



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - PEOPLE COMMITTEE

THURSDAY 6 JUNE 2024 @ 1315 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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 MARCH 2024 (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 COMMITTEE STATEMENT OF ASSURANCE (attached)** *M Wylie*
The Committee is asked to approve this report.
- 8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING**
Report(s) for scrutiny:
 - 8.1 People Performance Report Quarter 4 2023/24 (attached)** *L Gaja*

Report(s) for Information only:

- People Policy Review Schedule Update
- Partnership Advisory Group: Terms of Reference

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 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

Report(s) for scrutiny:

- | | | |
|-----|---|-------------|
| 9.1 | Colleague Experience Survey Update (<i>verbal</i>) | K McDougall |
| 9.2 | Culture update (<i>attached</i>) | L Gaja |
| 9.3 | Women's Employee Liaison Forum Case Study (<i>attached</i>) | E Gerrard |

10 TRAINING

Report(s) for scrutiny:

- | | | |
|------|---|---------------|
| 10.1 | Training Function Update and Performance Report Quarter 4 2023/24 (<i>attached</i>) | B Farquharson |
|------|---|---------------|

Report(s) for Information only:

- Training Continuous Improvement Programme Update
- Training Function Policy Review Schedule

11 HEALTH AND SAFETY

Report(s) for scrutiny:

- | | | |
|------|--|----------|
| 11.1 | Health and Safety Performance Report Quarter 4 2023/24 (<i>attached</i>) | J Holden |
| 11.2 | Contaminants Update (<i>attached</i>) | A Watt |
| 11.3 | Draft Health and Safety Annual Report 2023/24 (<i>verbal</i>) | J Holden |

Report(s) for Information only:

- Safety and Assurance Management Arrangement Framework

12 AUDITS/INSPECTIONS

- | | | |
|------|--|--------|
| 12.1 | HMFSI Inspection Action Plan Updates and Closing Reports (<i>attached</i>) | L Gaja |
| 12.2 | Audit and Inspection Plans (<i>attached</i>) | L Gaja |

The Committee is asked to scrutinise this report.

13 PEOPLE COMMITTEE RISK REGISTER

- | | | |
|------|--|---------------|
| 13.1 | Risk Update Report (<i>attached</i>) | L Gaja/A Watt |
|------|--|---------------|

The Committee is asked to scrutinise this reports.

14 PARTNERSHIP WORKING

- | | | |
|------|--|----------|
| 14.1 | Employee Partnership Forum (<i>verbal</i>) | S Barron |
| 14.2 | Partnership Advisory Group (<i>verbal</i>) | L Gaja |

15 FORWARD PLANNING

- | | | |
|------|--|---------|
| 15.1 | Committee Forward Plan Review (<i>attached</i>) | M Wylie |
| 15.2 | Items for Consideration at Future IGF, Board and Strategy Day meetings | M Wylie |

16 REVIEW OF ACTIONS (*verbal*)

Board Support

17 DATE OF NEXT MEETING

Thursday 12 September 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

- 18 MINUTES OF PREVIOUS PRIVATE MEETING: 7 MARCH 2024** *M Wylie*
(attached)
- The Committee is asked to approve the minutes of this meeting.*
- 19 PRIVATE ACTION LOG** *(attached)* *Board Support*
The Committee is asked to note the updated Action Log and approve the closed actions.
- 20 REMUNERATION, APPOINTMENTS AND NOMINATIONS**
SUB COMMITTEE UPDATE
- 20.1 Draft Minutes of last meeting – 7 March 2024 *(attached)* *F Thorburn*
20.2 Update of last meeting – 6 June 2024 *(verbal)* *F Thorburn*
- The Committee is asked to note the draft minutes and verbal report.*
- 21 KEY CASE UPDATES 2023/24 – Q4** *(verbal)* *L Gaja*
- This verbal report is for information only.*

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SCOTTISH
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PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 7 MARCH 2024 @ 1300 HRS

VIRTUAL (MS TEAMS)

PRESENT:

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

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

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Interim Director of People
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Fiona Munro (FM)	Head of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Rachael Scott (RS)	Deputy Head of People
Kelly McDougall (KMCG)	People Advisor (Item 8.2 only)
Marc Pincombe (MPi)	Area Commander, Workforce Planning (Item 11.4 only)
George Lindsay (GL)	People Manager (Item 12.2 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

Neil Mapes, Board Member

1 CHAIR'S WELCOME

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

2 APOLOGIES FOR ABSENCE

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

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

- 3.1 The Committee discussed and agreed that the *Key Case Update* 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 issue (Item 9G). The *Learning and Development 2023-24* report

would be taken in private due to matters relating to individuals and confidential financial information in line with the Standing Orders (Item (9A and 9E).

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 7 DECEMBER 2023

5.1 The following amendments were noted and agreed:

Paragraph 12.1.3 to be amended to read *“AW advised that there was no risk relative to this, with regards to the Wholetime Duty System, however, there are time and capacity challenges for the On Call Duty System and discussions had recently taken place on this very matter.”* instead of *“AW advised that there was no risk relative to this, however discussions had recently taken place on this very matter”*.

5.2 **Subject to the above amendment, the minutes of the meeting held on 7 December 2023 were approved as a true 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 items.

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 3 2023/24

7.1.1 LG provided the People Performance Report Quarter 3 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further details within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Focus remains on workforce planning due to the risk relating to the pension remedy.
- Increase in vacancy rates within Operations Control (OC). Currently reviewing the approach to recruitment and retention within OC.
- Engagement sessions held in the North and West service delivery areas. These would feed into the cultural action plan and development of the management capability framework.
- Broad consistency in absence rates with the exception of an increase in OC during this quarter.
- Typographical error was highlighted within the report and related to the number of Musculoskeletal referrals in quarter 3 compared to quarter 2.

7.1.2 LG reminded the Committee that the interim (lower) target operating model (TOM) was implemented following the temporary withdrawal of appliances and as such the current headcount was slightly above the TOM.

7.1.3 The Committee noted their concerns on the increased vacancy and absence rates within OC. They sought assurance on measures being taken to address these issues, if any underlying reasons had been identified and impact on existing OC staff. Further assurance was sought on the critical levels of risk, and any remedial actions required, in relation to the delivery of statutory duties within OCs.

- 7.1.4 LG advised the Committee that the absence/vacancy rates within OC remains a focus for the Service and outlined the measures taken to engage, support and develop OC staff. LG noted the different approaches to attraction and recruitment being taken by the Talent Acquisition team and the ongoing programme of health and wellbeing initiatives to support and provide proactive and reactive responses to absence rates. FM summarised some of the feedback from former OC staff on the reasons for leaving the Service and noted the alternative/new approaches for exit interviews being taken by the Service to gather this information.
- 7.1.5 In regard to the criticality of risk, AW advised that OC staffing was discussed by the Flexi Duty Officer Command Groups, and managed, on a daily basis. AW further advised that the OC Resilience Strategy provided clear guidance on the 4 staffing levels (full, optimum, minimum, and critical) and the mitigating actions which would be taken. AW noted that the Service were operating at the optimum level.
- 7.1.6 LG to discuss with David Farries, Director of Operational Delivery and provide an update with further information on OC staffing levels due to the number of vacancies and absence rates, including the level of impact and when it would become critical.
- ACTION: LG**
- 7.1.7 The Committee requested further information on the breakdown of absence across each OC and the absence reasons within each.
- ACTION: LG**
- 7.1.8 Within the introduction section, it was noted the reference to the Strategic Plan priorities were from an old version of the Strategic Plan.
- 7.1.9 In regard to improvements to the recruitment process, the Committee queried whether this related to improving the process or the actual recruitment rates. FM reminded the Committee of the pilot recruitment campaign held within the East service delivery area to test alternative recruitment processes and measure the success of both attracting and onboarding individuals. LG noted that the recruitment process had been improved and tested which resulted in a positive impact on applications and successful outcomes of the process.
- 7.1.10 With reference to the work previously undertaken and subsequent improvements within OC, the Committee would consider whether this should be raised at Integrated Governance Forum to ascertain whether the Board were aware of the potential risks.
- 7.1.11 The Committee commented on the Service's long term strategic aims, ambitions and how it could remain a relevant and desirable employer of choice. Discussions to be held outwith the meeting to identify what and how assurances could be presented to the Committee.
- 7.1.12 **The Committee scrutinised the report.**
- 7.2 Modern Apprenticeship and Scottish Vocational Qualification (SVQ) Update**
- 7.2.2 FM tabled the report to the Committee to provide an update on the current position with Wholetime Firefighters modern apprenticeships and SVQ. The following key areas were highlighted:
- Significant progress in relation to inactive learners and progressing employees to complete their apprenticeship. Current completed rates were circa 80%.
 - Positive financial impact from the modern apprenticeship contract.
 - Learning and Development hold was partially lifted resulting in an internal course of assessors and internal verifiers being delivered. This would be subject to SQA review.
 - Opportunities to review and improve existing apprenticeship programme.
 - Potential opportunities to work with Skills Development Scotland.
- 7.2.3 The Committee were advised that all firefighters who progress through the normal selection process were required to complete the SVQ and modern apprenticeship.

7.2.4 The Committee sought clarification on what firefighters gained from completing the modern apprenticeship and what the penalties were should they not. FM advised the Committee that this formed part of their employment contract and provided a structured learning and development pathway which would result in a recognised SVQ qualification. FM further advised that in order for firefighters to gain competency, or be eligible for promotion, they would have to complete their modern apprenticeship.

7.2.5 FM advised the Committee that part of the line management roadmap (supervisory manager upwards) was to undertake the role of in-house assessors.

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

7.3 People Policy Review Schedule Update

7.3.1 RS tabled the People Policy Review Schedule Update Report to the Committee for information only. The following key areas were highlighted:

- Full review and reprioritisation of people policy and review schedule undertaken.
- Engagement and general agreement reached with Rep Bodies on the policies moving to guidance documents.
- Pending legislative changes were anticipated to impact on some employment and people policies from April 2024 and any action/consultation would be undertaken as necessary.
- Future reporting to this Committee would be by exception only, as discussed and agreed at the recent workshop.

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

(KMcd joined the meeting at 1340 hrs)

8 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

8.1 Culture Development Group Update

8.1.1 LB presented a report to the Committee to provide an update on activities in support of the work of the Scottish Fire and Rescue Service (SFRS) Culture Development Group (CDG) and highlighted the following key points:

- CDG had been established and held 3 meetings. A Core group (strategic level) and various subgroups (drive and deliver initiatives) were being established.
- Identified 3 priority areas, which were: attract and support a more diverse pool of candidates; creating a competent supervisory and middle management cohort; and improving business intelligence to inform future actions.
- Brief outline of some areas of focus for the subgroups which included better use of data including academic work and the colleague experience survey, look at the current culture/grievances to identify trends, and full review of professional standards and behaviours.
- CDG would be launched next week (w/c 11 March) to raise awareness and understanding.
- Consideration was being given on how progress would be monitored.

8.1.2 The Committee requested clarification on the timescales (pace) and the additional specialist resource required. LB noted that the messaging would begin this month and activities would proceed from then and be monitored through the Portfolio Office. LB advised that in-house specialist resources have been identified, however existing priorities need to be reordered to find capacity or alternatively authorisation would have to be sought for additional resource. LB noted her concerns around this and would continue to progress as necessary.

8.1.3 The Committee queried whether the potential to use 360 degree style feedback to gather information on culture has been considered. LB advised that this had not been specifically considered and agreed to raise with the relevant subgroups.

- 8.1.4 In regard to attracting a diverse pool of candidates, LB noted the Service had issues with attraction and needed to promote itself better. LB further noted that attracting a diverse range of candidates at the intake stage was critical to ensuring a diverse workforce and noted examples of previous targeted campaigns.
- 8.1.5 The Committee commented on previous discussions and consideration on the use of the word culture and the potential for better framing within the SFRS values. LB acknowledged concerns regarding the word culture and noted that it had been fully considered by the CDG. CDG's aim was to raise awareness and understanding that culture was not necessarily a bad thing or should be entirely defined negatively. LB commented on how this work would be presented i.e. professional standards, ethics and common decency, to raise understanding on how people should be treated and treat others on a daily basis.
- 8.1.6 LB briefly outlined the approach to leadership development would include a different delivery method of non-operational or non-managerial training, practical elements and establishing acceptable behaviours. FM provided an update on the current position on the development of the framework, pilot scheme and wider roll out.
- 8.1.7 **The Committee scrutinised the report.**
- 8.2 Colleague Experience Survey Update**
- 8.2.1 KMcD presented the report to provide an update on progress made to deliver the SFRS colleague experience survey in Q4 2023/24 and highlighted the following key points:
- Initial draft of survey questions had been developed and would be finalised in the next few days.
 - Soft launch of survey on the Ambit platform.
 - Meeting scheduled with Union Representatives and senior stakeholders.
 - Survey champions would be identified to support and raise awareness.
 - Communications and engagement strategy had been identified as a critical success factor. The entire survey timelines would be shared with colleagues to encourage participation and share outcomes.
 - Consideration would be given to allow colleagues the opportunity to register an interest to participate in working groups when completing the survey.
 - Range of communication channels will be used to encourage participation.
 - Regular feedback would be sought from Ambit on the activity levels/response rates.
 - Survey would be launched on 26 March 2024 and would remain open for 6 weeks.
- 8.2.2 In regard to the communications and engagement strategy, KMcD noted that this was jointly developed between the People Directorate and subject matter experts and was approved by the Communications and Engagement team.
- 8.2.3 The Committee commented on the objective to achieve 30% plus response rate and queried the benchmark across the public sector. KMcD noted that the 30% was based on the previous survey response but it was hoped that a higher response rate (50-70%) would be achieved. KMcD further noted that Ambit had advised that a recent survey undertaken by Northern Ireland achieved a response rate of 50-70%.
- 8.2.4 In regard to the LSO packs, the Committee queried how the Service would know whether the packs were being used effectively and how the messaging was landing. KMcD briefly summarised how the evaluation and ongoing engagement would be used to sense check how information was being used and landing.
- 8.2.5 The Committee commented on the need to clearly communicate the purpose of the survey and how the feedback would be used for the betterment of all.
- 8.2.6 **The Committee scrutinised the report.**

(KMcD left the meeting at 1420 hrs)

9 TRAINING

9.1 Training Function Update and Performance Report Quarter 3 2023/24

9.1.1 BF presented the high-level overview of the Training function activity and performance over Quarter 3 2023/24 and highlighted the following key points:

- Following a review of the Trainee Firefighter Foundation Programme, a revised 14-week Monday to Friday model would be introduced. This would allow additional time for consolidation of core skills and better use of instructors' hours.
- KPI22-KPI24 were reporting a decrease. This is attributable to a competing ask and increase in practical skills as well as increased operational activities over the bonfire period.
- KPI25-KPI27 were generally positive with some LSO level reduction. Due to the ability for increased scrutiny, the specific causation was identified and resolved.
- KPI28 was reporting a decrease due to resourcing conflicts, instructor availability, weather related cancellations, etc. However, the restructuring of the training function, creation of an additional Central Staffing Team and additional Training Co-ordinator position would help mitigate some of the challenges.
- KPI29 remains consistently high. Following a recent trial, a new electronic recording system to be introduced to record customer satisfaction rates.

9.1.2 In regard to KPI26, AW commented on the positive incremental improvements and noted the expectation for significant future improvements due to the extensive work undertaken over the last 12 months.

