolkit in the management induction toolkit for implementation in 2024. Communication managers' reminder was issued in January 2024 and will be shared periodically. This includes reminding managers of the procedures and their responsibilities for the completion of E-self-certs, ensuring fit notes cover whole of absence period, submission and storage of fit notes and recording of ASMs. The Management Capability framework will be rolled out iteratively which will also encompass these aspects. Design of the broader framework beyond the 1 day session based on Senior Leadership Team feedback and an extension of content/ requirements/ delivery model will be discussed and confirmed in Q4. The one day development session will be piloted in the East Service Delivery Area early Q4 and reviewed to inform actions for 2024/25 and will remain iterative.
Outstanding actions to close the recommendation	Discussion around the development of an independent periodic verification process of compliance between People and Audit & Risk commenced in Quarter 4 (this is covered in Rec No 4.2 below so propose that this action could be marked as 100% complete with 4.2 remaining open to cover this?)

Rec No. 1.2	**RISK**	There is a risk that supporting documentation in relation to employee' sickness absence is lost due to failure to adopt a consistent approach to the storage and retention of documentation.				
	Storage of sickness absence documentation Management should determine where and how sickness absence records and supporting documentation are stored and retained and who has responsibility for this. Once agreed, the Attendance Management Handbook should be updated to include clear guidance on this for staff in order to avoid any confusion and prevent evidence being lost and/or misplaced.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status

	Responsible Owner Agreed Response **People Manager (Advice & Employee Relations)**	*Review current process for recording absence information and revise to ensure it is clear and efficient in handling and storing of employee information. Update Attendance management Handbook to reflect this and communicate any changes to managers.*	31 December 2023	n/a *New date request 29 Feb 2024	Grade 3	95%	GREEN
Progress to Update (Update provided 23/01/24)		Work has concluded and a single source for storing data has been confirmed as the People Services Admin Team, within the employee's electronic personal files. A communication regarding storage in a single source has been incorporated into the Managers Reminders communication which was published in January 2024. A go live date of 31 December 2023 was implemented for the commencement of all absence documents to be uploaded into the Electronic Personal Records Files (EPRF). Admin Leads have finalised the PRF Procedure and the Management of Personnel Record Files and timescales for the agreed approach to move all current data to approved single source, including maintenance and responsibility for absence information and issue to their local teams was introduced from December 2023. Work is underway to amend the Attendance Management Handbook to reflect where and how sickness absence records and supporting documentation are to be stored and retained, with a view to this being published in February 2024.					
Outstanding actions to close the recommendation		Update Attendance Management Handbook to include the new storage arrangements and noted in version control.					

Rec No. **4.2**	**RISK**	**Failure to hold Attendance Support Meetings means that the underlying reasons for repeated periods of sickness may remain undetected and appropriate support may not be offered to help the employee reduce their periods of absence due to sickness.**					
	Absence Triggers Checks should be performed by a senior staff member on a frequent basis to ensure Attendance Support Meetings have been carried out and appropriately documented with any outstanding meetings being completed at the next available opportunity.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Advice & Employee Relations) & People Manager (Talent)**	*Attendance Management Guidance to be updated to ensure managers responsibility to review absences within their area and ensure appropriate action and documentation is clear. Management development sessions to incorporate this.*	31 October 2023	n/a *New date Request 30 April 2024	Grade 2	90%	AMBER
Progress to Update (Update provided 23/01/24)		The improvements identified in the Guidance documentation will be implemented in 2024 and is supported in the meantime by the managers reminders communication issued in January 2024. Discussions with SDA DACO's were delayed due to absence to consider an independent process for managers vetting of case work within their areas or alternative options which may assist in providing similar assurance, with the view being that whilst local managers would monitor compliance, the preference would be for an independent verification process to provide assurance of compliance across the Service. Discussions have commenced around the development of an independent periodic verification process of compliance between People and Audit & Risk, with further development of this across Quarter 4.					
Outstanding actions to close the recommendation		Development and agreement of internal independent verification process to take place on a periodic basis to ensure continued compliance.					

SCOTTISH FIRE AND RESCUE SERVICE

Report No: C/PC/15-24

Agenda Item: 11.4

Report to:	PEOPLE COMMITTEE	
Meeting Date:	7 MARCH 2024	
Report Title:	INTERNAL AUDIT ON CALL FIREFIGHTERS UPDATE	
Report Classification:	For information	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**
		<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 People Committee with the current status of progress relating to the recommendations raised by AZETS (Internal Auditors) in relation to the Internal Audit for On Call Firefighters.

2	Background
2.1	In September 2023, AZETS submitted a report into the Arrangements for the Workforce Planning for Attraction and Recruitment of On Call Firefighter.
2.2	The audit identified areas for improvement which were incorporated into a Management Action Plan covering the following areas:- **1.1 Recruitment and Selection** - Ensure that guidance in respect of the On Call R&S process is refreshed (with role responsibilities detailed i.e. local area accountability for timely candidate progression) and communicated to both Recruiting Managers and colleagues to ensure transparency around the revised process and that this is fairly and consistently applied. **2.1 Pre Recruitment Engagement Programme** - Develop evaluation form for On Call candidates who have participated in the Pre-Recruitment Engagement Programme to capture their individual feedback on this programme and its effectiveness. Communicate this and develop accompanying process to ensure this is issued, collated and analysed for each candidate, with outcomes shared through appropriate governance/Directorate structures to inform the ongoing evaluation and evolvement of PREP as a tool in supporting recruitment of On Call colleagues. **2.2 Pre Recruitment Engagement Programme** - Review and revisit current On Call R&S dashboard to include additional detail regarding what stage candidates participating in PREP withdraw from the process and the reasons for this. Ensure that this dashboard information is being presented to the appropriate SFRS forums to ensure this can fully inform decision making in respect of the evolution of PREP in supporting On Call recruitment. **2.3 Pre Recruitment Engagement Programme** - Guidance to be updated and issued, supported by LSO briefings, to reflect the requirement for all On Call Recruiting Managers to ensure full completion of the suitability discussion template for each candidate, including discussions around the suitability of PREP to support the individual. Also capture this more fully within R&S Recruiting Manager briefing sessions so this responsibility is clear to new Recruiting Managers

	• **4.1 Onboarding -** Issue reminder to Recruiting Managers to ensure new start forms are fully authorised prior to being submitted and amend administration process to ensure this is returned for completion if missing prior to processing appointee.
2.3	These management actions were allocated to individual owners to progress and have reported on and updated on a quarterly basis to meet the audit outcomes.
3	**Main Report/Detail**
3.1	All 5 recommendations within the action plan remain green. Further progress has been made the actions in the last quarter as detailed below:
3.2	With regards Action **1.1**, the Recruitment Policy is being reviewed which will take account of the recent changes to the On-call process as well as any feedback or guidance received through the actions below.
3.3	Actions **2.1, 2.2, 2.3** are all in relation to the Pre- Recruitment Engagement Programme and good progress has been made in all areas.
3.4	The People Services Manager developed an evaluation form in consultation with stakeholders and this has been issued to On Call candidates from February 2024. Candidate returns are starting to be received and data will be analysed to identify trends and improve processes.
3.5	A full review of the dashboard was completed in November 2023 and stakeholder feedback has been positive.
3.6	Recruiting Managers guidance has been developed by the People Services Team to assist On Call recruiting managers in supporting candidates and is in the final stages of consultation prior to being approved by the On Call Strategic Co-Ordination Group. A practitioners' forum is also established for further support.
3.7	Action **4.1** in relation to Onboarding of candidates, has made further progress with new start forms being reviewed and recruiting managers updated on the requirement to complete these. This is also included in the new guidance that has been developed.
3.8	The progress of all of these actions will be updated and closure requested for 2.1, 2.2, 2.3 and 4.1 at the next quarterly review and the attached action plan updated accordingly.
4	**Recommendation**
4.1	To note the progress made in relation to the recommendations contained within the audit report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The internal audit programme forms part of the Service's Assurance Framework.
5.2 5.2.1	**Financial** There are no direct implications associated with the report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct implications associated with the report.
5.4 5.4.1	**Workforce** There are no direct implications associated with the report.