9.1.3 In regard to KPI22, AW advised that due to the addition of Day Duty system personnel, a direct comparison with the previous reporting period was not possible. AW noted that the creation of the Training Safety Assurance Board and the new executive structure would provide a forum to engage with representatives from all functions of the Service.

9.1.4 AW reminded the Committee of recent discussions regarding blending elements of training for operational competence programme (TfOC) with the aim of reducing the modules over the quarter.

9.1.5 The Committee commented on previous discussions relating to the potential review of basic competency skills for On Call personnel. AW noted that the wider issues ie On Call/Volunteer terms and conditions, what roles they play within the organisation, needed to be addressed before any changes were made to training requirements.

9.1.6 AW clarified that the TfOC package was becoming a challenge for On Call staff due to availability/time commitment.

9.1.7 A discrepancy was highlighted between the percentages and raw numbers for KPIs 22-26 when viewed via PowerBI. RW to review and feedback off table.

ACTION: RW

9.1.8 The Committee noted the level of data and additional information being provided within the report which reflected the ongoing maturity within the organisation.

9.1.9 In regard to the amalgamation into one national training function, BF advised the Committee on the position within each service delivery area and noted that the new national structure was now in effect. It was noted that improvements should become apparent over the next 12 months.

9.1.10 The Committee sought clarification on the relationship between KPI22-24 and any potential impact on KPI26 (core skills currency). AW reminded the Committee that the Business Strategy document would be supported by 3 framework documents, which were still in

development. The skills maintenance framework document would outline all aspects of training to be delivered, rate of frequency, and any potential consequence of non-completion. AW offered to host a future workshop session on the TfOC. BF advised that KPI22-24 focused on weekly/daily based use of the learning content management system. KPI26 reflected attendance at physical training courses.

9.1.11 **The Committee scrutinised the report.**

9.2 **Training Continuous Improvement Programme Update**

9.2.1 BF tabled a report to the Committee updating on progress to implement the recommendations contained within the SFRS Training Continuous Improvement Programme (CIP). The following key points were highlighted:

- Total of 68 recommendations of which 44 were now complete and 5 had been added within the last 6 months.
- Due to a formatting error, only 57 recommendations were contained within the Appendix.

9.2.2 The Committee noted their appreciation and assurance on the progress being made.

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

9.3 **Training Function Policy Review Schedule**

9.3.1 BF tabled a report to the Committee to provide a quarterly update on the status of the Training function document and an overview of current and recently completed work for information.

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

10 **HEALTH AND SAFETY**

10.1 **Health and Safety Performance Report Quarter 3 2023/24**

10.1.1 JH presented the Health and Safety Performance Report Quarter 3 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:

- Numbers of attacks during this quarter included 7 verbal, 6 physical and 11 against property/assets.
- Engaging with Police Scotland to establish a tri-service group to consider a joint approach to attacks/aggression towards Emergency Services.
- Five RIDDOR reportable events during this quarter, of which 3 were over 7-day injuries.
- Continued increase in reporting of Near Miss incidents with 154% increase on the same period last year.
- Continued reduction in Vehicle Accidents. Trial in one local senior officer area has shown a positive reduction in accidents and cost savings in relation to repairs. Trial to be rolled out further across the Service and would continue to be monitored through the Driver Safety Group.
- Health and Safety Improvement Plans were progressing well with only People and TSA directorate still to complete.
- Progress against key activities within the function, notably risk assessments, face fit testing and work towards achieving ISO45001.

10.1.2 In regard to reductions in Vehicle Accidents, AW noted that any potential links to the implementation of the new UFAS policy were being explored.

10.1.3 In regard to RIDDOR reporting events, AW reminded the Committee the Service attended over 18,000 incidents during the quarter and as such the number of RIDDOR events was significantly low, albeit still disappointing. JH assured the Committee that all reported events were fully investigated.

10.1.4 The Committee commented on the level of Acts of Violence during the current reporting quarter and noted their interest in monitoring activity levels in the coming months.

10.1.5 AW provided a brief update on progress of the Health and Safety Annual Report, particularly the refreshed format and the intentions to provide an early iteration to the Committee.

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:

- Business case for capital and resource funding to support the contamination agenda, which has been approved by the Strategic Leadership Team, would now be put forward for Board approval.
- To maintain an awareness of UK/international activity, Research and Innovation would now be a standing agenda item for consideration by the Contaminants Group.
- Service representatives had attended several seminars to gather information on decontamination processes from other UK and international services.
- Contaminants Awareness LCMS module has been developed and would form part of the TFOC. Once launched, this would be shared with the HSE.
- Trial of draft SOP would conclude on 31 March 2024 and any gaps/issues identified would be addressed prior to implementation later this year.
- Outline of timeline for implementing the Implementation Plan pending budget approval.
- Potential hosting an international seminar on contaminants was being considered and discussions on this matter were scheduled with the FBU in coming weeks.

10.2.2 The Committee noted and welcomed the positive direction being taken by the Service.

10.2.3 **The Committee scrutinised the report.**

10.3 Safety and Assurance Management Arrangements Framework

10.3.1 JH tabled the report to the Committee noting the content of the Safety and Assurance Management Arrangement Framework (MAF) and supporting appendices. The following key points were noted:

- Framework sets out the new approach to reduce duplication within documentation.
- Overarching legal register and requirement and duties are now separate, and a glossary of definitions had been developed.
- New structured approach to training elements.
- Outline of aim for individuals to become more engaged with documentation.

10.3.2 The Committee acknowledged the positive response to the recent safety culture survey and noted the direction and progress being made.

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

(B Farquharson left at 1458 hrs)

(Meeting broke at 1458 hrs and reconvened at 1510 hrs)

11 AUDIT/INSPECTIONS

11.1 HMSFI Inspection Action Plan Updates and Closing Reports

11.1.1 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 90% complete.

11.1.2 **The Committee scrutinised the report.**

11.2 Internal Audit: Scottish Vocational Qualifications

11.2.1 FM presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: Scottish Vocational Qualifications and highlighted the following key points:

- Update on the recommendation to increase assessor numbers and the actions taken. Anticipated closure of this recommendation at the next review.
- Update on the recommendation relating to further scrutiny and review of SVQ performance process and actions taken. Anticipated closure of this recommendation at the next review.

11.2.2 FM confirmed that a final position would be reported to the next Committee meeting.

11.2.3 FM advised that the Service would be able to confirm whether all financial allowances relevant to the process had been reclaimed. (Action raised by the Audit and Risk Assurance Committee.)

11.2.4 The Committee noted the report.

(MPi joined the meeting at 1515 hrs)

11.3 Internal Audit: Sickness Absence Management

11.3.1 RS presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: Sickness Absence Management and highlighted the following key points:

- Of the 6 original improvement actions raised, 3 remained outstanding.
- Closure of one outstanding improvement action was being considered.
- Timescale for the remaining 2 actions had been extended to 30 April 2024. Both actions were reporting Amber and were 90% complete.

11.3.2 The Committee queried whether there was any link between work undertaken and the impact. RS reminded the Committee that the actions were implemented in late 2023, therefore only a relatively short period of time had passed to be able to identify any significant impact. RS noted that the audit outcomes were primarily focused on the ability to identify whether the stages of attendance management process were being properly implemented. RS further noted that through the normal performance management arrangements, absence management levels would be monitored, and any impact identified.

11.3.3 The Committee noted the report.

11.4 Internal Audit: On Call Workforce Planning

11.4.1 MPi presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: On Call Workforce Planning and highlighted the following key points:

- Five areas of improvement were identified during the audit.
- Significant progress has been made during the current quarter.

11.4.2 The Committee noted and welcomed the progress being made.

11.4.3 Brief discussion on the appropriate governance route for scrutiny of these action plans. It was noted that the Audit Final Reports are submitted to the Audit and Risk Assurance Committee, the scrutiny of the action plan would be undertaken by the People Committee. To be discussed and clarified at the next Forward Planning meeting.

11.4.4 The Committee noted the report.

(GL joined the meeting at 1523 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 ratings of 15 or above, these were:

- TSA014 (legislative compliance relating to risk control measures etc)
- TSA015 (insufficient resources within Safety and Assurance): Risk rating to be reviewed due to improved resources/restructure.
- TSA019 (inability to maintain or improve training delivery): Risk rating would be reviewed following 2024/25 Budget approval.
- POD15 (Pensions): Consideration continues to be given to appropriately resource the workstreams in order to progress this work.

12.1.2 In regard to the Training SAMP, AW noted that this has been deferred to the end of the summer and would be brought back to the Committee in due course.

12.1.3 **The Committee scrutinised the report.**

12.2 Risk Spotlight: Pension Remedy Workstreams (POD015)

12.2.1 GL presented the risk spotlight to the Committee on the pension remedy workstreams. The following key points were highlighted:

- Background on successful legal challenges raised against the provision and application of the Firefighters Pension Schemes and the SPPA's remedy and the outcomes of these legal actions.
- Significant capacity challenges to analyse, remedy and apply any actions required for potentially the next 3 years.
- Extensive preparation work has been carried out in consultation with SPPA to try to mitigate the risk.
- Significant progress had been made with regards to planning and preparation for the practical implementation on the range of measures required.
- Key actions to date include necessary legislation to implement changes enforced. SPPA appointed 2 specific project managers to plan and manage the implementation of the range of remedies and were meeting regularly with SFRS representatives to agree the way forward, whilst ensuring the interests of SFRS employees/former employees were being protected.
- SFRS were providing sound databases to identify all in scope employees, including contact details, to enable any appropriate remedies under the different schemes to be offered.
- Detailed project plans were being developed by the project managers, to clearly articulate how, by whom and when actions would be delivered. This would allow SFRS to accurately assess the implementation requirements and the capacity demand within the various functions.
- Recognition of the significant burden being imposed on the Service and a business case has been submitted for an additional Grade 7 post to support the co-ordination of SFRS activities to support SPPA's delivery of the project.

12.2.2 The Committee queried whether there was a potential conflict of interest for the Service in representing the interest of current/former employees. GL advised that the Service were operating within the constraints of the pension schemes and legal outcomes. As the Service has a legal duty to implement the legal rulings, there was no scope for the Service to depart from these. The Service would represent the interests of current/former employees by ensuring all affected individuals were contacted and provided with accurate information.

12.2.3 **The Committee scrutinised the report.**

(MPi and GL left the meeting at 1537 hrs)

13 PARTNERSHIP WORKING

13.1 Employee Partnership Forum (EPF)

13.1.1 SB provided the Committee with a verbal update detailing the content of the EPF meeting on 8 February 2024 noting the following key areas of discussion:

- Rep bodies had sought assurance on sharing information on the results of upcoming colleague experience survey and the previous 2018 survey. LG provided information and assurances during the meeting.
- Robert Scott and Graeme Fraser, HMFSI, outlined the background and scope of their inspection on culture within the Service and the potential for additional future inspections.

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

13.2 Partnership Advisory Group (PAG)

13.2.1 LG advised the Committee that the last scheduled meeting (6 March 2024) had been stood down due to no items being tabled.

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:

- Training SAMP – For information (12 September 2024 meeting)
- Annual Health and Safety Report 2023/24 – For Scrutiny (12 September 2024 meeting)
- Draft Annual Health and Safety Report 2023/24 – For Information (6 June 2023 meeting if available)
- Colleague Experience Survey – For Scrutiny (6 June 2024 verbal update and 12 September 2024 written report)

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:

- Long Term Proposals for ICT (March 2024)
- Operations Control Staffing Level Risk (March 2024)

15 REVIEW OF ACTIONS

15.1 KM confirmed that 2 formal actions were recorded during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 6 June 2024.

16.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 7 DECEMBER 2023

17.1 The minutes of the private meeting held on 7 December 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 7 December 2023 had been circulated to the Committee and a verbal update from the meeting on 7 March 2024 was provided.

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

19 LEARNING AND DEVELOPMENT 2023-24

- 19.1 FM presented a report to the Committee to provide an update on the Service's Non-Operational Learning and Development (L&D) 2023-24 approach, provision and impact following discussions at the recent Committee workshop (13 February 2024). The following key points were highlighted:
- Inclusion of an example of learner feedback.
 - Identified improvement actions relating to strategic scrutiny/management of budget and learner feedback.
 - 2024/25 budget still to be finalised.
 - Engaging with learner partners to streamline approach/feedback process.
- 19.2 The Committee were reminded of the updated investment level for 2024/25 and the current financial position for 2023/24.
- 19.3 The Committee sought clarification on the reasons for this item to be taken in private session. LG noted that this was due to the inclusion of the breakdown of costs/investment and personalised learner's feedback. LG agreed to review and amend the report as necessary, so that it could be moved into the public session and published on the SFRS website.
- ACTION: LG**
- 19.4 **The Committee scrutinised the report and agreed publication in the public papers and minutes.**
- 20 KEY CASE UPDATES 2023/24 – QUARTER 2**
- 20.1 LG provided a verbal update to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.
- 20.2 **The Committee noted the verbal update.**

PEOPLE COMMITTEE – ROLLING ACTION LOG



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Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 3 actions. A total of three of these actions have been completed.

The Committee is therefore asked to approve the removal of the 3 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.

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Minute Ref	Action	Lead	Due Date	RAG Status	Completion Date	Position Statement
Meeting Date: 7 March 2024						
7.1	People Performance Report Q3 2023/24 Provide an update with further information on OC staffing levels due to the number of vacancies and absence rates, including the level of impact and when it would become critical.	DF/LG	June 2024		May 2024	Update (06/06/2024): An update on this action was circulated to committee members ahead of the June meeting. An Operations Control Spotlight has also been added to the People Committee forward plan.
7.1	People Performance Report Q3 2023/24 Provide further information on the breakdown of absence across each OC and the absence reasons within each.	LG	June 2024		May 2024	Update (06/06/2024): An update on this action was circulated to committee members ahead of the June meeting. An Operations Control Spotlight has also been added to the People Committee forward plan.
9.1.7	Training Function Update and Performance Report Quarter 3 2023/24: A discrepancy was highlighted between the percentages and raw numbers for KPIs 22-26 when viewed via PowerBI. RW to review and feedback off table	RW	June 2024		March 2024	Complete (06/06/2024): Historically the Training function has provided a quarterly percentage value for each of their relevant KPIs (22 - 27). This was all that was necessary as part of the specified KPI. Since we have transitioned to Power BI and using Statistical Process Control charts, we have developed a process whereby the data owner submits both the numerator and denominator values used to calculate those percentages. The KPIs are used by a wide audience, and it is beneficial for some to see those values, hence the creation of the 'switch' button to do so. Training have not had the capacity at this stage to provide the historical information but have agreed to make sure it is submitted in this way going forward. At this stage it means that where no numerator has been provided, the chart

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						automatically displays the percentage value. We are working to improve this in 2 ways - 1) Have all business areas provide historic values and 2) failing success of 1) have chart display '0'. Circulated by email (25/03/2023)
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Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	COMMITTEE STATEMENT OF ASSURANCE 2023/24						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the annual People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) Statement of Assurance 2023/24, outlining evidence of how the Committee supports the effective functioning of the Board.						
2	Background						
2.1	The Statement of Assurance was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this feeds into the Service's Annual Governance Statement. The statement has evolved from previous Value Added Statements, in line with best practice, as outlined within the Scottish Fire and Rescue Service (SFRS) Good Governance Framework.						
3	Main Report/Detail						
3.1	A paper outlining the governance review arrangements for the Board and its Committees was approved at its meeting on 25 April 2024.						
3.2	The annual Statement of Assurance of this Committee will be appended to the subsequent paper relating to the SFRS Annual Governance Statement which will, thereafter, form part of the SFRS Annual Report and Accounts.						
3.3	Further information on the effectiveness of the Board and its Committees during the year of 2023/24 will be reported to the SFRS Board in June 2024.						
4	Recommendation						
4.1	The Committee is requested to approve the contents of the annual Statement of Assurance 2023/24 as set out in Appendix A and provide feedback as necessary.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of People related activities to reduce risk, ensuring the experience of those who work for SFRS improves, a key strategic priority for the service. The success of the service is critically related to the commitment and skill of its employees, and to its adherence to culture and values it espouses and the importance this is supported going forward. The PC continues the use of spotlighting certain risks						

	where deemed appropriate and necessary.
5.2 5.2.1	Financial The PC supported the work of the RANSC to lead negotiations on behalf of the employer in respect of staff pay claims and terms and conditions.
5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	Workforce The PC and RANSC review matters that relate specifically to all members of SFRS workforce.
5.5 5.5.1	Health & Safety This report highlights the contribution towards improving the Health & Safety of staff.
5.6 5.6.1	Health & Wellbeing This report highlights the contribution towards ensuring the Health & Wellbeing of staff.
5.7 5.7.1	Training There are no training implications arising from this report.
5.8 5.8.1	Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2023/24.
5.9 5.9.1	Performance Information contained within this report deems that there are no significant gaps in the performance of the PC or RANSC and its approach to scrutinising the monitoring and reporting arrangements.
5.10 5.10.1	Communications & Engagement This report provides an opportunity for PC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.11 5.11.1	Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance as described in the SFRS Good Governance Framework.
5.12 5.12.1	Information Governance DPIA completed Yes /No. No DPIA was required for this paper as it contains no personal information.
5.13 5.13.1	Equalities EHRIA completed Yes /No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.
5.14 5.14.1	Service Delivery There are no service delivery implications arising from this report.
6	Core Brief
6.1	Not applicable.

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7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Richard Whetton, Head of Governance, Strategy and Performance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.
8	Appendices/Further Reading	
8.1	Appendix A – People Committee and Remuneration, Appointments and Nominations Sub-Committee Annual Statement of Assurance 2023/24	
Prepared by:		Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:		Mhairi Wylie, Chair – People Committee & Fiona Thorburn, Chair – Remuneration, Appointments and Nominations Sub-Committee
Presented by:		Mhairi Wylie, Chair – People Committee
Links to Strategy and Corporate Values		
This links to all seven outcomes of the SFRS Strategic Plan 2022-25 and SFRS Values.		
Governance Route for Report		Meeting Date
<i>RANSC</i>		<i>6 June 2024</i>
<i>People Committee</i>		<i>6 June 2024</i>
		Report Classification/ Comments
		<i>For Information</i>
		<i>For Decision</i>



**People Committee
&
Remuneration, Appointments and Nominations Sub-Committee
Annual Statement of Assurance
2023/24**

1 Purpose

The purpose of this statement is to give an overview of the work of the People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) over the period April 2023 – March 2024, in their roles as a Committee/Sub-Committee supporting the work of the Scottish Fire and Rescue Service (SFRS) Board. The statement forms part of the annual review of effectiveness of the Board and its Committees and is incorporated into the Service's Annual Governance Statement.

2 Background

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

3 Summary of the Committee's Work During 2023/24

Throughout the reporting period, the Committee has been keen to ensure that it focusses discussion, scrutiny and analysis around key aspects of work. Highlights of the work during the review period 2023/24 included:

- Restructuring the People Committee agenda to group areas of work together, allowing for better overview of the individual and collective impact of strategy and actions being reported and presented to the People Committee.
- Continued monitoring of People and Training, Safety and Assurance (TSA) performance and development through scrutiny, consideration and challenge of the reports and indicators provided.
- A workshop was held in February 2024 to support more in depth exploration and assurance on items such as the Safety Culture Survey and new People, Payroll, Finance and Training Project progress.
- We continued to monitor and take assurance from the Service around managing staffing levels, training and safety relating to operational delivery and the management of associated risks. This has included updates in relation to work in response to internal audit and HMFSI, including but not restricted to, On Call Services, SVQ Assessment, Sickness Absence and Training.

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- The Committee welcomed the introduction of the Training Function Vision and Strategy as well as the establishment of the continual improvement arrangements to support the ongoing development of training provision within SFRS.
- Continued assurance has been provided in relation to the work around Culture and employee experience and the committee received reports both within meetings and as part of the workshop session around this area of developing work.
- RANSC continued to lead negotiations on behalf of the employer around pay and terms and conditions, in respect of uniformed and support staff pay claims.
- The Employee Partnership Forum (EPF) continued to meet and discussions have been productive around a range of topics, including culture within SFRS.

The Committee/Sub-Committee reviewed their ToR in February 2024 to ensure its focus and responsibilities remained current and relevant. The proposed amendments to the ToR were subsequently agreed by the Board in April 2024.

4 Future Work Priorities of the Committee

The business which comes before the PC does not vary significantly from year to year and is primarily intended to obtain assurances on behalf of the Board, who are the statutory employer of all SFRS staff, regarding matters affecting employees. The RANSC formally report to the PC after each meeting. The business of the PC is set out in the ToR. These will be kept under review as necessary throughout 2024/25.

Reviews of the People and TSA Quarterly Performance Reports and Committee Forward Plan feature regularly on the PC agenda and these enable future work priorities to be set. Work will continue in 2024/25 to support a review of the assurances received, and accounting for the Performance Management Framework (PMF) and SFRS Strategic Plan 2022-25.

Work will continue to seek further assurance on efforts to build on increasing diversity within the Service and that it reflects the communities it serves. This includes understanding and taking assurance from the work to continue our journey around culture, inclusivity and positivity around both our workforce and work practices in everything we do. We anticipate the work around the Employee Experience survey will be critical in supporting the shape of future activity around this and will anticipate receiving information and assurance connected to this work in 2024/25.

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

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

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

5 Actions to Improve the Committee's Governance Arrangements

A workshop to discuss the purpose and effectiveness of the Committee was held in February 2024 to obtain the Committee members views in relation to current practices and to review the existing ToR. Overall, the conclusion was that the PC had the right skills and experience, was well led and well supported by People and TSA colleagues, met with appropriate frequency and provided good assurance to the Board.

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

Mhairi Wylie
Chair of the People Committee

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

May 2024

SCOTTISH FIRE AND RESCUE SERVICE

People Committee



Report No: C/PC/20-24

Agenda Item: 8.1

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	PEOPLE PERFORMANCE REPORT – QUARTER 4 2023/24						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is 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	People performance is monitored and reported through the quarterly People Performance Report, associated KPIs in the PMF, and scrutinised by the People Committee as well as within the SFRS Annual Report.						
3	Main Report/Detail						
3.1	The People quarterly performance report sets out organisational performance against the agreed set of People measures, which are regularly reviewed and enhanced where appropriate and practical.						
3.2	The Executive Summary of the report (p. 2) draws the Committee's attention to key points relating to: <ul style="list-style-type: none"> • Continued activity to improve recruitment and retention of On Call staff through the activities of the On Call Strategic Co-ordination Group • Continued Progress with Control recruitment alongside development activity to support employees undertaking promotion processes. • An increase MSK referrals as well as a reduction in the number of absence days lost due to psychological reasons. • Annual, as well as quarterly reported KPIs are included in this fourth quarter report. 						
3.3	Trend analysis from the Business Intelligence team shows the following categorisation of People KPIs:						
3.3.1	Exceptional variation &/or for monitoring: <ul style="list-style-type: none"> • 46 - Resource Based Crewing FTE • 46 - Rural Full-time FTE 						
3.3.2	Deteriorating (long-term): <ul style="list-style-type: none"> • 46 - On Call Retained FTE 						

3.3.3	Improving (long-term): <ul style="list-style-type: none"> • 46 - Off Station FTE • 48 - Turnover Rate • 62 - Female Ratio – Wholetime
3.3.4	Not changing: <ul style="list-style-type: none"> • 46 - On Call Volunteer FTE • 46 - Flexi Officer FTE • 46 - Operations Control FTE • 46 - Support Staff FTE • 47 - Vacancies Rate • 49 - Absence Rate
3.4	The People related measures from the PMF dashboard are included as Appendix B of the attached paper.
4	Recommendation
4.1	The People Committee is asked to scrutinise the report.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risks identified and tracked and managed through the People risk register.
5.2	Financial
5.2.1	There are financial implications related to absence in terms of contractual sick pay costs and increases in overtime. Turnover leads to indirect costs associated with recruitment, onboarding and training processes for new colleagues.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report.
5.4	Workforce
5.4.1	The report outlines organisational performance against key people and workforce measures.
5.5	Health & Safety
5.5.1	There is potential that some of the absences reported in this paper result from Health & Safety related incidents.
5.6	Health & Wellbeing
5.6.1	The report details a range of health & wellbeing activities to support employee wellbeing, attendance and performance.
5.7	Training
5.7.1	The report highlights training activity related to the Management Capability Framework, which is designed to increase manager confidence and capability in managing people matters.
5.8	Timing
5.8.1	The report details performance over the first quarter of 2023/24 and provides longer term trend analysis.

5.9	Performance	
5.9.1	The report details organisational performance against a range of people measures.	
5.10	Communications & Engagement	
5.10.1	This report is shared with a range of governance forums for scrutiny and for information.	
5.11	Legal	
5.11.1	Some elements of the report relate to SFRS' legal responsibilities as an employer.	
5.12	Information Governance	
5.12.1	DPIA not required for this report.	
5.13	Equalities	
5.13.1	EHRIA not required for this report.	
5.14	Service Delivery	
5.14.1	There are no direct Service Delivery implications arising from this report.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Lyndsey Gaja, Interim Head of People
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable / Limited / Insufficient
7.3	Rationale:	The accompanying report details SFRS performance against agree People measures, allowing trend analysis to be carried out, risks identified, and corrective actions taken as appropriate. It should be noted that many aspects of the reporting are dependent on accurate recording of information by the relevant colleagues and managers, and manual analysis of data.
8	Appendices/Further Reading	
8.1	Appendix A: Q4 People Performance Report	
Prepared by:		People Managers and DMT
Sponsored by:		Lyndsey Gaja, Interim Director of People
Presented by:		Lyndsey Gaja, Interim Director of People
Links to Strategy and Corporate Values		
<u>Strategic Plan 2022-25</u> Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.		
Governance Route for Report		Meeting Date
<i>People Committee</i>		<i>6 June 2024</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>

**People Quarterly Management
Information Report
Quarter 4 2023 / 24**

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Introduction

The performance of the Scottish Fire and Rescue Service (SFRS) is set out against the priorities established by Scottish Government in the Fire and Rescue Framework for Scotland 2022. In turn these priorities are reflected in the outcomes of SFRS' strategic plan, including outcome six: ***“The experience of those who work for SFRS improves as we are the best employer we can be.”***

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.

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:

Work continues to improve recruitment and retention of On Call employees alongside the On Call Strategic Co-ordination Group. Building on the progress made during 2023/24 this work is continuing with improved guidance for managers and improved data to inform recruitment actions. Feedback from candidates is being analysed and will be considered during the next quarter.

Progress continues with Operations Control recruitment at all levels, with development activity being progressed following promotional processes during quarter 3 and quarter 4. Whilst turnover within Operations Control continues to be monitored, a successful recruitment process resulted in 14 new Firefighter (Control) staff, commencing in January 2024.

There has been a significant increase in MSK referrals in total across 2023/24 compared to 2022/23, following the introduction of an in-house physiotherapy service. MSK was the top reason for referral in quarter 4, with 129 referrals. Absence levels and referrals continue to be closely monitored and support and advice provided.

There continues to be a high number of psychological referrals to Health & Wellbeing, with 95 during quarter 4. This absence reason has had the largest number working days, however there were 511 fewer working days lost in quarter 4 than in quarter 3. This may reflect the support that is available to employees to enable them to continue to attend work and will continue to be monitored.

As this is the report for the fourth quarter, annual as well as quarterly KPIs are reported (female Wholetime ratio and percentage of colleagues choosing to provide equalities data), as shown at the end of Appendix 2.

Section 1

1.1

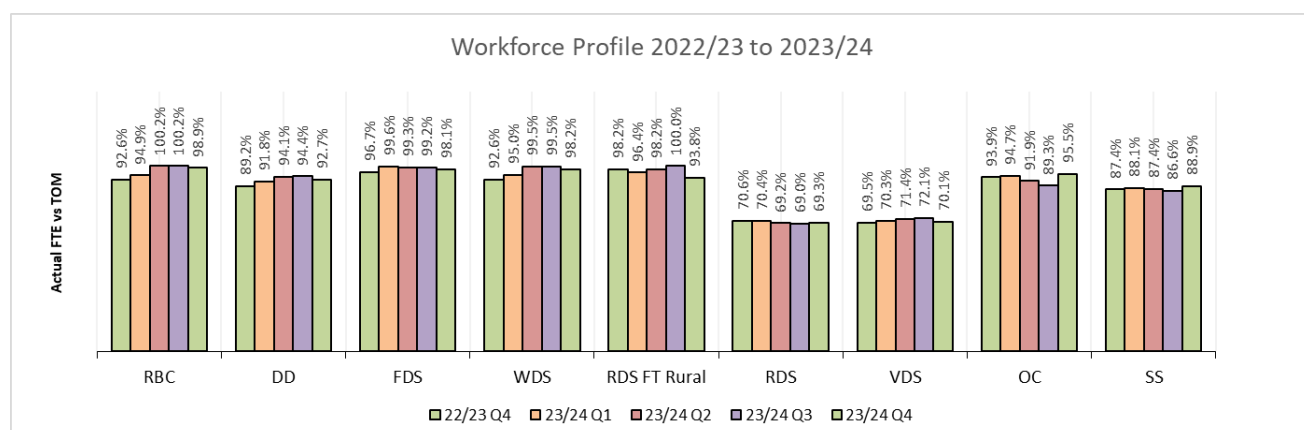
Strengthen and continually improve our approach to Strategic Resourcing Planning, ensuring that SFRS current and future workforce requirements are understood and planned for

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*		VDS*	OC	SS	TOTAL (ALL)
	RBC	DD	FDS	Trainees	TOTAL WDS	RDS FT Rural	RDS*				
Target Operating Model (FTE)	2855	350	256		3461	58	3309	384	170	848	8230
Initiatives, Projects and Capital Funded		10	10		20				4	76	100
Actual (FTE)	2824	334	261	1	3420	54	2293	269	166	822	7024
Actual (Headcount)	2827	334	261	1	3423	55	2712	269	171	878	7508

*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 March 2023, SFRS employed 6,970 people, equating to a headcount of 7,551. 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; 15 employees are on external Secondment (including trade union duties), 20 on career or reservist breaks and 8 in Partnership Initiative funded posts.



1.1.2 Number of staff vacancies by FTE

EMPLOYEE GROUP	Wholetime (WDS)				Retained*		VDS*	OC	SS	TOTAL (ALL)
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS*				
Vacancy (FTE)	30	27	5	62	4	1016	115	8	102	1306

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

1.1.3 Percentage Staff vacancies

EMPLOYEE GROUP	Wholetime (WDS)				Retained*		VDS*	OC	SS	TOTAL (ALL)
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS*				
Vacancy (%)	1.0%	7.5%	1.9%	1.8%	6.2%	30.7%	29.9%	4.5%	11.0%	15.7%

*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.

An intake of 48 Wholetime Firefighters commenced in April 2024. The Strategic Leadership Team (SLT) have approved a further intake of 72 in August.