5.5 5.5.1	**Health & Safety** There are no direct implications associated with the report.	
5.6 5.6.1	**Health & Wellbeing** There are no direct implications associated with the report.	
5.7 5.7.1	**Training** There are no direct implications associated with the report.	
5.8 5.8.1	**Timing** There are no direct implications associated with the report.	
5.9 5.9.1	**Performance** Internal audit is intended to support the service and where relevant identify areas where performance can be enhanced.	
5.10 5.10.1	**Communications & Engagement** The recommendations have been communicated and discussions have taken place to discuss the implementation of these.	
5.11 5.11.1	**Legal** There are no direct implications associated with the report.	
5.12 5.12.1	**Information Governance** DPIA completed ~~Yes~~/No. No personal data is in scope of this paper.	
5.13 5.13.1	**Equalities** Not required	
5.14 5.14.1	**Service Delivery** There may be an impact on Service Delivery through the time required to undertake training for assessors and internal verifiers as this programme continues. There will also be an impact on Service Delivery if a new Framework was introduced in terms of development for line managers, to provide appropriate support for trainees and ensure awareness of new policies and procedures.	
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:**	The recommendations are being delivered on time.
8	**Appendices/Further Reading**	
8.1	Appendix A – January 2023 Audit Action Update	

Prepared by:	Marc Pincombe, Area Commander, People Directorate
Sponsored by:	Lyndsey Gaja, Interim Director of People
Presented by:	Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values		
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.		
Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*7 March 2024*	*For information*

2023-24	Workforce Planning – On Call Firefighters (Attraction & Recruitment)		Total No of Actions	% Complete Actions	Fully Implemented				Part/In Progress				Not Implemented			
					4	3	2	1	4	3	2	1	4	3	2	1
			5	0	0	0	0	0	0	0	5	0	0	0	0	0

Rec No. 1.1	**RISK**	Inappropriate recruitment and selection processes may be applied, due to the Policy not being current which could result in financial loss and/or reputational damage.					
	Recruitment & Selection Policy The Recruitment and Selection Policy should be refreshed and should cover On Call recruitment considering the changes introduced as a result of the On Call Improvement Programme. A review schedule should be agreed and consistently applied to ensure the policy is kept up to date going forward.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Talent)**	*Review of the R&S Policy will take place in 2024, following a number of delays due to competing organisational priorities. However, the approach is to streamline SFRS People Policies with these covering aims, principles and overall approach however, the detail associated with R&S processes including the On Call end-to-end R&S process will be captured in separate guidance rather than in the Policy itself.* *Ensure that guidance in respect of the On Call R&S process is refreshed (with role responsibilities detailed i.e. local area accountability for timely candidate progression) and communicated to both Recruiting Managers and colleagues to ensure transparency around the revised process and that this is fairly and consistently applied.*	31 March 2024	n/a	Grade 2	10%	GREEN

Progress to date	A review of the R&S Policy has commenced. The Policy will outline the Service's overall approach to R&S and will signpost separate guidance documents that detail the arrangements for specific recruitment processes such as the On Call R&S process. Guidance relating to the On Call R&S process is currently under review and will be shared with stakeholders for awareness aligned to implementation in March 2024.
Outstanding actions to close the recommendation	Current guidance materials are being reviewed and are to be updated to reinforce recruiting manager and stakeholder responsibilities. A Toolkit for Recruiting managers, is being scoped to ensure easy access to various supporting guidance materials. A regular schedule of briefings for recruitment managers to be scheduled to ensure ongoing awareness and understanding of responsibilities in line with Project Plan.
Azets Comments	

Rec No. 2.1	**RISK**	There is a risk that continuous improvement is not achieved, due to a lack of feedback mechanism in place, resulting in financial loss and/or reputational damage.					
	PREP Feedback A formal feedback mechanism should be introduced to obtain feedback from recruits/candidates who have successfully completed their assessments and participated in the Pre-Recruitment Engagement Programme. The feedback obtained should be analysed and used to inform the future of the Pre-Recruitment Engagement Programme.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Strategic Partnering)**	*Develop evaluation form for On Call candidates who have participated in the Pre-Recruitment Engagement Programme to capture their individual feedback on this programme and its effectiveness. Communicate this and develop accompanying process to ensure this is issued, collated and analysed for each candidate, with outcomes shared*	31 January 2024	n/a	Grade 2	20%	GREEN

			through appropriate governance/Directorate structures to inform the ongoing evaluation and evolvement of PREP as a tool in supporting recruitment of On Call colleagues.					

Progress to date	A Candidate Feedback Form is currently being created with consideration being given to how to embed this within the administration workflow to ensure appropriate and timely candidate feedback is captured. Engagement with recruiting managers will be key to implementing this feedback mechanism and any candidate follow up required.
Outstanding actions to close the recommendation	Candidate Feedback form to be developed and embedded within current administration workflow. Mechanism for analysis of feedback captured to be scoped. Briefings with recruiting managers to be scheduled. Template for sharing outcomes to be devised.
Azets Comments	

Rec No. **2.2**	**RISK**	There is a risk SFRS are not identifying the reasons behind withdrawn applications and potential barriers to candidates continuing on with the PREP, due to a lack of consistent analysis of candidate figures, resulting in potential loss of good candidates and reputational damage.						
	PREP Analysis The analysis currently being performed should be enhanced to include further detail on the uptake of PREP such as: • The number of recruits who were given the opportunity to participate in PREP against those who did participate and those who chose not to; and • The number of recruits who did participate in PREP, but subsequently went on to withdraw their applications and the reason why. This will assist in determining the effectiveness of the programme and future recruitment activities.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Strategic Partnering)**	*Review and revisit current On Call R&S dashboard to include additional detail regarding what stage candidates participating in PREP withdraw from the process and the reasons for this. Ensure that this dashboard information is being presented to the appropriate SFRS forums to ensure this can fully inform decision making in respect of the evolution of PREP in supporting On Call recruitment.*	31 March 2024	n/a	Grade 2	20%	GREEN

Progress to date	Improvements to the dashboard to capture dropout rates are under review at present.
Outstanding actions to close the recommendation	Candidate Tracker to be updated to support dashboard analysis. Recruiting Manager guidance and briefings to be developed and communicated to reaffirm stakeholder responsibilities in assisting with the collation of this information. Template for sharing information collated via governance forums etc to be developed.
Azets Comments	

Rec No. 2.3	**RISK**	There is a risk candidates are not given the opportunity to participate in PREP, due to inconsistent completion of the suitability discussion checklist, resulting in a lack of appropriate support to candidates through the recruitment process and potentially failing to attract good candidates to the Service.					
	PREP Documentation Recruiting managers should be reminded of the need to ensure that the suitability discussion template is consistently completed in full for each candidate.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **People Manager (Strategic Partnering)**	*Guidance to be updated and issued, supported by LSO briefings, to reflect the requirement for all On Call Recruiting Managers to ensure full completion of the suitability discussion template for each candidate, including discussions around the suitability of PREP to support the individual. Also capture this more fully within R&S Recruiting Manager briefing sessions so this responsibility is clear to new Recruiting Managers*	31 December 2023	n/a *New Request date 28 February 2024	Grade 2	50%	GREEN
Progress to date		Resourcing Admin and Recruiting Manager guidance for the Suitability Discussion Checklist is under review and will be updated to reinforce recruiting manager responsibilities. Draft version in Place.					
Outstanding actions to close the recommendation		Guidance and briefing sessions are being planned to support awareness and understanding of recruiting manager responsibilities. Ongoing monitoring of returns to be built into admin process, to check the checklists are being returned fully completed. Progress has been slower than anticipated due to team capacity challenges.					
Azets Comments							