Communication has taken place with candidates in the Wholetime Firefighter holding pool to ensure the pool is up to date. Duplicate applications have been removed and some applicants have withdrawn their application as their circumstances have changed. This has resulted in a significant reduction of numbers with circa 1,000 applications remaining. Plans are being developed to reopen applications to ensure a sufficient number of candidates to meet anticipated demand.

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 to inform recruitment requirements within the Wholetime Uniformed Staff Group.

The On Call migration evaluation report has progressed through governance via the Corporate Board with identified actions approved. Discussions have begun with stakeholders to progress the actions to prepare for a migration process, should this be required.

The On Call Strategic Coordination Group (OCSCG) continues to lead a number of workstreams aimed at addressing recruitment and retention challenges with On Call. This includes further development of the On Call recruitment dashboard, with engagement taking place with Service Delivery colleagues to ensure this provides accurate and relevant data to inform local management actions around On Call recruitment approach and decision making. The People Directorate have improved and updated guidance for Recruiting Managers and are working collaboratively to ensure the candidate tracker accurately reflects candidate status from application through to offers of employment. This will assist in ensuring that the dashboard provides accurate data to inform local management actions around On Call recruitment approach and decision making.

It is anticipated that increases to the retaining fee and greater flexibility in the range of availability bands agreed as part of the 2024/25 uniformed pay settlement will contribute to addressing recruitment and retention challenges in the retained service. These changes will come into effect in January 2025.

During this quarter, the project plan for On Call Task and Task Management Courses (TTM) in 2024 was published. Engagement commenced with On Call SDA Leads to ensure vacancies are filled in line with station priorities. Monthly engagement continues with TSA, Wellbeing and Assets colleagues and quarterly with wider stakeholders. Engagement will commence in quarter 1 with stakeholders in preparation for the pilot of the TTM Modular course which was approved by OCSCG in February.

A candidate questionnaire was launched in February 2024 for those going through the Pre-Recruitment Engagement Programme (PREP) to gain feedback on their recruitment experience as they progressed through the various stages of the process. Feedback will be analysed and presented to the OCSCG and the On Call Practitioners Forum in quarter 1 2024/25.

A number of recommendations came out of the External Transfer process evaluation. A working group is required in quarter 1 to take those recommendations forward to establish a revised process.

Support Staff vacancies have decreased slightly from quarter 3. The process to review and approve support staff roles by SLT ceased on 31st March and Heads of Function now have authority to approve filling vacancies within their own Function within agreed establishment and budget.

The vacancy rate for Operations Control (OC) significantly decreased from 10.7% to 4.5% in quarter 4, assisted by the intake of 14 new trainees in January.

OC continue to work with the People Directorate to enhance the recruitment strategy, including the creation of new recruitment materials, to aid attraction, develop more effective selection methods and improve the overall candidate experience.

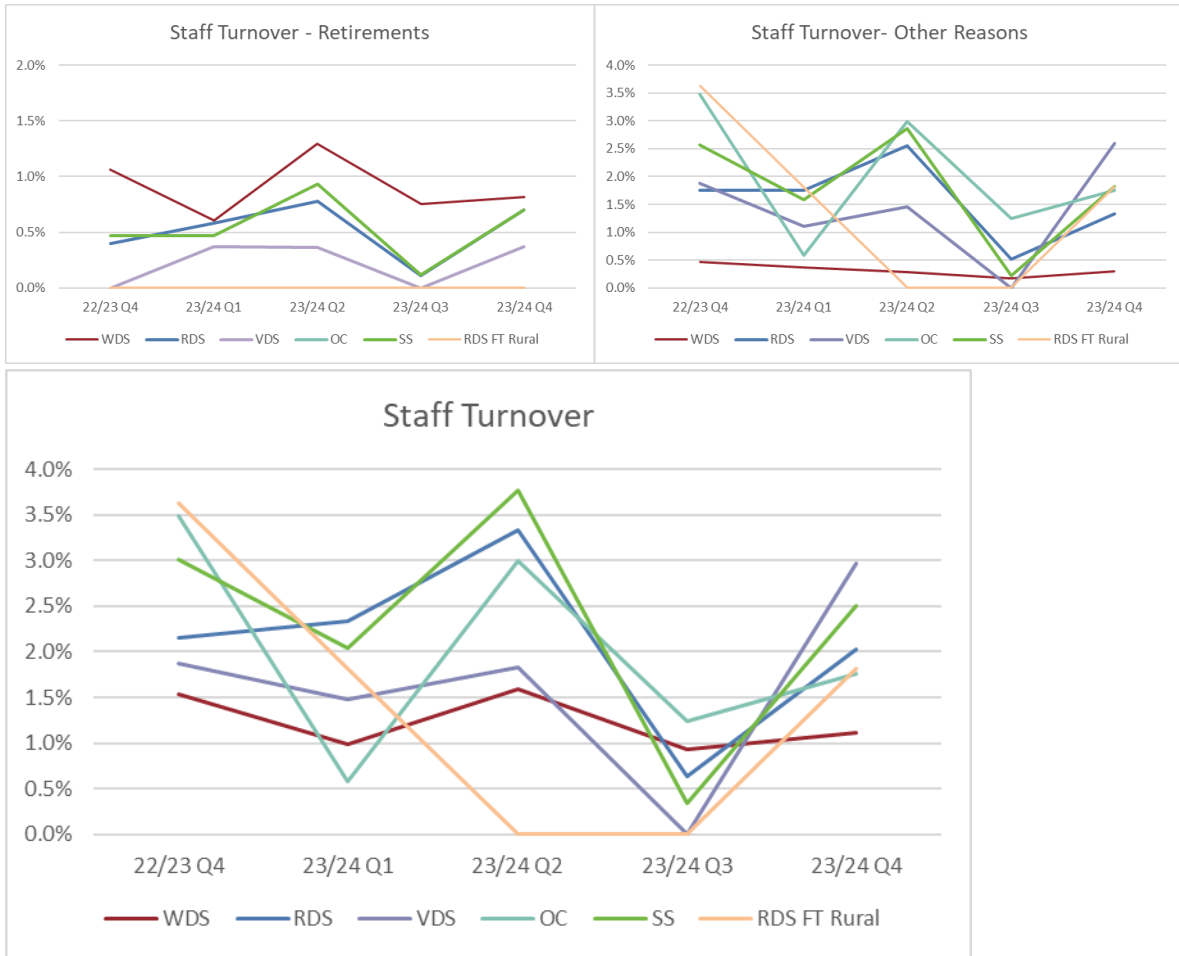
Planning is underway for promotional processes to take place prior to the 2024 National Recruitment Campaign to more effectively promote the Firefighter (Control) role with support from the Communications and Engagement Team.

A spotlight will be presented to a future People Committee meeting to highlight the overarching improvement activities underway within Operations Control.

Group Commander (Control) and Station Commander (Control) promotion processes are complete, however it was not possible to fill all posts on a substantive basis. A long-term temporary promotion process will commence in quarter 1 for a GC Operational post to provide managerial support to OC whilst further management development activities are undertaken to support future succession planning within OC. Longer-term and on an ongoing basis, succession planning requirements will be met through the Management Development Framework and Learning needs process arrangements.

1.1.4 Percentage Staff turnover by employee group

EMPLOYEE GROUP	Wholetime (WDS)				Retained		VDS	OC	SS	TOTAL (ALL)
	RBC	DD	FDS	TOTAL WDS	RDS FT Rural	RDS				
Retirements	0.6%	2.4%	1.5%	0.8%	0.0%	0.7%	0.4%	0.0%	0.7%	0.7%
Other Reasons	0.2%	1.2%	0.0%	0.3%	1.8%	1.3%	2.6%	1.8%	1.8%	1.0%
Turnover	0.8%	3.6%	1.5%	1.1%	1.8%	2.0%	3.0%	1.8%	2.5%	1.7%



The graph above reflects staff turnover rates over the last five quarters. There has been an increase in the overall rate from 0.7% in quarter 3 to 1.7% in quarter 4. This is as a result of both retirements and resignations.

Within the uniformed staff group, turnover has remained stable at 0.8%, however, there has been noticeable fluctuations within certain areas. Flexi Duty Officer (FDO) turnover due to retirements has reduced from 4.5% to 1.5%. This is reflective of previous years where there are lower numbers of retirements, over the Festive period. However, Day Duty turnover has risen from 0.6% to 3.6% due to retirements and resignations in the same period.

There has also been a noticeable increase in On Call and VDS leavers, with a continuing trend of resignations of those with less than 5 years' Service. This has been escalated to the On Call Strategic Co-ordination group as a trend and continues to be monitored as improvements are delivered in this area.

OC turnover increased from 1.2% in quarter 3 to 1.8% in quarter 4, primarily as a result of resignations. Information available in some of these cases indicates that reasons for leaving

were related to improved terms and conditions and work/life balance with other employers. There are 4 anticipated retirements over the next 2 quarters. In relation to retention, a focused wellbeing programme continues to be rolled out across the OCs. Planning is also underway for a wellbeing open day to be hosted at Dundee OC.

Support staff turnover increased from 0.3% in quarter 3 to 2.5% in quarter 4 with the increase mainly down to resignations.

Section 2

2.1

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

2.1.1 Total number of grievance cases

The number of grievances submitted in this quarter was 6, which is an increase of 2 from the previous quarter. From these, 3 were based in the West SDA, 1 was based in the East SDA, with the other 2 cases in a Directorate. Two cases were in relation to Dignity & Respect at Work, whilst the other 4 cases were in relation to breach of policy. One appeal was received and will not be concluded until quarter 1 2024/25.

2.1.2 Total number of discipline cases

A total of 23 new disciplinary cases commenced within quarter 4, which is an increase of 8 from the previous quarter. Of these cases, 4 were within a Directorate, 3 in the North, 9 in the East and 7 in the West. The main reasons for the 23 new cases are allegations of Breach of the Code of Conduct, Breach of Policy and Breach of Contract.

In this quarter, 3 cases concluded within 6 weeks, 2 concluded within 14 weeks, and the remaining 18 cases will carry over to quarter 1 2024/25. At the end of quarter 4, there was a total of 38 cases carrying forward into quarter 1. It should be noted that the ongoing cases were initiated at varying points, with the majority commencing near the end of this quarter. The reasons for where there are delays in concluding some cases are employees' absence and complexities of the cases. Some delays to case work have been due to other competing demands, including scheduled annual leave and delays due to TU Representation availability.

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

These are captured under the formal grievance numbers above and it is the intention to remove this separate category from quarter 1 2024/25 reporting.

2.1.4 Cultural Engagement Sessions

Following various sessions facilitated by People Directorate colleagues across Scotland to gauge feedback related to cultural matters and management development, dashboards have been produced detailing a summary of key points, which have been shared with Strategic Managers. These dashboards have also been provided to the Cultural Development Group chaired by the DCO Corporate Services and will be used to inform actions and priorities being progressed within the Cultural Action Plan. The summary of findings have informed development of the Management Capability Framework, with pilot sessions of day 1 taking place in late quarter 4 and into quarter 1 2024/25.

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 4 2023/24 there were 285 new management referrals attended.

The top 3 reasons for management referral in quarter 4 were:

1. Musculoskeletal – 139
2. Psychological – 95
3. Digestive System – 6

Musculoskeletal and Psychological continue to be the leading reasons for referral and continue the trend seen in previous quarters. Diseases of the digestive system replaced circulatory as the third leading reason for referral this quarter. This change is observed to be as a result of a decline in referrals for circulatory conditions from quarter 3 to quarter 4 rather than an increase in referrals due to the digestive system which remain consistent with those seen in quarter 3.

There was a significant increase in MSK referrals in total across 2023/24, compared to 2022/23. This may be a result of the positive response to the introduction of an in-house physiotherapy service. MSK referrals have seen an increase from 124 in quarter 3 to 139 in quarter 4. This is primarily attributed to low numbers of referrals in December 2023 and a peak in referrals in January 2024. Total number of MSK referrals in quarter 4 are comparable to quarter 4 2022/2023.

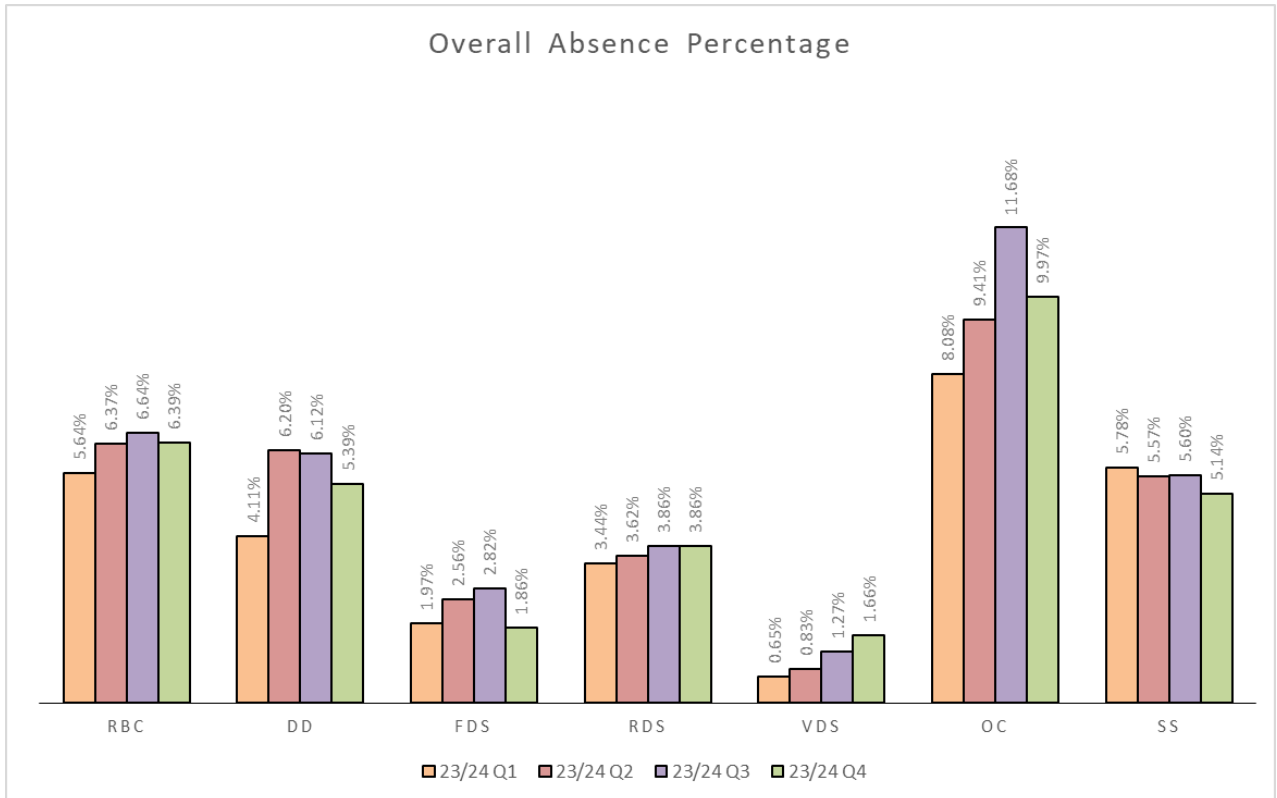
Further analysis of the 95 new management referrals for psychological reasons, shows that 25 of the referrals were for mental health conditions, and 70 were due to stress. There has been an increase in referrals for mental health conditions from 14 in quarter 3 to 25 in quarter 4 whilst the number of stress referrals is comparable to quarter 3 (67 and 70, respectively).

Of the 70 referrals due to stress, 34 were attributed to work-related stress, and 36 to non-work-related stress. The leading reason for work-related stress in quarter 4 was role (18). In the previous 2 reporting periods, relationships were the leading reason for work-related stress referrals. Notably, referrals attributed to stress perceived as a result of work-related relationships, have reduced from 16 in quarter 3, to 1 in quarter 4.

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)	6.39%	5.39%	1.86%	5.72%	3.86%	1.66%	9.97%	5.14%	4.53%

All duty groups have seen a slight reduction in their overall absence figures, with an overall reduction of 0.15% in our total absence percentage from quarter 3.



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)	2.52%	1.26%	0.60%	2.11%	1.14%	0.27%	3.32%	1.60%	1.47%

It is noted that short-term absences remain broadly in line with the previous quarter from (1.47% vs 1.5%). People Advisers will continue to support Line Managers in managing attendance.

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)	3.87%	4.13%	1.26%	3.60%	2.72%	1.38%	6.65%	3.54%	3.06%

Long term absence is also broadly in line with the last period, at 3.06% across all employee groups (vs 3.18% last quarter). All long-term absences will be monitored by the line managers and appropriate support will be provided by the Wellbeing team and wider People Directorate.

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	845	743	358	740	2685
DD	110	26	22	113	271
FDS	57	11	5	28	101
RDS	901	936	192	789	2818
VDS	14	34	20	0	68
OC	87	15	30	113	245
SS	298	85	87	264	732
Total Working Days Lost	2311	1849	714	2045	6919
Number of Employees	575	265	266	338	1444

3.1.6 Long-term absence by top three absence reasons

Long Term Sick - Top 3 Reasons	Musculoskeletal	Psychological	Surgical	Other	TOTAL
RBC	1991	920	399	804	4114
DD	300	439	30	116	885
FDS	40	148	22	0	210
RDS	3991	855	575	1319	6740
VDS	62	77	77	126	342
OC	130	235	0	126	491

SS	295	389	263	667	1614
Total Working Days Lost	6809	3063	1366	3158	14395
Number of Employees	185	82	48	90	405

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

Within all staff groups there has been a decrease in the total number of working days lost for short-term absences from 6,957 to 6,919 days and 114 fewer employees being absent compared to quarter 3, with the biggest decrease relating to Stomach/Bowel and Respiratory absences.

Within the DD, RDS, VDS and SS employee groups there has been an increase in the number of short-term absences, with the biggest increase on the previous quarter being in RDS, with an additional 122 working days lost. The RBC, FDS and OC employee groups have all had a decrease in comparison to the previous quarter, with RBC total working days lost decreasing by 254 days.

The following employee groups have seen an increase in long term absence: RBC, VDS and OC. However, there has been a decrease in long term absences compared to the previous quarter in the following employee groups: DD, FDS, RDS and SS. The largest increase in working days lost was within RBC (+159), with the largest decrease within DD (-293). Overall, there has been a reduction in the total number of working days lost by 357 days compared to the previous quarter.

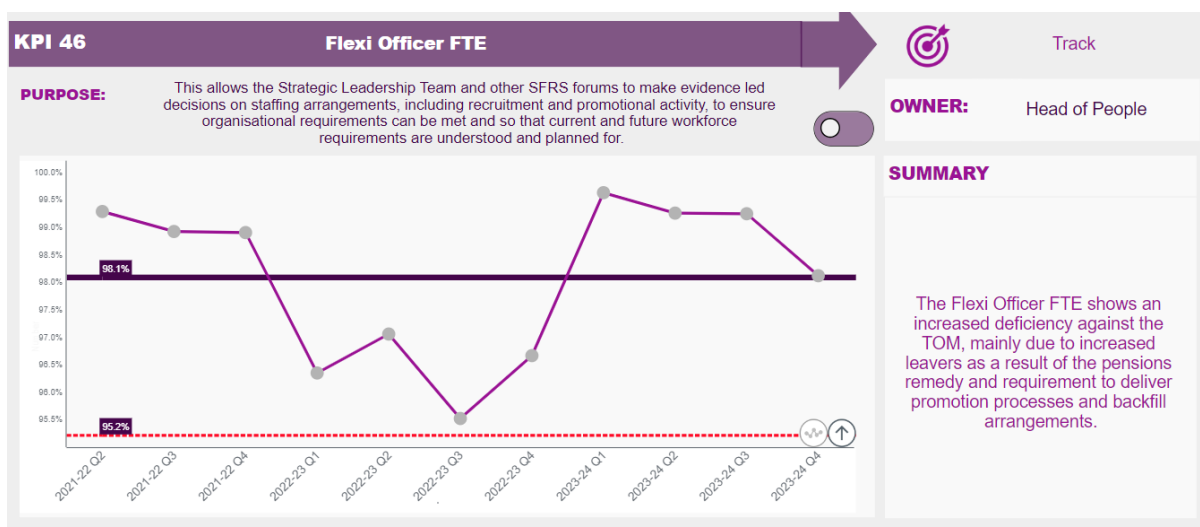
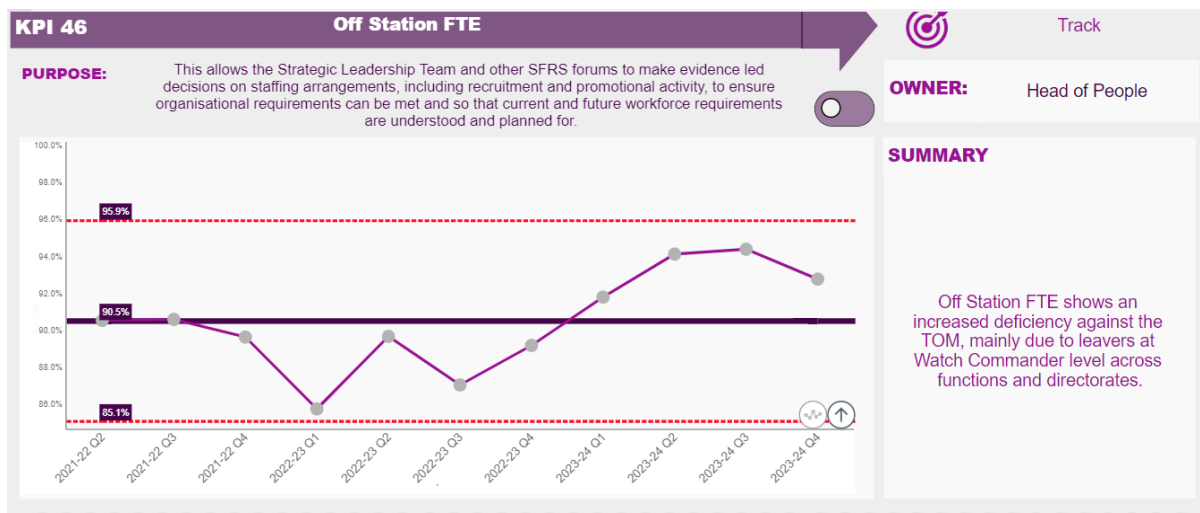
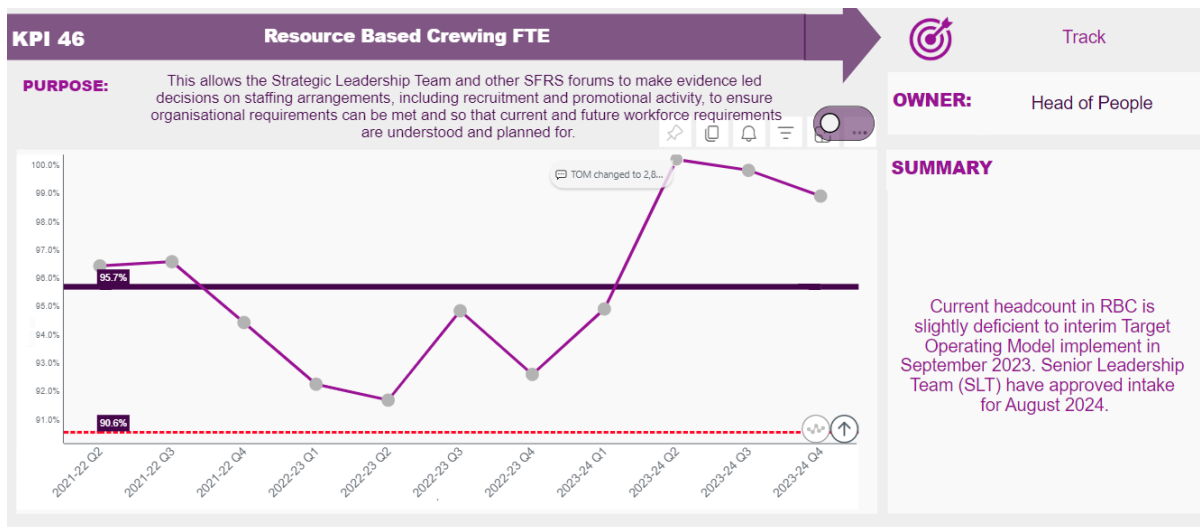
High levels of LTS impacting staffing across OC's is being addressed through wellbeing support, development of an OC improvement plan, and via the attendance management policy and support from our People Advisers.

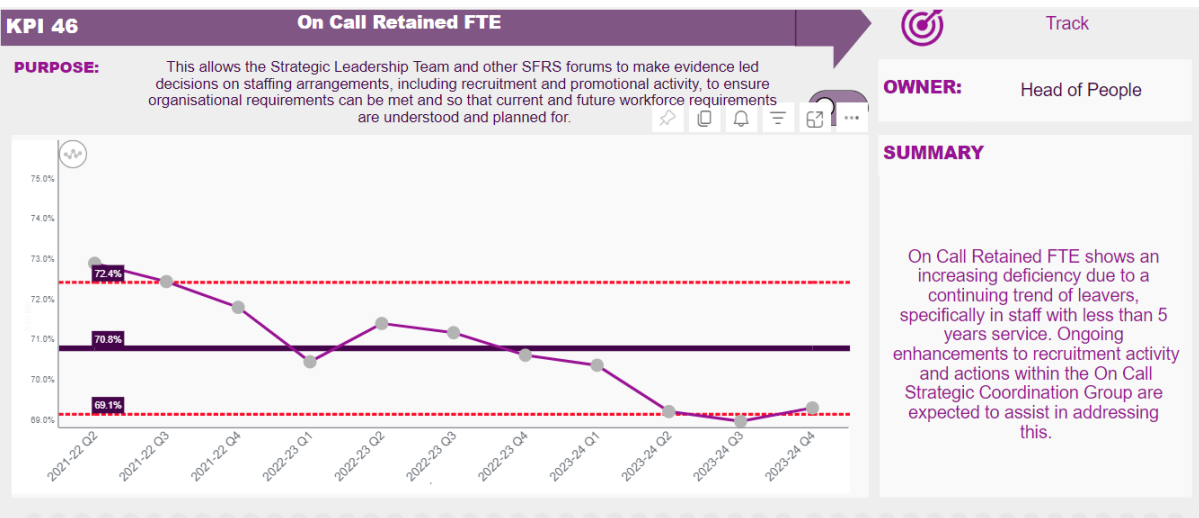
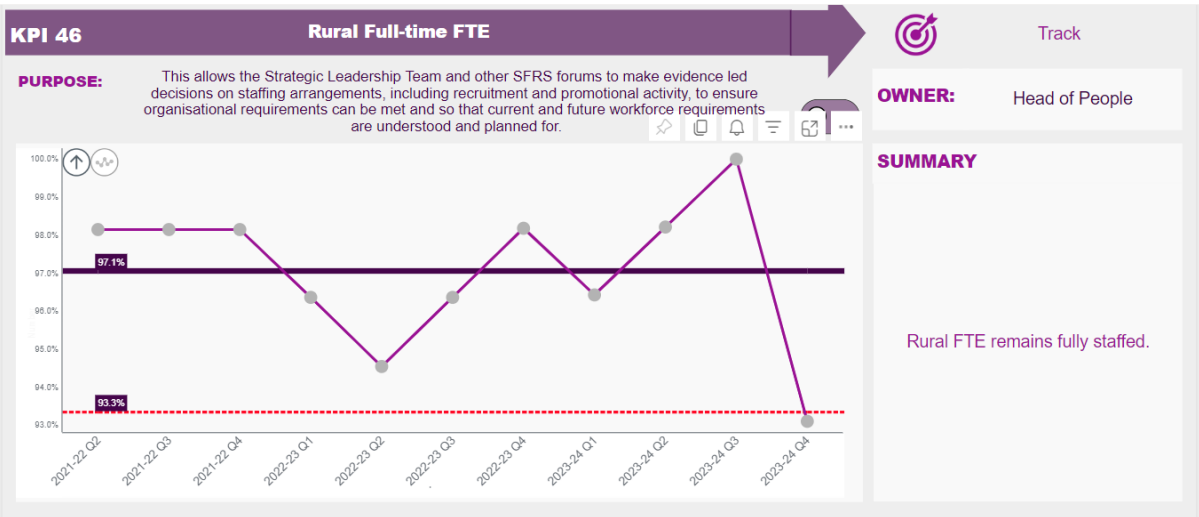
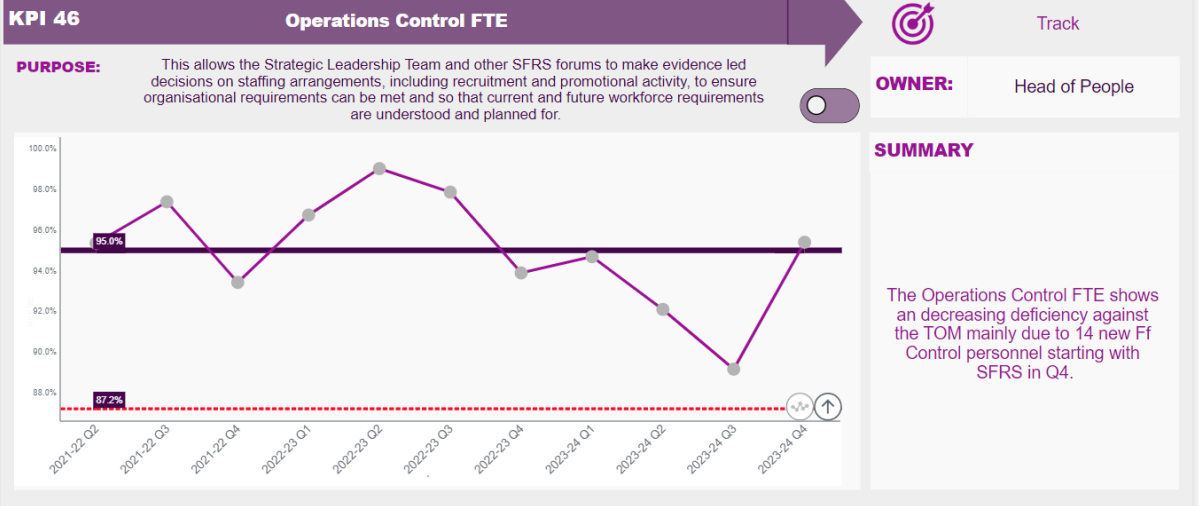
The overall working days lost due to musculoskeletal absence has increased by 120 days lost compared to previous quarter; correlating to the significant increase in MSK referrals in total across 2023/24 compared to 2022/23. However, psychological absence has seen a large decrease of 511 working days lost in comparison to the previous quarter.