Rec No. 4.1	**RISK**	There is a risk of fraudulent activity and/or errors, due to the lack of review and segregation of duties when completing and authorising new starter information forms, leading to financial loss and/or reputational damage.					
	All new start information forms should be completed and subsequently reviewed/authorised by a suitable member of staff in accordance with internal procedures.		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response **Area Commander, People**	*Issue reminder to Recruiting Managers to ensure new start forms are fully authorised prior to being submitted and amend administration process to ensure this is returned for completion if missing prior to processing appointee.*	31 December 2023	n/a *New Request date 31 January 2024	Grade 2	50%	GREEN
Progress to date		The People Services Resourcing Team compile the New Start Form and use this to create an employee record on ITrent. While the action relates to reminding recruiting managers, this is an internal admin team process, and as such a review of the related workflow is underway to ensure compliance.					
Outstanding actions to close the recommendation		Guidance for People Services Admin Team will be updated, and a short training session arranged to ensure the team are fully aware of their responsibilities. Progress has been slower than anticipated due to team capacity challenges.					
Azets Comments							

*New proposed dates still to be approved by Corporate Board

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/16-24

Agenda Item: 12.1

Report to:	**PEOPLE COMMITTEE**						
Meeting Date:	**7 MARCH 2024**						
Report Title:	**RISK UPDATE REPORT**						
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the People Committee (PC) with an overview of the current risks highlighted by Directorates.

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 we face 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	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.
2.4	Risk Registers 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 Owners provide information on the current controls in place and identify additional actions still required.

3	**Main Report/Detail**
3.1	**Risk Overview**
3.1.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring, review and discussion.
3.1.2	In order to ensure that scrutiny is focused on the most significant risks impacting upon the Service all reports will now provide information in relation to risks rated 15 or above only. However, all of the Services risks can be accessed through the Risk Dashboard.
3.1.3	In order to assist with this change the risk matrix has been revised. Previously, risks rated at 15 were classed as High risks and shown as Amber within the matrix. The new matrix has been updated, reclassifying these risks as Very High and Red within the matrix.

Probability		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Almost Certain (5)		5	10	15	20	25
Likely (4)		4	8	12	16	20
Possible (3)		3	6	9	12	15
Unlikely (2)		2	4	6	8	10
Rare (1)		1	2	3	4	5
Risk Matrix		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
				Impact		

3.1.4 Additional work to update the risk dashboard and risk management strategy is currently being undertaken to reflect this change.

3.1.5 The table below identifies the alignment between the 2022-25 Strategic Outcomes and all current Directorate Risks.

Strategic Outcomes		Directorate Risks				Total
		VH	H	M	L	
Outcome 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.					0
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	4	5	2		11
Outcome 3	We value and demonstrate innovation across all areas of our work.	1	1	4		6
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.			1		1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	4	6	3		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2	3	2		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners		1			1
		11	16	12		39

3.1.6 Work is continuing in relation to the alignment of risk with the Services Strategic Outcomes. Directorates are reviewing their risks and current alignment with updates to be provided within future reports following review.

3.1.7 In relation to the current period Directorates reviewed registers identifying 11 Directorate risks, aligned to the People Committee, with 4 risks rated at 15 or above (falling to the right of the shaded line):

What is the current status of each risk?

Impact		Probability				
		1	2	3	4	5
	1					
	2		1	2	2	
	3			2	4	
	4					
	5					

3.1.8 Appendix A to the report provides information on the 4 risks aligned to the People Committee, rated 15 or above, together with their associated live control actions. The information is also available through the risk dashboard.

- POD015 - 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.
- TSA014 - 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.
- TSA015 - 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.
- 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.

3.1.9   Following review in February the following changes have been made to People Committee risks, rated 15 or above, over the last quarter:

What changes have been made to risks in this timeframe?
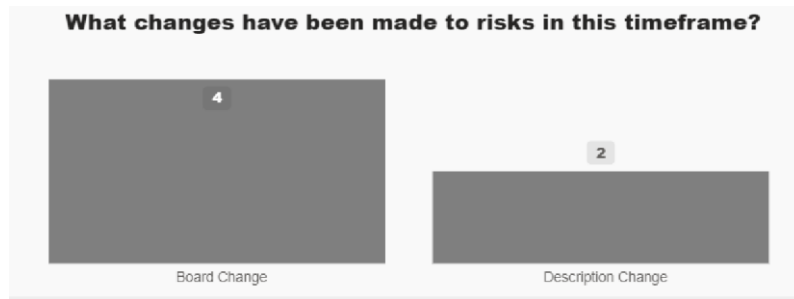
3.2   **Progress of Control Actions**

3.2.1   Without action taken on progressing identified controls, risks are likely to remain static and additional reporting has been put in place to manage control actions through a RAG status, similar to internal audit. 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

3.2.2   In relation to the 4 risks rated 15 or above, there are 9 controls actions identified within Appendix A. All of these controls are currently within date and are being progressed.

How many actions are outstanding?

9 (100.0%)

● On Target or 3 months from due date
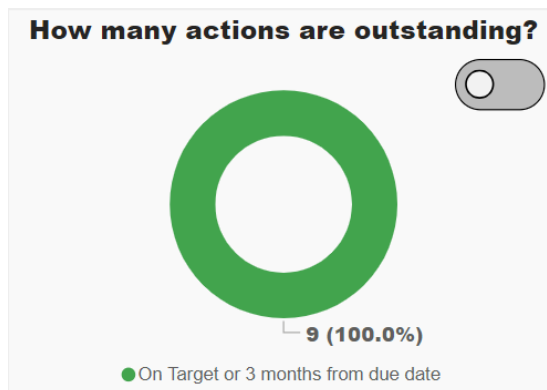
3.2.3	Following review, the following changes have been made to all current control actions:

What changes have been made to actions?
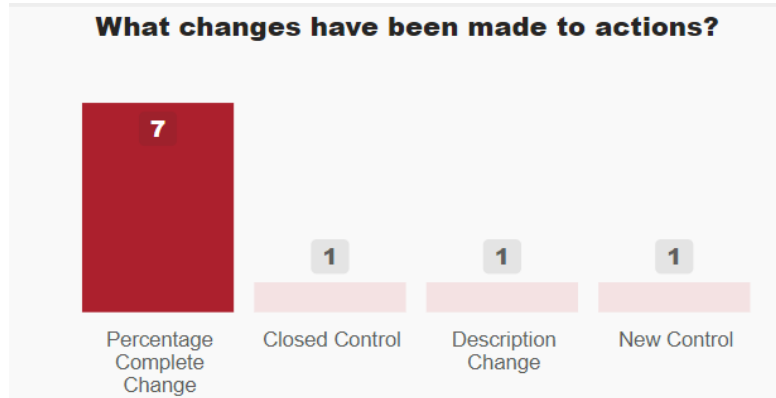
3.2.4	In relation to risks which are rated 15 or above, 1 has a closed a Control Action, 1 New Controls added and 1 Description Change. These are listed below:

Reference	Control Status	Action	Update
TSA019	Closed Control	Review the current Laundry requirement for Structural Firefighting PPE and the possibility of laundering Instructors PPE on site.	ACO Watt determined that this Control Action should sit within TSA018 as if we do not have PPE is impacts directly on our capacity to deliver training. Therefore this Control Action is to be closed and will be moved to TSA018
TSA019	New Control	Engagement with Asset Management and Fleet, Equipment & Workshop FEW regarding facilities and equipment.	Site specific engagement with Asset Management and Property around the replacement, refurbishment or addition of equipment and facilities to be progressed locally by GC's. Asset Management Plan (AMP) - All Training personnel have had the opportunity to help inform the AMP through participation in face-to-face sessions hosted by Stuart Free (Asset Quality Manager) and Ijaz Bashir (Asset Governance and Performance Manager) - as well as an opportunity to complete an online questionnaire reflecting their knowledge of the training estate. Questionnaires were issued to Training Teams on the 13th December with a closing return date of the 29th February 2024.
TSA019	Description Change	From: Training Centre welfare facilities Dundee Airport	To: Scope out options to utilise temporary structures to increase venue capacity / improve welfare facilities.

3.3	All risks and related control actions are discussed with relevant owners on a quarterly basis with updates now able to be provided on a monthly basis.

4	**Recommendation**
4.1	The People Committee is asked to scrutinise the information presented within the report.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.
5.2 5.2.1	**Financial** The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.
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.
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 identified by Directorates. Each Directorate will ensure that any relevant DPIA is completed as required.
5.13 5.13.1	**Equalities** EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.
5.14 5.14.1	**Service Delivery** Any implications arising from the report will be managed by the relevant Directorate.

6	**Core Brief**
6.1	Not applicable

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	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	Appendix A – Significant Risks

Prepared by:	Tracy Shankland, Risk and Insurance Officer
Sponsored by:	Sarah O'Donnell, Director of Finance and Corporate Service
Presented by:	Andy Watt, Assistant Chief Officer Director of Training, Safety and Assurance and Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values

Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
- 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
People Committee	*07 March 2024*	*For Scrutiny*

Appendix A – Significant Risks and Related Control Actions
(Risks rated 15 or above)

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
POD015	2	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.	PC (CB)	Deputy Head of People	16	4	16

Controls Actions	Original Due Date	Est' Completion Date	Owner	Comment	Action Status
Continue to monitor the resource requirements related to each Pensions exercise and capacity within the People and Finance teams to support this	31/03/2025	31/03/2025	Deputy Head of People	This is being progressed alongside business as usual work activity within existing teams/roles in People, Finance & Comms. Workshop with SPPA has enabled a clearer understanding of the potential roles / responsibilities of SFRS in relation to each workstream, and detailed project plans will outline this along with timescales (currently being developed). Consideration being given to business case for small core team of dedicated resource to support concurrent activity over next 12 months which will be subject to SLT approval.	On Target or 3 months from due date
Engage with Scottish Public Pensions Agency and stakeholders to develop appropriate employee communications on each Pension related exercise to ensure current and former employees are updated on the potential impacts and implementation arrangements timeously.	31/03/2025	31/03/2025	Deputy Head of People	Workshop took place between SFRS and SPPA on 10 Jan 24 and a joint comms plan is going to be developed and agreed between SFRS/SPPA. SPPA will lead on comms (to ensure single source of information) with SFRS signposting as appropriate, however internal and external comms will need to be issued to both current and former SFRS/legacy staff. Detailed project plans are being developed and will set out timescales and responsibilities for comms on each workstream and monthly meetings are in place to discuss comms on an ongoing basis.	On Target or 3 months from due date
Ensure regular participation in process planning, and ongoing dialogue is in place with Scottish Public Pensions Agency and Finance colleagues through a number of informal and formal forums and provide regular progress updates to SFRS management teams and stakeholders.	31/12/2023	31/03/2025	Deputy Head of People	Workshop took place between SFRS and SPPA on 10 Jan 24 to discuss each pension workstream, interdependencies and actions to establishing a detailed, clear project plan with timelines and responsibilities for each pension theme. SPPA developed project plans for discussion/agreement with SFRS by end of Feb 24. Regular meetings now in place between SFRS and SPPA leads, with any challenges being escalated to internal SFRS working group or so SMB/SLT as appropriate.	On Target or 3 months from due date

isk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
TSA019	2	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 and associated legal, regulatory, compliance, financial and reputational cost.	PC (CB)	Head of Training	16	8	16

Controls Actions	Original Due Date	Est' Completion Date	Owner	Comment	Action Status
Implementation of the recommendations from the draft contaminants POG with a timeline of Immediate, Medium and Long-term actions.	31/03/2025	31/03/2025	Head of Training	A Group Commander continues to provide feedback and support for the formulation and implementation of the Contaminants SOP.\nAs part of the Training re-structure a SC within the Function is being given a specific reference for Contaminants along with supporting other areas of business.	On Target or 3 months from due date
Review of BA,CFBT & TV courses to see if learning outcomes can be met without the need for live fire exercises.	13/03/2024	13/03/2024	Head of Training	Review of TFF BA Training ongoing with proposal to increase BA phase by 1 week (to Three weeks) to be provided for consideration. Proposal for On Call to remain 2 weeks with additional learning completed by a modular approach.	On Target or 3 months from due date
Engagement with Asset Management and Fleet, Equipment & Workshop FEW regarding facilities and equipment.	31/03/2024	31/03/2024	Head of Training	Site specific engagement with Asset Management and Property around the replacement, refurbishment or addition of equipment and facilities to be progressed locally by GC's. Asset Management Plan (AMP) - All Training personnel have had the opportunity to help inform the AMP through participation in face-to-face sessions as well as an opportunity to complete an online questionnaire reflecting their knowledge of the training estate. Questionnaires were issued to Training Teams on the 13th December with a closing return date of the 29th February 2024. These returns will be reviewed and discussed as required.	On Target or 3 months from due date
Scope out options to utilise temporary structures to increase venue capacity / improve welfare facilities.	31/03/2024	31/03/2024	Head of Training	The National Property Manager (NPM) has been in discussion with DACO linked to increase in costings (Dundee Airport) and NPM will now communicate with relevant staff to progress this matter. Meeting scheduled for 28th February to specifically discuss Dundee Airport facilities linked to further cost analysis / welfare provision.	On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
TSA014	6	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.	PC (TSAB)	Head of Safety and Assurance	16	4	16

Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment		Action Status
Identify areas for improvement within risk assessments in SFRS and develop a programme of work to collaborate with business partners		31/03/2024	31/03/2024	Head of Safety and Assurance	Progress continues on the development of Risk Assessment's		On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
TSA015	6	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.	PC (TSAB)	Head of Safety and Assurance	16	4	16

Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment		Action Status
Develop strategic workforce plan and process that enable a workforce that will deliver Health and Safety Strategy 2022-2026.		31/03/2024	31/03/2024	Head of Safety and Assurance	Discussions to be held with Asset Management and People Directorate in 4th Quarter.		On Target or 3 months from due date

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

People Committee – 07 March 2024
Risk Spotlight Briefing Note
POD015 – Remedial Pensions Actions

Submitted by:- Rachael Scott, Deputy Head of People

Background: What would cause the risk to materialise / what is the effect likely to be?
In recent years, there have been three successful legal challenges to the provisions and application of the Firefighters' Pension Schemes: McCloud Sargeant ('pensions remedy'), O'Brien Matthews ('2nd Options exercise'); Booth Bradshaw ruling (pensionable pay elements).   The scale, complexity, and inter-dependencies of the measures necessary to apply these remedies are considerable and will impose significant challenges on both SFRS and the Scottish Public Pensions Agency (SPPA) over the next few years.   Risk POD015 was added to the People Directorate Risk Register in August 2023 regarding these Remedial Pensions Actions, with a current risk rating of 16 (4 x 4):   *'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 the ability of Scottish Public Pension Agency to confirm requirements in a timely manner, 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.'*

Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
To mitigate this risk several actions and controls are underway: • Dialogue between SFRS People, Finance & Comms colleagues and SPPA through informal and formal forums, including internal SFRS working group and monthly/weekly meetings and workshops with the relevant leads within SPPA   • Participation in the planning process through regular engagement with SPPA. A detailed workshop was held in January, with SPPA now developing detailed project plans identifying roles, responsibilities and timescales for workstreams and individual actions   • Regular progress updates to SFRS management teams (SLT, SMB) and stakeholders to ensure appropriate oversight and escalation of potential challenges   • Regular engagement with the representative bodies, both formally and informally   • Development of a joint communication plan to ensure current/former employees are updated on potential impacts and implementation arrangements timeously – main focus will be signposting to SPPA communications to ensure consistency of messaging   • Estimating resource requirements related to each exercise to inform a business case for any additional capacity required   • Representing the interests of current and former SFRS employees within the Firefighter Pension Scheme Advisory Board

External or other factors which might impact on the current risk assessment.
The current financial context and capacity within SFRS to support this scale of activity. The ability of SPPA to timeously progress each exercise and engage with SFRS on associated processes, responsibilities and timescales; as well as ensuring effective communication plan for ensuring affected individuals are kept informed.