Appendix 1 – Glossary of Terms

DCO	Deputy Chief Officer
DD	Day Duty
FDO	Flexi Duty Officer
FDS	Flexi Duty System
FTE	Full Time Equivalent
GC	Group Commander
LTS	Long-term sick
MSK	Musculoskeletal
OC	Operations Control
On-Call RDS/VDS	Retained and Volunteer Duty System
OCSCG	On-Call Strategic Coordinating Group
RBC	Resource Based Crewing
RDS	Retained Duty System
RDS FT	Retained Duty System Full Time
SFRS	Scottish Fire and Rescue Service
SLT	Strategic Leadership Team
SS	Support Staff
SSRP	Strategic Service Review Programme
TAG	Tactical Action Group
TOM	Target Operating Model
TSA	Training, Safety and Assurance
TTM	Task Management Courses
TU	Trade Union
VDS	Volunteer Duty System
WC	Watch Commanders
WDS	Watch Duty System
WSDA	West Service Delivery Area
WTFE	Wholetime Firefighter

Appendix 2 – PMF People Measures





KPI 46

On Call Volunteer FTE



Track

PURPOSE:

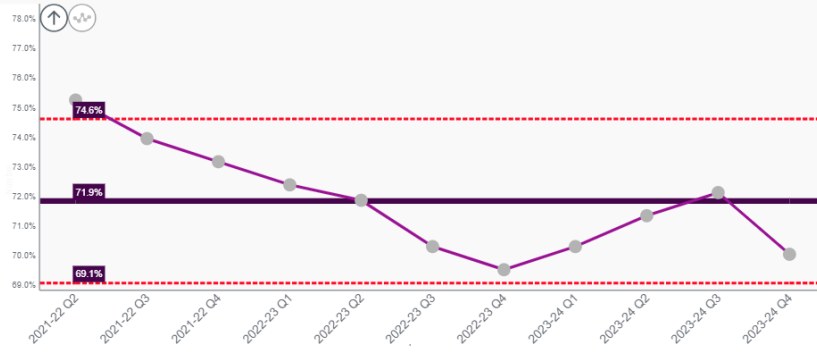
This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER:

Head of People

SUMMARY

On Call Volunteer FTE continues to show improvement due to slow down in leavers and effects of recruitment activity.



KPI 46

Support Staff FTE



Track

PURPOSE:

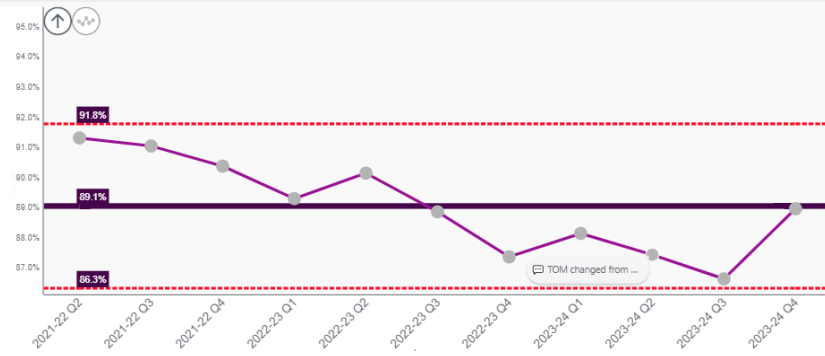
This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER:

Head of People

SUMMARY

Support Staff FTE shows an increased headcount due to recruitment activities across SFRS.



KPI 47

Vacancies Rate



Track

PURPOSE:

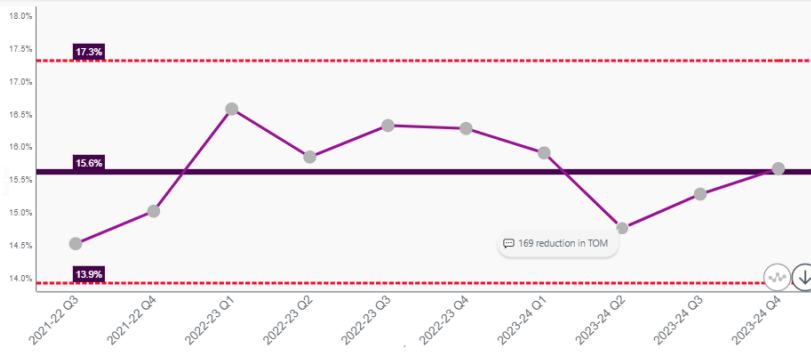
Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.

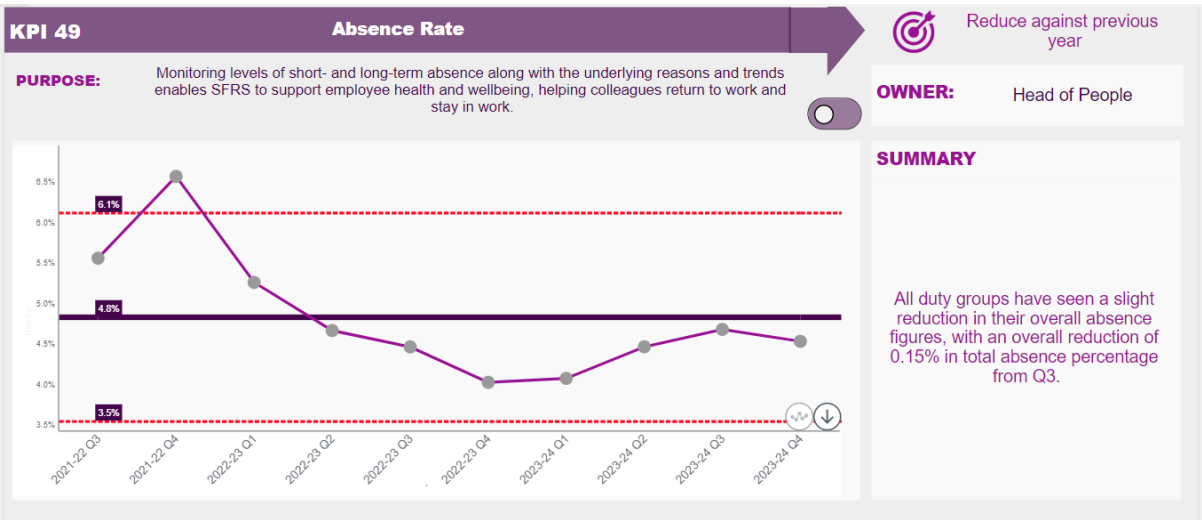
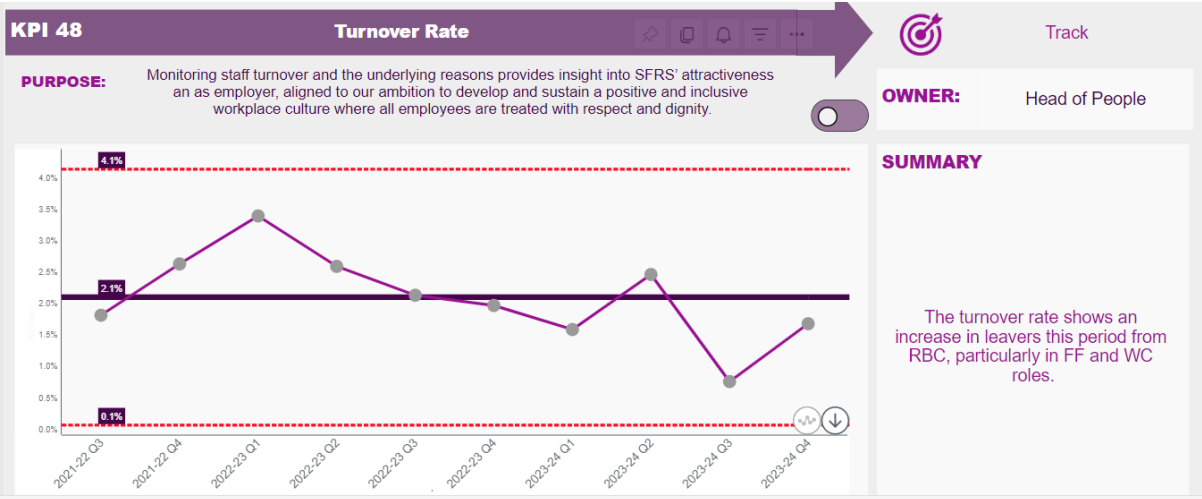
OWNER:

Head of People

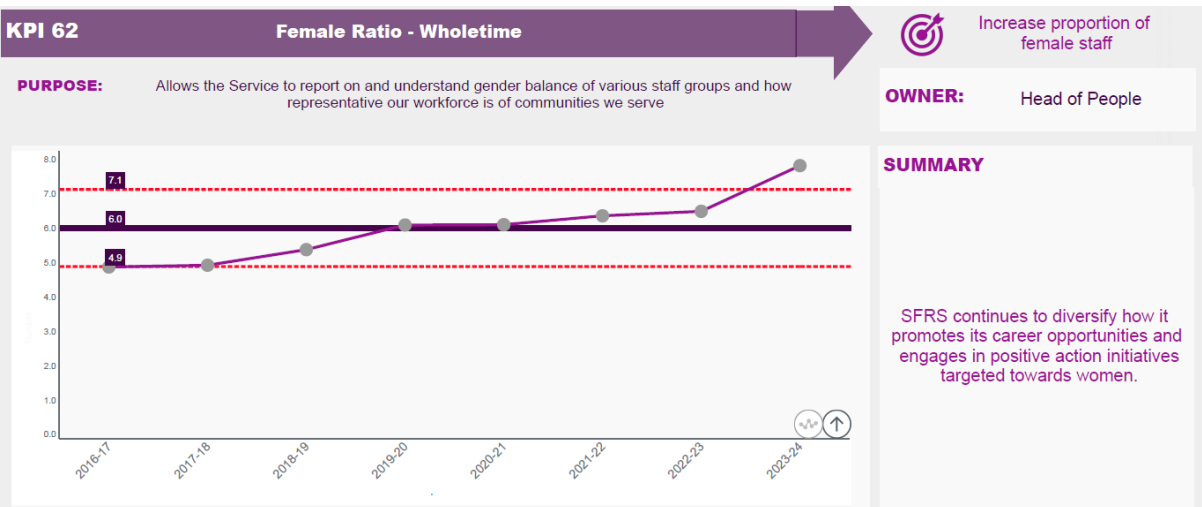
SUMMARY

The vacancy rate shows an increase due to ongoing challenges across SFRS namely Assets/ICT /On Call






Annually Reported KPI Measures:

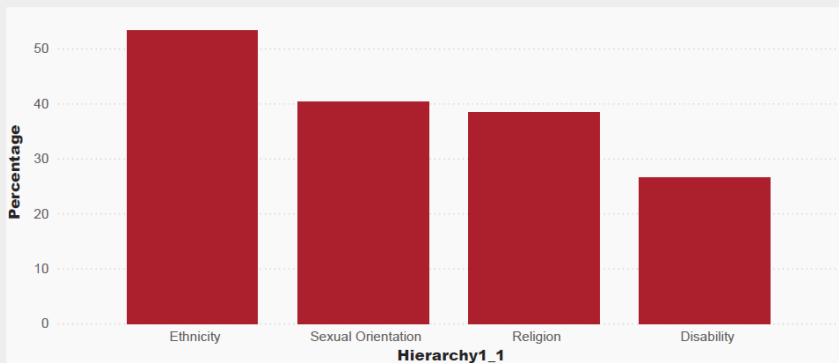


KPI 63a % of staff choosing to provide equalities data

 Increase against previous year

PURPOSE: This indicator shows the % of SFRS Staff who entered data into the sensitive information fields in iTrent against key protected characteristics.

OWNER: Head of People



SUMMARY

SFRS encourages employees to share their personal characteristic details. We explain how and what the data provided is used for as well as providing reassurance on the restricted access to this information once it has been supplied. We cannot compare change over time for this KPI as we do not hold historic data.

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	CULTURE ACTION PLAN – UPDATE PAPER						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To update the People Committee on the Culture Action Plan (CAP) and the progress the work of the Culture Development Group (CDG) and associated culture activity within the SFRS.						
2	Background						
2.1	Continued 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 NFCC Cultural Action Plan, as well as the HMICS Thematic Inspection into Organisational Culture in Police Scotland.						
2.2	The SFRS has reviewed our position against this external context and wider media reports and recognise that whilst these behaviours do not represent the majority of our employees, there is evidence of behaviour within the Service that does not fit with our values and professional standards. This cultural misalignment needs to be addressed as a strategic priority.						
2.3	Therefore, a Culture Action Plan has been approved to address these concerns. Three priority actions have been identified and work commenced on these during 2023, alongside the establishment of the CDG.						
2.4	The need for review continues to be shaped by many factors, including service transformation, public cultural and behavioural perceptions of the industry, as outlined above, as well as improvements identified by SFRS from employee relations cases.						
3	Main Report/Detail						
3.1	<u>Progress to Date</u>						
3.1.1	An internal review of current policies, practices, and targeted engagement activity informed the approach and provided a baseline for discussion. This includes but is not limited to: <ul style="list-style-type: none"> • A comparative analysis of other FRS's cultural reports/industry insights (detailed above) to highlight opportunities for improvement. • Review of outputs from supervisory manager engagement sessions, SFRS Values Framework and content of the FBU Firestorm report 						

<p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p> <p>3.1.5</p>	<ul style="list-style-type: none"> • Analysis of the SFRS employee relations cases spanning 2020-2023 <p><i>Culture Development Group (CDG)</i></p> <p>The Culture Development Group (CDG) was set up in late 2023 to support the delivery of the CAP with the fundamental objective of promoting positive workplace behaviours, tackling unacceptable behaviour and establishing a pathway for sustained improvement. It comprises membership from across the SFRS and all recognised Trade Unions, with allotted space at monthly meetings for attendance across our workforce to encourage wider participation and promote transparency.</p> <p>The CDG aims to support delivery of the CAP objectives by setting down the foundations for culture change and enabling positive behaviours. Progress includes:</p> <ul style="list-style-type: none"> • Agreed Terms of Reference and CDG membership • Continued review of the CAP at monthly meetings • Forward planning arrangements are in the final stages of development • Development of a Culture Road Map to depict high level outcomes of the CAP • Five sub-groups: Organisational Learning, Management Development, Attraction, Staff Engagement, and Professional Standards have been formed to support delivery of the 3 CAP strategic imperatives (See 3.1.3). • Sub-group leads are currently being appointed to support the formation of each sub-group and enable wider member recruitment • Planned 'Speaker Events' that share expertise to enhance CDG group understanding across areas relating to psychological safety, unconscious bias and understanding the impact of negative behaviour on others <p><i>Culture Action Plan (CAP)</i></p> <p>The outputs of the internal review (detailed in 3.1.1) have contributed to the formation of the Culture Action Plan. The CAP comprises 42 actions identifying areas for development and / or improvement to support the delivery of the SFRS' cultural objectives.</p> <p>A cultural roadmap is being developed in collaboration with the Portfolio Office which will bring the key deliverables from the action plan together in a single strategic view. This will be used to identify links into the inflight portfolio and highlight any significant inter-dependencies with the Strategic Service Review Programme (SSRP).</p> <p>Three priority actions have been identified as strategic imperatives and work commenced on these during 2023. It was necessary to identify these key actions to support strategic and resource planning. However, it is also important to highlight that there is continuing activity across the remaining actions detailed within the CAP. Including: ongoing SLT workplace visits, promotion and succession planning, review of exit interview process, and continuing work to identify and act on opportunities that arise through organisational change programmes to influence workplace culture. An overview of current workflow relative to the three priority actions is shared below:</p> <p><u>Priority 1: Attracting and supporting a more diverse pool of candidates.</u></p> <ul style="list-style-type: none"> • Review of existing end-to-end recruitment and selection processes including the experiences of candidates and perceptions of current employees. This is being approached incrementally, with adaptations and enhancements being applied to new activities from September 2023, and will continue iteratively. • Review of Positive Action (PA) activities (internal & external) and opportunities to increase diversity of workforce / raise awareness of SFRS as an inclusive employer. Feedback from PA Masterclasses has informed a rolling programme of these for under-represented groups. Enhancements are planned to commence from September 2024
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- Opportunities to understand community perceptions and the barriers currently experienced by under-represented groups will be developed to assist in improved marketing of the SFRS and the role of Firefighter. Insight to shape this work will be influenced by: the Emergency Service Awareness event (May 2024), Career Ready programme (June 2024) Women in the Fire Service event (Sept 2024) HMFSI Inspection, Confidential Reporting Line insight, the Colleague Experience Survey 2024 and ongoing engagement with local Community Action teams, Strategic People Partner insight and other relevant PA activity.