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 June 2024	• 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	**Standing/Regular Reports** • 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) **New Business** • Learning Needs Analysis 2023-24 (Annual Report) • Employee Engagement Survey update	**Standing/Regular Reports** • Performance Reports (People, Training & H&S) • HMFSI Independent Audit/ Inspection Action Plan Update • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) • Contaminants Annual Report **New Business** • Update on IA Sickness Absence Management audit action plan and level of risk carried	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Committee Assurance Statement **New Business** •
12 September 2024	• 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	**Standing/Regular Reports** • 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)	**Standing/Regular Reports** • Performance Reports (People, Training & H&S) • HMFSI Independent Audit/ Inspection Action Plan Update • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) • Contaminants Quarterly update	**Standing/Regular Reports** •	**Standing/Regular Reports** • •

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**New Business** •	**New Business** • Update on the effectiveness of the 21 day Arrangements/process •	**New Business** • Draft Health & Safety Annual Report 2023/24	**New Business** •
5 December 2024	• 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	**Standing/Regular Reports** • 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)	**Standing/Regular Reports** • Performance Reports (People, Training & H&S) • HMFSI Independent Audit/ Inspection Action Plan Update • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) • Contaminants Quarterly update	**Standing/Regular Reports** •	**Standing/Regular Reports** •
		New Business • Health and Safety Policy and Policy Statement •	**New Business** • Health and Safety Annual Plan 2023/24 •	**New Business** •	**New Business** •

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 March 2025	• 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 •	**Standing/Regular Reports** • 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)	**Standing/Regular Reports** • Performance Reports (People, Training & H&S) • HMFSI Independent Audit/ Inspection Action Plan Update • Committee Aligned Directorate Risks • Risk Spotlight - (TBC) • Contaminants Quarterly update	**Standing/Regular Reports** •	**Standing/Regular Reports** •
		New Business	**New Business**	**New Business**	**New Business** •

SCOTTISH FIRE AND RESCUE SERVICE
People Committee

Report No: C/PC/18-24

Agenda Item: 19

Report to:	PEOPLE COMMITTEE						
Meeting Date:	07 MARCH 2024						
Report Title:	LEARNING AND DEVELOPMENT 2023-24						
Report Classification:	For Scrutiny	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**					
		A	B	C	D	E	F	G

1	Purpose
1.1	This purpose of this paper is to provide the People Committee with an update on the Services' Non-Operational Learning and Development (L&D) 2023-24 approach, provision and impact.

2	Background
2.1	Given the current challenging context and operating environment, the requirement to build a workforce capable to fulfil individual and organisational needs and ambitions, overcome challenges and achieve success remains a strategic imperative. L&D plays a key role through attracting and retaining talent, enriching organisational culture and engaging employees.
2.2	This report provides the People Committee with the annual update on the non-operational learning and development for 2023-24 and follows broad discussion at the People Committee Workshop on 13 February 2024.

3	Main Report/Detail
3.1 3.1.1	**LNA 2023-24** The Service continues to operate in a complex and challenging environment including increasing fiscal pressures. In support of the delivery of the strategic outcome and Service priorities including the Service's continued commitment to developing staff; delivering strategic outcomes and enhancing the SFRS Culture, the L&D LNA requirements are typically gathered from four main sources: 1. **Organisational Change** – these can include L&D requirements identified to support organisational change, continuous improvement and innovation projects; 2. **Existing/'Known' Commitments** – these typically include procured/contracted L&D provision over multiple financial years and consideration for qualifications over more than one year that require funding from the centralised L&D budget; 3. **Role/Post Specific** L&D requirements – these are typically informed by appraisal and personal development plans; and 4. **Professional Development** L&D requirements - including professional development and/or succession planning needs and can also be informed by appraisal and personal development plans.
3.1.2	The Learning Partner Group (LPG) has now been established for 2 years and is supported by Talent Development People Advisers aligned to Functional Learning Partners. The LPG meets regularly with additional local engagement with the Talent Development team and

ongoing strategic support from their People Partner to enable the alignment of non-ops training/L&D provision to service priorities, including development roles, career pathways, organisational change and changing skill requirements.

2023-24 LNA Process

3.2
3.2.1
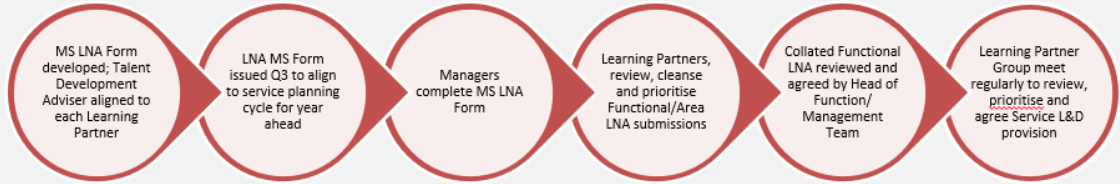
2023-14 LNA Challenges and Improvement Opportunities
The 2023-2024 annual LNA process was reviewed and revised following feedback gathered from the 2022-23 process. The LNA process continues to be enabled by functional Learning Partners, functional senior management teams, Leadership & Skills Development (L&SD) team and, more recently, the strategic People Partners.

3.2.2

Challenges and improvement opportunities identified from the ongoing review of the LNA process and arrangements:
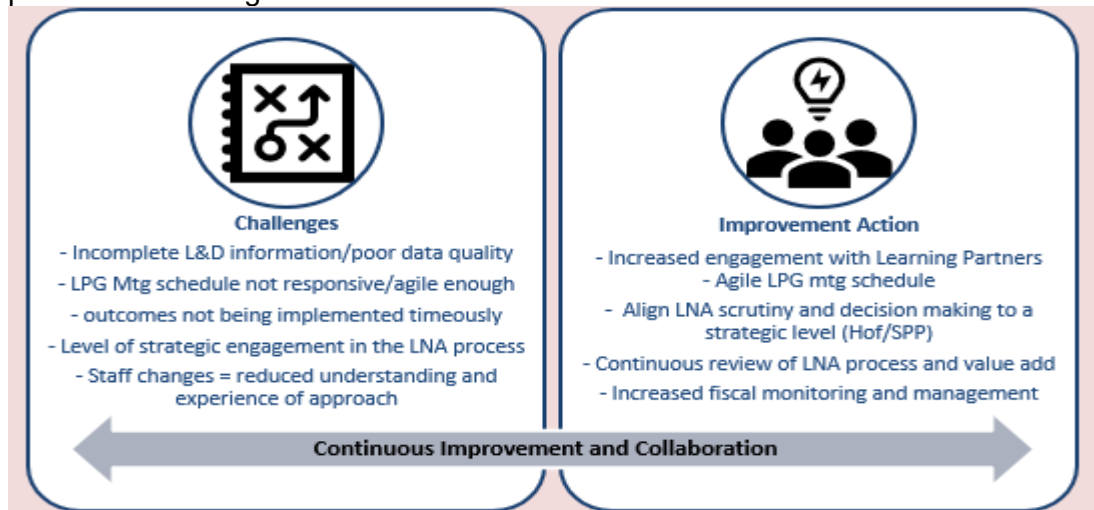
3.2.3

Improvement action already realised in 2023-24 through continuous improvement and collaboration includes:
• LPG review the LNA MS Form and move to a simplified form, provision of guidance, additional support and education to ensure Learning Partners and their areas "know" the LNA process and data requirements;
• Increased engagement activity between Talent Development team and Learning Partners including local monthly LNA review arrangements to improve quality of LNA data and enable more timeous implementation of L&D provision;
• LPG implemented agile and more frequent meeting arrangements; and
• People Partners assist with strategic workforce talent and priority planning, supporting the Learning Partner with L&D engagement with their functional management teams.

3.2.4

Improvement action being progressed for 2024-25 implementation includes the evolution of the LPG to:
• Make L&D recommendations which will be progressed to the Corporate Board for scrutiny and approval (executive sponsorship and strategic level sponsorship); and
• Collectively monitor and review L&D activity using qualitative and quantitative data to evaluate L&D provision and value.

3.2.5	These additional improvement actions will support in delivering increased value from L&D through enhanced quality assurance processes, provision of additional rigour including fiscal monitoring and management, prioritisation and decision making in line with existing governance arrangements. It will also provide enhanced consistency and transparency in our approach to learning and development provision and raise awareness of the value added across the delivery of strategic priorities.
3.3	**Non-Operational Centralised L&D Budget Financial Overview 2023-24**
3.3.1	

2023-24 Non-Ops Training Budget	Amount (£)
Full Year Budget	£470K
Year to Jan 2024 Budget	£393K
Year to Jan 2024 Spend	£350K
Non-Expenditure/Saving Opportunities	£75K

3.3.2	The centralised L&D budget for 2023-24 is c.£470K. The year to end of January 2023 budget is c.£393K with actual spend of c.£350K realised. To enable maximum efficacy and value from the centralised L&D budget, the LPG continually reviewed the 2023-24 LNA demand against Service priorities using principles of L&D prioritisation (Appendix A: L&D Principles of Prioritisation). This robust review has enabled a total of £75K through non-expenditure/savings opportunity to be identified from the centralised L&D budget in support of the mitigation of the SFRS 2023-24 budget pressures and overspend.
3.4	**2023-24 Functional Overview of L&D Provision**
3.4.1	A functional level overview of the 2023-2024 (April 2023 to January 2024) L&D provision is available in Appendix B: 2023-24 Non-Operational Learning and Development Analysis and summarised below:
3.4.2	Asset Management • C.20% increase in training from 2022-23 to 2023-24. • Increased training activity including accredited training associated with appliance fleet; health and safety training and role specific training. Includes servicing growing fleet of electric vehicles in support of SFRS' Net Zero/sustainability agenda and organisation change/changing skill requirements.
3.4.3	Strategic Planning, Performance and Communication • 2023-24 investment tracking at similar level to 2022-23 with focus on Legal professional development. • Communication trg planned for Q4 2023-24 in support of organisational change and associated communication requirements.
3.4.4	Finance and Procurement • C.90% reduction in training from 2022-23 to 2023-24. • Reduction in accredited procurement (CIPS) qualifications and finance CPD. • Finance CPD budget allocated and plans to utilise this in Q4 2023-24 linked to development roles and career pathways.
3.4.5	People • Increased Wellbeing development activity as transition to new operating model including dual technician role links to career pathways / organisational change & changing skill requirements and increase in suicide awareness training in line with the Mental Health and Wellbeing Group and Mental Wellbeing Strategy.

	• People professional development and qualifications – People Assistant and People Graduates (growing our own) linked to development roles and career pathways.
3.4.6	<u>Service Development</u> • Focus on ICT courses – Technology training in support of SFRS Digital Strategy, responding to fast moving technology advancements and Customer Service excellence programme enabling provision of even more efficient and effective ICT operating model - linked to development roles / career pathways / organisation change & changing skill requirements.
3.4.7	<u>Service Delivery</u> • 2023-24 investment tracking at similar level to 2022-23 with focus on Fire Safety and Fire Investigation • Developing professional practice in response to change in regulation; developing and diversifying the SFRS talent pipeline to meet capability and capacity requirements including growing our own and re-engagement of ex-uniformed SFRS staff (increasing L&D return on investment and value) - linked to development roles / career pathways / organisational change & changing skill requirements.
3.4.8	<u>Training Safety and Assurance</u> • 2023-24 investment is less than 2022-23 levels – this is due to the establishment of separate Operational Training Budget in 2022-23.
3.4.9	<u>SFRS Organisational L&D Provision</u> • Increased activity in support of the Vocational and Apprenticeship Programmes and associated improvement programme of work – enabling more effective and effective service delivery through developing professional and organisational practice resulting in enhanced SFRS capability, capacity and culture - link to development roles / career pathways / organisational change & changing skill requirements. • Planned reduction on external spend on Leadership as engagement activity with SFRS clarifies current and future management development needs from across the service and informs the development of and move to a new management capability framework. • Doubled L&D investment in organisational Cyber awareness training from this 2023-24 budget due to change in supplier financial cycle – linked to organisational change and changing skill requirements.
3.5 3.5.1	**Scottish Union Learning** Scottish Union Learning (SUL) courses open to all SFRS employees - union and non-union members, uniformed and support staff. Appendix C: 2023-24 Scottish Union Learning Overview provides an overview of SUL L&D activity for 2023-24, investment from the SFRS L&D budget and examples of the value created.
3.5 3.6.1	**Learning and Development - Creating Value for the SFRS** The impact and value L&D is adding is clearly illustrated through recent feedback demonstrating (Appendix D: L&D Creating Value - Learner Feedback and Skills Development) our increasingly proactive and targeted L&D investment to enhance employees' skills, knowledge and competency, resulting in better work performance as aligned to the Service's strategic outcomes.
3.7 3.7.1	**Future Non-Operational L&D Updates** It is recommended that the People Committee continue to be provided with an annual overview of non-operational training/L&D delivery, spend analysis, evaluation (qualitative and quantitative) analysis to enable scrutiny of L&D approach, provision and impact. It is recommended that this annual update/overview continue to be provided as a verbal presentation supported by covering report in Q1 People Committee Meeting for the preceding financial/performance year.

4	Recommendation
4.1	The People Committee are asked to: • Scrutinise the Service's revised Learning Needs Analysis approach including the introduction of enhanced assurance arrangement from 2024-25. • Scrutinise the non-operational learning and development investment April 2023 to January 2024. • Note L&D value created as demonstrated through examples of learner feedback showing skills developed and associated links to strategic priorities and outcomes. • Approve the recommendation to bring forward for future annual L&D updates to People Committee scrutiny.

5	Key Strategic Implications
5.1 5.1.1	**Risk:** The centralised learning and development budget may not be able to support all non-operational L&D activities required to support and enable the Services' priorities.
5.2 5.2.1	**Financial:** An improvement in L&D fiscal management and corporate procurement arrangements are anticipated through enhanced governance & quality assurance arrangement.
5.3 5.3.1	**Environmental & Sustainability:** Improvements are anticipated through enhanced governance & quality assurance arrangement ensuring alignment of investment to priorities.
5.4 5.1.1	**Workforce:** Development of talent across the SFRS ensures that the organisation has the right level of skills, knowledge and resources to face current and future priorities.
5.5 5.5.1	**Health & Safety:** Improvements are anticipated through enhanced governance & quality assurance arrangement ensuring alignment of L&D investment to SFRS priorities.
5.6 5.6.1	**Health & Wellbeing:** Improvements are anticipated through enhanced governance & quality assurance arrangement ensuring alignment of L&D investment to SFRS priorities.
5.7 5.7.1	**Training:** An effective LNA process is key to support the Service to meet the current and future priorities – prioritised learning and development = right people, in the right place, with the rights skills at the right time.
5.8 5.8.1	**Timing:** The revised Learning Needs Analysis process and enhanced governance & quality assurance arrangements will be aligned to established governance meeting schedules.
5.9 5.9.1	**Performance:** It is anticipated that the LNA process, arrangement and associated L&D provision will continue to have a positive impact on organisational performance as demonstrated in Appendix D.
5.10 5.10.1	**Communications & Engagement:** Continued communication and engagement will be required to ensure that the revised LNA process embed and that any further improvements are identified and progressed. This will be supported through Learning Partner engagement arrangements, existing governance arrangements and established Corporate Communications channels.
5.11 5.11.1	**Legal:** No legal implications are anticipated.