Priority 2: Developing Managers and Leaders

- A Management Development Framework (session 1) pilot, for supervisory managers has been delivered within the East and West SDAs and feedback will continue to shape future sessions. The Framework will provide initial management skills to our supervisory management population. Delivery is varied across a range of in-person, online and digital options with a focus on developing key skills such as listening, communication and, supported by practical application through role-play. The Framework provides a personalised learning journey where managers can broaden their current skills, knowledge, and experience with a variety of learning options and reflective practises to provide support across a range of supervisory tasks, such as managing attendance and having challenging conversations. While offering a bespoke learning experience, the Framework, critically, provides the assurance of consistent supervisory management development across this employee population.
- Existing Leadership development programmes have continued, with Learning Needs Analysis (LNA) processes established to collectively identify opportunities for employees to access individual learning. Programmes have been well received with learners providing presentations of how they have applied their learning in the workplace and the positive impact this has made. Plans are progressing to continue programmes that align with the continued development and rollout of the Management Development Framework
- The People Directorate engagement sessions have concluded. The dashboard of feedback from the East has now been combined with North & West, shared with the SDA management teams and the CDG. The combined feedback provides essential insight to inform development of the Management Development Framework

Priority 3 – Improving Business Intelligence to inform future actions.

- Analysis of the Colleague Experience Survey (CES) will commence in Q1 2024/25, with outcomes and actions communicated across the SFRS during Q2 2024/25 to highlight key findings and provide insights to collaboratively build action plans for driving performance and employee engagement.
- The Confidential Reporting Line (CRL) will provide the SFRS with a platform to inform a real time MI dashboard. Anonymised data may provide engagement indicators by area or function; non-anonymised, anonymised or partially anonymised data, in the form of a complaint or allegation of misconduct, may be used to inform investigations; all of which will contribute to a suite of data that shapes cultural intelligence in a significantly more pro-active way than current practice.
- Discussions have commenced with HMFSI to agree approach to the thematic inspection of culture with the dedicated SFRS Senior point of contact. The aim of the inspection is to assess the organisational culture of the SFRS and whether it enables us to achieve our aims and ambitions.
- Work is being undertaken to develop what defines good culture within SFRS and how the above information can demonstrate how the organisation is performing against this.

These workstreams will provide indications of alignment with our strategic objectives to measure performance against plan and influence continued approach.

3.1.6	<p><u>Future Actions & Activity</u></p> <p>Development of a culture and values communication and engagement strategy will be necessary to brand culture work so that activity aligns with our values and embeds messages to support the understanding of our aims. Benefits and improvements will be measured and used to indicate further areas of activity.</p> <p>A current snapshot of future activities is outlined below:</p> <ul style="list-style-type: none"> • Formal launch and communication of the Cultural Action Plan, alongside a programme of ongoing engagement activity • Analysis of CES feedback, communication of results and formation of action plans • Evaluation of the CRL and reporting capability • Delivery of the Management Development Framework (Session 1) in North SDA and review of evaluation and feedback to inform wider rollout plans and future sessions. • Design and delivery of a programme of development sessions for Strategic leaders • Design of broader Management Development Framework sessions and resources • Ongoing collaborative work with NFCC • HMFSI Inspection / outputs and data analysis
4	Recommendation
4.1	To scrutinise the future pathway detailed within the Culture Action Plan to progress the work of the Culture Development Group (CDG) and associated culture activity within the SFRS.
5	Key Strategic Implications
5.1	Risk
5.1.1	There is a risk of potential reputational, legal and financial risks associated with any failure to embed an inclusive and psychologically healthy workplace culture.
5.2	Financial
5.2.1	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	Environmental & Sustainability
5.3.1	There are no specific Environmental & Sustainability implications arising from this paper.
5.4	Workforce
5.4.1	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	Health & Safety
5.5.1	There are no specific Health and Safety implications arising from this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific Health & Wellbeing implications arising from this paper, though the activities within the cultural action plan have the potential to positively impact employee health and wellbeing.
5.7	Training
5.7.1	There may be implications associated with future development frameworks for supervisory and middle managers.

5.8	Timing	
5.8.1	Taking account of recent external reports in relation to culture across Fire and Rescue Services it is important to act responsively to support delivery of planned activities for 2024/25.	
5.9	Performance	
5.9.1	Any improvement in cultural alignment with SFRS values will lead to improved engagement and productivity.	
5.9.2	Any improvement in working environment directly calibrates with increased performance and productivity. Conversely, failure to maintain skilled and engaged employees could have a negative impact on performance.	
5.10	Communications & Engagement	
5.10.1	Engagement has taken place with representative bodies. Further engagement will take place with managers and employees through the finalisation and roll out of the CAP. Support from the Communication & Engagement team 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	Legal	
5.11.1	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	Information Governance	
5.12.1	DPIA completed Yes/No. No personal data is in scope of this paper.	
5.13	Equalities	
5.13.1	EHRIA will be completed for any policy or practice change arising from this.	
5.14	Service Delivery	
5.14.1	Engagement and support from Service Delivery will be required to ensure successful delivery of the Cultural Action Plan.	
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 activity has taken place to progress the actions with in the Cultural Action Plan and future activity has been prioritised.
8	Appendices/Further Reading	
8.1	Appendix A – Culture Action Plan	
Prepared by:		
KellyAnne McDougall, Talent Team		
Sponsored by:		
Lyndsey Gaja, Interim Director of People		
Presented by:		
Lyndsey Gaja, Interim Director 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.		

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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
<i>Strategic Leadership Team – Policy Meeting</i>	<i>01 May 2024</i>	<i>For Recommendation</i>
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Scrutiny</i>

Line	Employee Life Cycle		SFRS Actions	Year	Planned Start Date	Planned End Date	Owner	Milestone/Outcome	Activities in Progress June @ 2023	Comments	BRAG Status	Change Dependencies
1.1	Attraction	Attracting a diverse and capable candidate pool by promoting SFRS as an inclusive and progressive employer.	Explore options to adopt 'Direct/Accelerated Entry Programme' as an entrance route for experienced leaders to join SFRS and enhance our leadership skills profile enhancing existing measures for promoted posts.	2024/25	TBD	TBD	SMB/People Directorate /Training, Safety and Assurance/Service Delivery	Decision on whether to implement direct/accelerated entry. Consider how the 'Direct Entry Programme' (4.2) can support aims to improve diversity within leadership roles (esp. females in leadership positions).	Observing and learning from NFCC Pilot.			
1.2			Review and enhance Positive Action and inclusive based attraction initiatives to increase and diversify the pool of potential applicants	2023/24	TBD	TBD	Recruiting Functions/ Communications/People Directorate	Increased diversity in applicant pool. Improvement in filling hard to fill vacancies e.g. ICT.	Positive Action Toolkit near completion for SFRS access	Targeted recruitment and positive action activity		
2.1	Recruitment	Apply robust, fair and meaningful recruitment practices across all SFRS vacancies.	End to end review of recruitment process	2023/24			People Directorate					
2.2			Review of recruitment procedures to ensure that relevant background and updated PVG/DBS checks are being applied correctly for all Service-to-Service Transfers and all appointments across all staffing groups.	2023/24			People Directorate					
3.1	Retention/Development	Creating a workplace culture of inclusion and psychological safety with a culturally competent workforce.	Senior Management Team (LSO and non-uniformed equivalent through to SLT) retraining to reinforce knowledge of SFRS values and behaviours and their importance.	2023/24			SMB/People Directorate/Service Wide	The outcome will provide a platform that ensure consistency across all service visits, providing opportunity to role model the desired behaviours and reinforce best practise across respective areas.				
3.2			Colleagues in all roles are aware of their responsibilities and feel confident in contributing to an inclusive and psychologically safe working environment where SFRS Values are demonstrated.	2023/24			SMB/People Directorate/Service Wide	Linked to senior management engagement activities. Tools available for colleagues to enhance their cultural competence including training on how to intervene to challenge behaviours inconsistent with SFRS Values.	Current cultural engagement pilot in East SDA			
3.3			Create opportunities for joint learning and training on cultural competence with rep bodies.	23/24			SMB	Shared training / working with fbu re mcf discussions				
3.4			Proactively engage with NFCC enhanced suite of Masterclasses, Portals and Coaching & Mentoring programmes on key cultural topics to identify additional support mechanisms. Explore options for introducing reverse mentoring programmes and 360 degree feedback.	2023/24+	TBD	TBD	People Directorate/Training, Safety and Assurance					
3.5			Review the compatibility of accepted SFRS workplace practices (e.g. shift patterns) with ambitions of an inclusive and psychologically safe environment.	2023/24			SMB/ Service Delivery/ People Directorate					
3.6			Continue to review the compatibility with the SFRS physical environment and the equipment provided to colleagues with the ambitions of an inclusive workplace.	23/24			SMB/Asset Management/WELF					
3.7			Organisational Learnings - Tackling Complaints, Monitoring Trends and Improving Outcomes for Employees.	Introduce pilot of an independent (3rd Party) confidential reporting service with telephony and online reporting capability. The service should offer time critical sharing of information, management reporting capability and afford access regardless of geography or shift pattern.	2023/24			People Directorate	Procurement exercise for 3rd party provider. Launch 3rd party reporting as a pilot exercise as part of extended cultural engagement piece. Mechanisms agreed to receive data and compare with in-house data held on complaints raised internally.		Review introduction of Contact Advisors roles and links to introduction of 3rd party confidential reporting service	
3.8		Instill and uphold standards of behaviour following an evaluation of the level of cultural adherence to SFRS values and understand where and why gaps exist, using data and MI from reporting service to close these gaps with relevant training and, where applicable, use of formal procedures to manage non compliance.	2023/24			SMB						
3.9		Review and respond to themes arising from quarterly reporting of Employee Relations cases.	2023/24			SMB/People Directorate/ Service Wide	Meaningful management information that reports on misconduct, grievance and disciplinary outcomes to identify trends and pockets of poor/good practice by region and function. Case study deep dive to identify lessons learned jointly with rep bodies. Evaluation of psychologically safety by comparing in-house and 3rd party reporting line cases. Colleagues across SFRS are informed about the processes and steps taken in managing complaints.		Develop arrangements to gather and translate data from SFRS arrangements and the 3rd party service into SFRS improvement activity.			

Line	Employee Life Cycle	SFRS Actions	Year	Planned Start Date	Planned End Date	Owner	Milestone/Outcome	Activities in Progress June @ 2023	Comments	BRAG Status	Change Dependencies
3.10		Evaluate handling of complaints through deep-dive reviews of case studies and do so in partnership with rep bodies.	23/24			SMB/People Directorate/WELF/Rep Bodies/Service Delivery					
3.11		Colleagues are supported throughout the complaints process.	23/24			SMB/Service Wide	Individuals (complainants and those complained against) have access to support throughout the process. On conclusion of case the wider team is supported in readjusting and supported in developing healthy working team practices. People Services to implement guidance.	Health and Wellbeing support Dignity and Respect Contact Advisers Access to rep bodies			
3.12	Utilising the Benefits of Partnership Working.	Engage with NFCC to encourage and realise the benefits of cross sector working.	2023/24	TBD	TBD	SMB					
3.13		Strengthen involvement of key sector bodies such as Women in the Fire Service, Asian Fire Service Association and The Fire Fighters Charity in work around Culture and Inclusion.	2023/24	TBD	TBD	EDI Team and Snr Equality Champions					
3.14		Further embed the revised SFRS People Model providing a partnership approach to people services.	2023/24 +			People Directorate/Service Wide			Benefits of Strategic People Partner already being realised - collaborative and partnership working and shared ownership/buy in adding value e.g. ESDA culture engagement and management development work		
3.15		Seek out new opportunities to work jointly with rep bodies to deliver, promote and embed an inclusive and psychologically safe workplace.	2023/24			SLT/SMB					
3.16		Utilise and monitor workplace processes to make a positive impact on inclusion and diversity.	Robust process in place to ensure SFRS staff understand their obligation to report any change in PVG / BDS status.	2023/24			SMB/ Communication & Engagement Team / People Directorate				
3.17		Understand regularity of monitoring that Disclosure Scotland undertakes to identify variations in PVG status and associated reporting (to SFRS) timescales for this.	2023/24			People Directorate			Continue to do this - we already have well established mechanisms in place		
3.18		Review existing promotion and succession planning process to ensure fairness and equality of opportunity – targeting unfair bias towards women with comparable male experience.	2023/24	TBD	TBD	People Directorate /SMB/ Legal Services/Communications & Engagement Team/WELF					
3.19		Ensure that Diversity and Inclusion management information is used as the building blocks to inform our strategic approach and develop a SFRS Cultural Dashboard and is benchmarked with partner bodies.	2023/24	TBD	TBD	SMB/Service Wide/EDI Team	Improved disclosure rates of employees' sensitive information as a result of communication. Trend analysis is carried out on employment practice disaggregated by sensitive information characteristics. We benchmark our performance against partner bodies.	SFRS is represented on the Scottish Government led Justice Sector Working Group on Data and Race.			
3.20	Invest in our workforce to develop, compassionate and effective leaders.	Senior management (LSO and non-uniformed equivalent through to SLT) retraining to reinforce knowledge and application of SFRS values will provide a gateway to re-educate ALL Leaders within the service and support our drive for a positive and inclusive culture climate. This will follow successful delivery of long term vision and Values.	2024/25	TBD	TBD	SLT/SMB	Colleagues given appropriate time away from BAU to undertake meaningful personal development.		Will start this in 2023-24 with Supervisory managers and then rollout across leader levels and wider programmes. Consider review of the role and use of SFRS Equality Champion and Employee Networks - raise awareness of lived experience esp. of minority groups, opportunity to hear and share our employees stories including their experience working in the SFRS		
3.21		Establish a post training evaluation framework for Management and Leadership Training to identify the value add, understand how learning has been applied in the working environment and measure effectiveness of this against our desired culture and values proposition. This should also reflect post-COVID changes in working methodology so that Leaders understand how to manage across a range of environments, including hybrid working.	2023/24	TBD	TBD	People Directorate/ Training, Quality & Assurance					
3.22		Set out expected standards of behaviour and tackle poor behaviour through development and implementation of a supervisory management development programme.	2023/24			People Directorate/ Training, Quality & Assurance	Utilise Appraisal process; difficult conversations; intill talking about culture when talking about anything work related; tackling minor girevances; engage with new starts on what is expected and what to expect of others.		Supervisory management development programme development informed by SFRS Colleagues will be taken off the run/out of their day job to enable head space and dedicated development time for management and leadership development.		