5.12 5.12.1	**Information Governance:** *DPIA completed: No* – not required due to the nature of the report.
5.13 5.13.1	**Equalities:** *EIA completed: No* – not required due to the nature of the report.
5.14 5.14.1	**Service Delivery:** Development of talent across the SFRS via learning, training or experience will ensure that the organisation has the right level of skills, knowledge and resources to face current and future priorities.

6	**Core Brief**	
6.1	Not applicable	

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Lyndsey Gaya, Interim Director of People
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/Reasonable/~~Limited~~/~~Insufficient~~
7.3	**Rationale:**	The Learning Partner Group which has been established for 2 years and to support our improving approach to delivering increased value from L&D, quality assurance processes are being enhanced to provide additional rigour including fiscal monitoring and management, prioritisation and decision making in line with existing governance arrangements.

8	**Appendices/Further Reading**
8.1	Appendix A: L&D Principles of Prioritisation
8.2	Appendix B: 2023-24 Non-Operational Learning and Development Analysis
8.3	Appendix C: 2023-24 Scottish Union Learning Overview
8.4	Appendix D: L&D Creating Value - Learner Feedback and Skills Development

Prepared by:	Ceri Dodd, Deputy Head of People
Sponsored by:	Lyndsey Gaja, Interim Director of People
Presented by:	Lyndsey Gaja, Interim Director of People

Links to Strategy and Corporate Values
The SFRS Strategic Plan; Strategic Outcome 6: The experience of those who work for the SFRS improves as we are the best employer we can be; SFRS Values: Safety, Teamwork, Respect and Innovation

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
People Committee	*07 March 2024*	*For Scrutiny*

APPENDIX A: L&D Principles of Prioritisation

Statutory*:* This category stands alone as it focusses on the legislative and regulatory training needs that must be met to ensure the Service meets its legal responsibilities and remains compliant with its regulatory frameworks.

Job Specific/Required: This category focusses on the learning and development and certification that is required for people to carry out their duties. It refers specifically to the development that must be in place and maintained for the individual to fulfil their job, e.g., Practising Certificate for solicitors, Category B certification for some driving roles.

Priority One: Development that is essential in the next 12 months to support the person fulfil their current role and should focus on the requirements within the current Job Description. (This category should also cover those who have started but not completed Priority 1 Training, and people who have started a course/qualification which is continuing over more than one year.

Priority Two: Development that would allow the person to perform their role more effectively in the next 12 months or would support them in their career development aspirations. (This would include succession planning within the functions.)

Organisational Training*:* Learning/Development required to be undertaken by SFRS employees to enable the SFRS to deliver its services as a public service organization. This can range from compliance requirements e.g. GDPR, H&S training; to organisational security and safety e.g. Induction/Onboarding, Cybsafe; to behavioural/values and culture e.g. Professional Behaviours etc.

APPENDIX B: 2023-24 Non-Operational Learning and Development Analysis

Function	Development Activity	Investment 2023-24 %	Strategic Priority Alignment
Asset Management	• Fleet Training • Stores Training	18.01	Includes servicing growing fleet of electric vehicles in support of SFRS' Net Zero/sustainability agenda
Strategic Planning, Performance and Communication	• Legal Professional Development (CPD) – NEC Contracts	1.24	Developing professional practice including enabling 'best value' through project and contact management
Finance and Procurement	• Chartered Institute of Procurement & Supply Courses	0.10	Developing professional practice and SFRS procurement capability and capacity
People	• Health and Wellbeing Training – Dual Technician, Spiro/Audio, Clinical Governance, Suicide Prevention/First Aid • People Professional Development & Qualifications	5.31	Dual technician training and wider development activity enabling provision of even more efficient and effective Wellbeing operating model and delivery of the Mental Wellbeing Strategy. Developing professional practice and SFRS People capability and capacity

APPENDIX B: 2023-24 Non-Operational Learning and Development Analysis

Function	Development Activity	Investment 2023-24 %	Strategic Priority Alignment
Service Development	• ICT Technology Courses • Customer Excellence Programme	1.79	Technology training in support of SFRS Digital Strategy, and Customer Service excellence programme enabling an even more efficient effective ICT operating model
Service Delivery	• Fire Investigation Courses • Fire Safety Enforcement Trg Seminars & CPD	24.71	Developing professional practice (regulation chnages); developing and diversifying the SFRS talent pipeline to meet capability and capacity requirements
Training, Safety and Assurance	• LCMS Developer Skills Training	0.12	Developing professional practice and SFRS e-learning capability and capacity
SFRS Organisation	• MA/SVQ Registrations • SQA Assessor & Verifier Trg • Online Leadership Resources • Continuous Improvement Programme • CybSafe Awareness • Driving Vehicle Stds Agency • Credit Rating Body • Scottish Union Learning / Lifelong Learning	48.17	Enabling more effective and effective service delivery through developing professional and organisational practice resulting in enhanced SFRS capability, capacity and culture

APPENDIX C: 2023-24 Scottish Union Learning Overview

COURSES 2023-24 (Year 1 of 2 Year Programme)	Union Learners	Non-Union Learners	Uniformed Learners	Non-Uniformed Learners	Accredited Learning
Excel 1 & 2 (SCQF levels 3 & 5) *4 courses*	-	72	35	37	YES
OU Micro-credential Courses *3 courses*	-	3	2	1	YES
British Sing Language (BSL) *1 course*	-	6	5	1	NO
First Aid for Mental Health *1 course*	-	1	1	-	YES
Cycle Maintenance *3 courses*	23	-	23	-	NO
Velotech Cycle courses (Bronze, Silver, Gold) *5 courses*	23	-	23	-	YES
National Navigational Award Scheme (Bronze, Silver) *5 courses*	33	-	32	1	YES
Level 3 Personal Trainer *1 course*	5	-	5	-	YES
Level 3 Pre & Post Natal Exercise & Nutrition *1 course*	8		8		YES
TOTALS Learners 174 across 24 courses	**92**	**82**	**134**	**40**	N/A

Scottish Union Learning enable lifelong learning for all SFRS employees and adds value to the SFRS through development roles / career pathways opportunities through fitness/health courses enabling trained fitness training at station/SFRS location gyms; organisational change & changing skill requirements through increasing general learning culture, growth/improvement mindset as well as ICT literacy and wider inclusive culture agenda through Microsoft application training and BSL activities.The full project Learning Fund has been utilised for 2023-24 which is year 1 of this third 2-year Scottish Union Learning Programme. Year 2, 2024-25, funding is likely to be fully accounted for when funding applications open due to current learner waiting lists.

The SFRS L&D budget funds circa 60% for the Union Learning Programme Coordinator seconded role within the FBU to enable implementation of the SUL programme with SUL Funding contributing the remaining monies for the seconded role as well as monies for courses. Additional funding from wider sources was also secured:
Flexible work Development Fund: funding was secured for the FBU as a small enterprise company to allow four Health & Safety officials to undertake their NEBOSH qualification on a fully funded external basis.
Fair Work and Leadership Programme: funding was also granted to the FBU to organise and facilitate training - 'Sexual Harassment in the Workplace/Union - Support, Challenge and Train' - this was attended by 13 women for the initial 2 days and extended to FBU Reps for day 3.

SFRS Improvement Foundation Course	
Why I attended this course	This was for my development as a middle manager
What I learned	This taught me there is a suite of options available to the organisation in reference to the implementation of change and how best to go about them
How I used it	I was able to implement a test of change within the Flexi Duty Officer cadre (FDOs), guidance from the Service Improvement team assisted in getting my final report submitted and to the required standard
What difference it made	Currently there are 16 one day courses planned in to train the FDOs on how to safely administer Naloxone, once the training is complete this will ensure we have better equipped and trained FDOs spread throughout the communities of Scotland, approx. 158 FDOs.

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

SFRS Improvement Foundation Course	
Why I attended this course	In order to better understand improvement techniques, I enrolled in the Course. Part of my job requires me to become familiar with each department's capabilities so that I may support the implementation and enhancement of existing processes.
What I learned	In addition to finding process maps to be incredibly helpful, I also learned that there are a variety of other techniques that may be applied, such as force field analysis and fishbone diagrams.
How I used it	I applied methods of process mapping, collated data, observed lessons learned and actions to take forward to increase the advertisement of wellbeing surveys in the service, increase the completion rates
What difference it made	I was able to produce a flexible standard process which can be monitored and adapted throughout every survey which aligns to the Mental Health and Wellbeing Group action plan.

Supervisory Leadership Development Programme (LDP)	
Why I attended this course	All District Supports were encouraged by Senior Management to attend this course. As our role is very fluid and flexible, not knowing what each week holds this was a good opportunity to see what we could take from this course to implement into our role
What I learned	Prioritising of tasks input was hugely beneficial for me. Previously I would jump from task to task, without finishing the higher prioritising ones. The quicker tasks were prioritised, and I would then chip away at those needing more time
How I used it	I have a whiteboard with differing task brackets, which gives me a visual of what's required to be done. I also spend 30 minutes on a Sunday to align the upcoming week, highlighting priorities, reminding me of appointments and a view of Appliance availability
What difference it made	This has proved very beneficial for my workload and productivity. No longer feel I need to work evenings to try and catch up

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

Supervisory Leadership Development Programme (LDP)	
Why I attended this course	I was put forward by my Manger following a review of our departmental structure
What I learned	I learned how to manage a workload that regularly left me feeling overwhelmed. The fundamental lesson learned was to stop, think and prioritise
How I used it	I use this learning on a regular basis, some of it daily, some of it weekly and some of it feels as if it has now become intuitive
What difference it made	A huge difference. I now become aware of my priorities very quickly and am able to identify, and forward, issues that I previously spent time on, to the relevant colleagues who have the primary responsibility for them

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

Supervisory LDP – NFCC	
Why I attended this course	I attended the course to improve my knowledge and gain advice from peers due to being in a supervisory/managerial role. I hoped this would make me better equipped to deal with a variety of different situations in my current role
What I learned	The course consisted of 4 modules – Personal Impact, Outstanding Leadership, Service Delivery and Organisational Effectiveness. I was able to build on knowledge that I was already aware of and reinforce this alongside learning new aspects that would be useful in my role.
How I used it	I have found being able to use the information on managing change, the effects this has on a team and how to progress the most useful due to current workloads for my team. Being able to feel more confident in communicating, getting my team engaged has been really useful.
What difference it made	I hope that this additional knowledge has helped my team as we navigate the changes. I feel communication is good with the team and having that understanding of how different people may react to change has been beneficial alongside the information in my own leadership skills and tools to engage.

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

Middle Manager LDP	
Why I attended this course	I was nominated by my line manager, but I am keen to embrace any development opportunities that come my way and to develop myself in my current role. I have aspirations for future promotion and see CPD as a contributor to this.
What I learned	I learnt the importance of listening as well as the softer people skills when leading a team. For me the overarching theme was communication and how effective communication is really the key to most things going well, being effective and achieving results. I learnt some coping strategies for managing workload, managing time, unachievable deadlines, for both myself and to share with my team.
How I used it	Regular 1-2-1s, concentrating on actively listening, ensuring they feel valued, giving honest constructive feedback and working together to resolve issues. I endeavour to create a culture of trust and psychological safety where we can all be honest but respectful
What difference it made	I think the more managers that complete this allows us to build a common language and culture of understanding. I am getting better at prioritising tasks, securing/blocking time off to deal with and compete tasks

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

Prevention, Protection and Preparedness Training	
Courses attended	SFJ Level 5 part 1 Court training (Police Scotland) Diploma Forensic Medical Sciences (self-funded) Scientific Protocols for Fire Investigation
Why I attended these courses	The SJF course was part of my development pathway. The other courses were to improve my knowledge and skill set to allow me to carry out my role efficiently and professionally
What I learned	Basic skills, terminology and processes of Fire Investigation Understanding of court processes, the roles of the PF and Defence An introduction to the various forensic, medical and legal processes, techniques and disciplines that make up Fire Investigation How to properly apply the recognised Scientific method to Fire Investigations
How I used it	All these courses thus far have provided vital knowledge and experiences for me to build upon and these are often scrutinised in court when giving evidence. I am more effective in my role and can contribute and understand discussions between scientists, senior police officers and procurator fiscals.
What difference it made	My confidence and knowledge has grown. I feel part of the PP&P team in SFRS and am able to take part in often complex investigations; I am also able to support my other colleagues in my team with my learned knowledge

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

Fleet & Equipment Training	
Courses carried out	Scania FBT 1, 2 & 3 Scania IRTEC HGV Inspector course IMI level 2&3 EV maintenance & repair IMI level 3 HGV EV maintenance & repair WEBBER PRE training Ladder Maintenance Life jacket training
Why did SFRS staff attend	The Scania courses ensure Technicians are kept updated with the latest technology and allow them to carry out Mandatory Road Safety Inspections on the fleet and ensure minimum downtime of vehicles The IMI courses are mandatory qualifications to allow Technicians to carry out repairs to Electrical vehicle systems, including High voltage WEBBER PRE training is required for the repair and maintenance of new tooling to carry out servicing and repairs Ladder and Life jacket training is to inspect, service and maintain the equipment
What did they learn	Mandatory training to upskill staff to service and maintain the fleet and essential equipment
How they used it	To make sure all skills are to the recognized and required level, allowing for speedy resolution of faults, safe working practices including knowledge of the latest technology and legal compliance across the SFRS Fleet

APPENDIX D: L&D Creating Value - Learner Feedback and Skills Development

The below table summaries examples value L&D activity has created by mapping the preceding examples of learner feedback and skills developed to the SFRS strategic outcomes:

Strategic Outcome	Learner Feeback and Skills Development Examples and Strategic Links
One: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.	• SFRS Improvement Foundation Course • Prevention, Protection and Preparedness
Two: Communities are safer and more resilient as we respond effectively to changing risks.	• SFRS Improvement Foundation Course • Supervisory LDP
Three: We value and demonstrate innovation across all areas of our work.	• SFRS Improvement Foundation Course • Supervisory LDP • Supervisory LDP – NFCC • Middle Manager LDP • Prevention, Protection and Preparedness
Four: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.	• Fleet & Equipment Training
Five: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.	• SFRS Improvement Foundation Course • Supervisory LDP • Supervisory LDP – NFCC • Middle Manager LDP • Prevention, Protection and Preparedness
Six: The experience of those who work for SFRS improves as we are the best employer we can be.	• SFRS Improvement Foundation Course • Supervisory LDP • Supervisory LDP – NFCC • Middle Manager LDP • Prevention, Protection and Preparedness
Seven: Community safety and wellbeing improves as we work effectively with our partners.	• SFRS Improvement Foundation Course • Prevention, Protection and Preparedness