Line	Employee Life Cycle	SFRS Actions	Year	Planned Start Date	Planned End Date	Owner	Milestone/Outcome	Activities in Progress June @ 2023	Comments	BRAG Status	Change Dependencies
3.23		Continue implementation of Middle management development programme.	2023/24			People Directorate/ Training, Quality & Assurance			Middle management development programme will continue to be informed by SFRS Engagement activity Colleagues will be taken off the run/out of their day job to enable head space and dedicated development time for management and leadership development.		
3.24		Review and refresh Talent management and development and Leadership pathway arrangements.	2024/25			People Directorate/ Training, Quality & Assurance			Enable management and leadership development both in advance of taking up promoted post. Colleagues will be taken off the run/out of their day job to enable head space and dedicated development time for management and leadership development.		
3.25	Enabling effective cyclical internal engagement.	Reinstatement and extension of Station/Functional/LSO Management Team visits by the SLT and SMB to include all staffing groups at all workplaces and involving all tiers of management. These should be planned cohesively across the Service as part of a series of actions to tackle outcomes from our Culture Survey (2018), which highlighted unacceptable behaviours and practices in some areas, including subgroups and watches.	2023/24			SLT/SMB/Kaniz Brown / Kevin Murphy	Blueprint approach already available based on previous efforts by SLT and SMB.				
3.26		Involve rep bodies in all communication efforts including: survey design and workplace visits to outline expected behaviours.	2023/24			SMB/Rep Bodies					
3.27		SLT and SMB to capitalise on opportunities to visibly champion the relevance of SFRS values and behaviours in internal and external communications on all topics.	2023/24	TBD	TBD	SLT/ SMB					
3.28		Continue to gather employee feedback through consultations, confidential helpline, pulse and thematic engagement surveys, communicate results and implement actions.	2023/24			SMB/People Directorate/Communications	E.g. maternity returners experience feedback				
3.29		Implement SFRS Staff Survey	2023/24 +			People Directorate/ Communications and Engagement/ Service Wide	Management and Rep Bodies collaborate to agree question set which has greatest chance of identifying current and relevant workplace cultural issues. Communications strategy to support the pre/during/output stages of the survey. Agreed approach to responding to outcomes and implementing outputs at the outset of the programme of work.				
3.30		Develop and implement focus group SFRS Engagement Sessions for supervisory managers to gain feedback and insights on SFRS culture, management and leadership.	2023/24			SMB/ People Directorate/ Communications and Engagement			Pilot in ESDA due to commence from June/July 2023 - joint working between the People team and SDA Management		
3.31		Communicating the commitment to address cultural issues by demonstrating how the Service will follow through by utilising insights, demonstrating how issues are being addressed - sharing best practise and highlighting development areas and how we approach these.	2023/24+			SLT/SMB/Communications/People Directorate					
3.32		Enable transparency by introducing lived examples of in-service good and bad behaviours which have or will shape the way we work, providing detailed examples of what good and bad behaviour erodes or enables culture.	2023/24			SMB/ Rep Bodies/WELF/ Communications and Engagement/ People Directorate/ Service Wide	Build in to training	Started with rep bodies and management - case reviews.			
3.33		Developing a Culture and Values communication and engagement strategy with Senior Leaders that includes a tiered approach which facilitates consistency and the golden thread to local areas, functions and teams.	2023/24+			SLT/SMB/Communications and Engagement /People Directorate					
3.34	Utilising opportunities arising through organisational change programmes of work to influence workplace culture.	Progress development and implementation of an SFRS Organisational Change Framework	2023/24 +			People Directorate	SFRS has an established Organisational Change Framework				

Line	Employee Life Cycle		SFRS Actions	Year	Planned Start Date	Planned End Date	Owner	Milestone/Outcome	Activities in Progress June @ 2023	Comments	BRAG Status	Change Dependencies
3.35			Exploit the Corporate Service Review to identify and plan for improvements in workplace culture and environment.	2023/24 +			SMB/SSRP/SDMP			Enable wider ownership of culture initiatives		
3.36			Identify opportunities within SDMP/Strategic Service Review Project programmes of work to influence improvements in workplace culture and environment	2023/24 +			SMB/SSRP/SDMP	SDMP/Strategic Service Review programmes are well established.				
3.37			Learn from and use evidence from Portfolio Office approach to change and its impact on people to inform decisions on workplace culture and environment	2023/24 +			Portfolio Office/People Directorate	Portfolio Office approach to community engagement informs approach to culture				
4.1	Exiting the Organisation	Our employment exit procedures provide meaningful business intelligence which is acted upon to inform future workplace practices.	End to end review of Exit Interview process. Communicate importance and value of managers offering and employees participating in the process. Implement robust monitoring and reporting arrangements for the process including mechanism for trend/theme identification and mechanism for effecting a response. Provide opportunity for exiting colleagues to meet with senior leaders to provide feedback on their experiences in SFRS.	2023/24+	TBD	TBD	People Directorate/ SMB/Service Wide	Exit interviews are taking place for the majority of Service leavers. The results and findings of individual exit interviews are collated and shared corporately. Trends and themes on reasons for departures are identified. There is a clear mechanism for responding to trends/themes where appropriate.	The Exit Interview Process is scheduled for review in 2024.			

Priority	Initial Scoping Required	Sample of Potential/ Current Actions
Attracting and supporting a more diverse candidate pool	<p>Create Vision - what does success look like; why are we doing it; how committed are we; how much are we prepared to invest?</p> <p>Decide on parameters of activities - are we limited to Equality Act Positive Action measures or do we extend to other Inclusion-based activities? Do we restrict activities to recruitment/promotion based initiatives or include broader workplace practices e.g. terms and conditions in scope of programme of work. How bold are we going to be? What resources are we prepared to invest?</p>	<p>Understanding why previous activities have not been successful and current barriers to attraction/ progression in recruitment process/promotion.</p> <p>What can we learn from other agencies? Engagement activities - in schools, in community and in workplaces. Profile of SFRS - challenging perceptions; challenging inaccuracies in media profiling; how we present and represent SFRS externally. Recruitment and selection review and revise practices. Take our existing workforce with us - education. Allow business needs to direct activity. Invest in the long term.</p>
Management Development for Supervisory and Middle Manager Cohort	<p>Create Vision - what does an effective SFRS supervisory/middle manager look like? What behaviours must they demonstrate?</p> <p>Decide - is this action limited to 'people' skills or does it extend to all responsibilities for this management cohort? Do we know the gap between the vision and the current reality?</p>	<p>Roll-out East SDA Pilot to North and West. Continuation of existing Development programmes. Enhance guidance on managing employment practices.</p> <p>Continued access to People Advisers to support case management. Make use of case studies of 'good practice' and 'need for improved practice' as a learning resource.</p>
Making more effective use of the senior leadership cohort to communicate and embed an inclusive workplace culture	<p>Create Vision - what does an inclusive workplace culture look like? What do culturally competent leaders look like?</p> <p>Define - What behaviours do we want from our senior leadership team? What steps will the senior leadership team adopt to cascade adherence to SFRS Values and the promotion of an inclusive workplace culture? What are the gaps in the senior leadership team's understanding and skillset on cultural competence, equality, diversity, inclusion, ethics and SFRS Values.</p>	<p>Engagement with Strategic People Partners. SLT/SMB to carry out worksite visits. Communications Strategy to underpin all workplace culture activities.</p>
Improve Business Intelligence to Inform Future Action	<p>Create Vision - of what business intelligence and workplace evidence can provide to shape workplace practices and improve workplace culture.</p> <p>Decide - prioritise range of data sources and information to inform and improve workplace culture interventions.</p>	<p>Implement staff survey. Extract trends and conduct deep-dive case review on complaints internal and via external reporting line; discipline and grievance; managing attendance and maternity leave and exit interviews.</p>



Report No: C/PC/22-24

Agenda Item: 9.3

Report to:		PEOPLE COMMITTEE						
Meeting Date:		6 JUNE 2024						
Report Title:		WOMEN'S EXPERIENCE LIAISON FORUM UPDATE						
Report Classification:		For Scrutiny		SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>				
				A	B	C	D	E
1		Purpose						
1.1		To provide an update on the activities of the Women's Experience Liaison Forum (WELF) to the People Committee.						
2		Background						
2.1		The WELF was established in 2022 to further the aims of making Scottish Fire and Rescue Service (SFRS) an inclusive employer by meeting the needs of women in the workplace.						
2.2		The WELF is chaired by Deputy Chief Officer, Stuart Stevens and currently has representation from: <ul style="list-style-type: none"> • FBU • Unison • UNITE • Women in the Fire Service – Scottish Representative • People Directorate – Head of Function, Interim Director, EDI, H&W, Talent (Acquisition) Teams • Strategic Planning, Performance and Communications Directorate – Head of Communications and Senior Equality Champion for Women • Prevention, Protection and Preparedness Directorate – Deputy Head 						
2.3		The group has monthly scheduled meetings and maintains an action plan and rolling action log.						
3		Main Report						
3.1		The WELF was set up to share information about the real-life working experiences of women in SFRS, action improvement measures and act as a discussion forum on emerging issues such as NJC negotiations relating to maternity pay. The WELF has met these ambitions of purpose and has further provided valuable opportunities for joint working between management and representative bodies.						
3.2		Topics of discussion at the WELF are varied, extending to the provision of appropriate PPE, dignified facilities, maternity provisions, general employment practices that may impact women differently compared to male colleagues and learning and development opportunities. The following sections provide a selection of examples of the outcome of these discussions matters which are being progressed.						

3.3	<p><u>PPE</u></p> <ul style="list-style-type: none"> • Provision of multiple sizes of tabards for use on the incident ground. • Removal of the need for a GP's note for the issuing of narrow fitting shoes. • A review of all the extant Equality and Human Rights Impact Assessments (EHRIA) on the procurement exercises associated with equipment purchase is underway.
3.4	<p><u>Dignified Facilities</u></p> <ul style="list-style-type: none"> • Representatives from the WELF worked with colleagues in Asset Management and ENSA LSO Area to improve the provision of women's toileting facilities in Ardrossan Fire Station. • A review of the extant EHRIA on the Standard Station Design is underway with a view to producing additional management guidance on the provision of facilities for women who may be expressing breastmilk following their return from maternity leave.
3.5	<p><u>Improving Guidance Relating to Pregnancy and Maternity</u></p> <ul style="list-style-type: none"> • The WELF collaborated on the development of management guidance to improve understanding of responsibilities for supporting pregnant employees. • The WELF has commissioned the development of additional guidance for managers and employees on returning from maternity leave. • The WELF has commissioned an employee survey of employees who have returned from maternity leave to gauge employee experience of how well their period of pregnancy and maternity was managed.
3.6	<p><u>Other Improvement Measures</u></p> <ul style="list-style-type: none"> • The WELF supported SFRS joining the Endometriosis Friendly Employer Scheme. • WELF supported the Service to mark International Women's Day through communications pieces. • 16 Days of Activism was supported by the WELF through the promotion of on-line training to tackle sexual harassment and management of sex discrimination in the workplace. • The WELF is acting as sponsor for the delivery of a Women in the Fire Service development event over the weekend of 28 and 29 September 2024.
4	Recommendation
4.1	The Committee is asked to scrutinise the content of this report.
5	Key Strategic Implications
5.1	Risk
5.1.1	This report, as an update paper, has no specific link to the SFRS Risk Matrix.
5.2	Financial
5.2.1	There is no designated budget for activities that arise through the WELF and existing budgets are utilised for delivery of emerging activities.
5.3	Environmental & Sustainability
5.3.1	There is no identified link between the activities outlined in this paper and SFRS environmental and sustainability obligations.
5.4	Workforce
5.4.1	The aim of the WELF is to contribute in a positive way to the provision of an inclusive and attractive workplace for all SFRS colleagues and prospective applicants.
5.5	Health & Safety
5.5.1	There is no identified link between the activities outlined in this paper and SFRS health and safety obligations.

5.6 5.6.1	Health & Wellbeing There are no specific links between the activities outlined in this paper and health and wellbeing, however it should be noted that much of the discussion topics at the WELF will have a relationship to the health and wellbeing of our colleagues.	
5.7 5.7.1	Training There are no specific training requirements associated with the activities outlined in this paper.	
5.8 5.8.1	Timing There are no timing issues identified.	
5.9 5.9.1	Performance The WELF does not produce any performance related data or measures.	
5.10 5.10.1	Communications & Engagement There are no specific communications and engagement issues arising from the contents of this paper.	
5.11 5.11.1	Legal There is no legal requirement to maintain a forum such as the WELF, however, it should be noted that some discussion topics raised at the WELF will have associated legal implications.	
5.12 5.12.1	Information Governance DPIA completed Yes /No. If not applicable state reasons. There is no information in this report that is relevant on the grounds of DPIA. The information does not relate to individuals and contains no sensitive information.	
5.13 5.13.1	Equalities EHRIA completed Yes /No. If not applicable state reasons. A specific EHRIA for this report was not produced. This is a progress of individual activities arising from the WELF may be subject to their own EHRIA where appropriate.	
5.14 5.14.1	Service Delivery Not relevant.	
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 WELF has identified several issues that affect women in the workplace and it has progressed actions to address these. Positive feedback has been received from WELF members on behalf of the groups they represent in terms of the impact of these actions.
8	Appendices/Further Reading	
8.1	None	
Prepared by:		Elaine Gerrard, EDI Manager
Sponsored by:		Lyndsey Gaja, Interim Director of People
Presented by:		Elaine Gerrard, EDI Manager

Links to Strategy and Corporate Values		
<i>The WELF links to the Corporate Value of Respect and to Strategic Outcome 6 <i>The experience of those who work for SFRS improves as we are the best employer we can be.</i></i>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Scrutiny</i>



Report No: C/PC/23-24

Agenda Item: 10.1

Report to:		PEOPLE COMMITTEE						
Meeting Date:		6 JUNE 2024						
Report Title:		TRAINING FUNCTION UPDATE AND PERFORMANCE REPORT QUARTER 4 2023-24						
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose							
1.1	The purpose of this report is to provide a high-level overview of the Training Function activity and performance over Q4 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 “ <i>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.</i> ” 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 two parts. Firstly, providing a Training Function Update (Appendix A) regarding key aspects of work across the Training Function over Q4 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 Q4 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 Q4 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 approach of reporting and presenting performance data for 2023/24.							

5	Key Strategic Implications
5.1	Risk
5.1.1	To ensure risk movement is monitored and actions taken to mitigate this at a Function level 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	Financial
5.2.1	There are no financial implications arising from the content of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental & sustainability implications arising from the content of this report.
5.4	Workforce
5.4.1	The purpose of this report is to strengthen performance managements and drive improvement of our workforce.
5.5	Health & Safety
5.5.1	There are no health and safety implications arising from the contents of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications arising from the contents of this report.
5.7	Training
5.7.1	To ensure we have personnel maintain their currency within required training requirements for their role.
5.8	Timing
5.8.1	Presented on a quarterly basis in order to scrutinise performance against the Key Performance Indicator's as set out in the Performance Management Framework.
5.9	Performance
5.9.1	To strengthen performance managements arrangements and drive improvement. The report details the agreed targets and how we monitor our progress against these throughout the quarter/reporting year.
5.10	Communications & Engagement
5.10.1	To ensure performance and risk is discussed at all levels and the content of this reports shared to the relevant forums.
5.11	Legal
5.11.1	There are no legal implications arising from the contents of this report.
5.12	Information Governance
5.12.1	DPIA completed No.
5.13	Equalities
5.13.1	EHRIA completed No.
5.14	Service Delivery
5.14.1	To support and drive improvement across the Service in order to positively impact upon the delivery of our services to the communicates of Scotland.

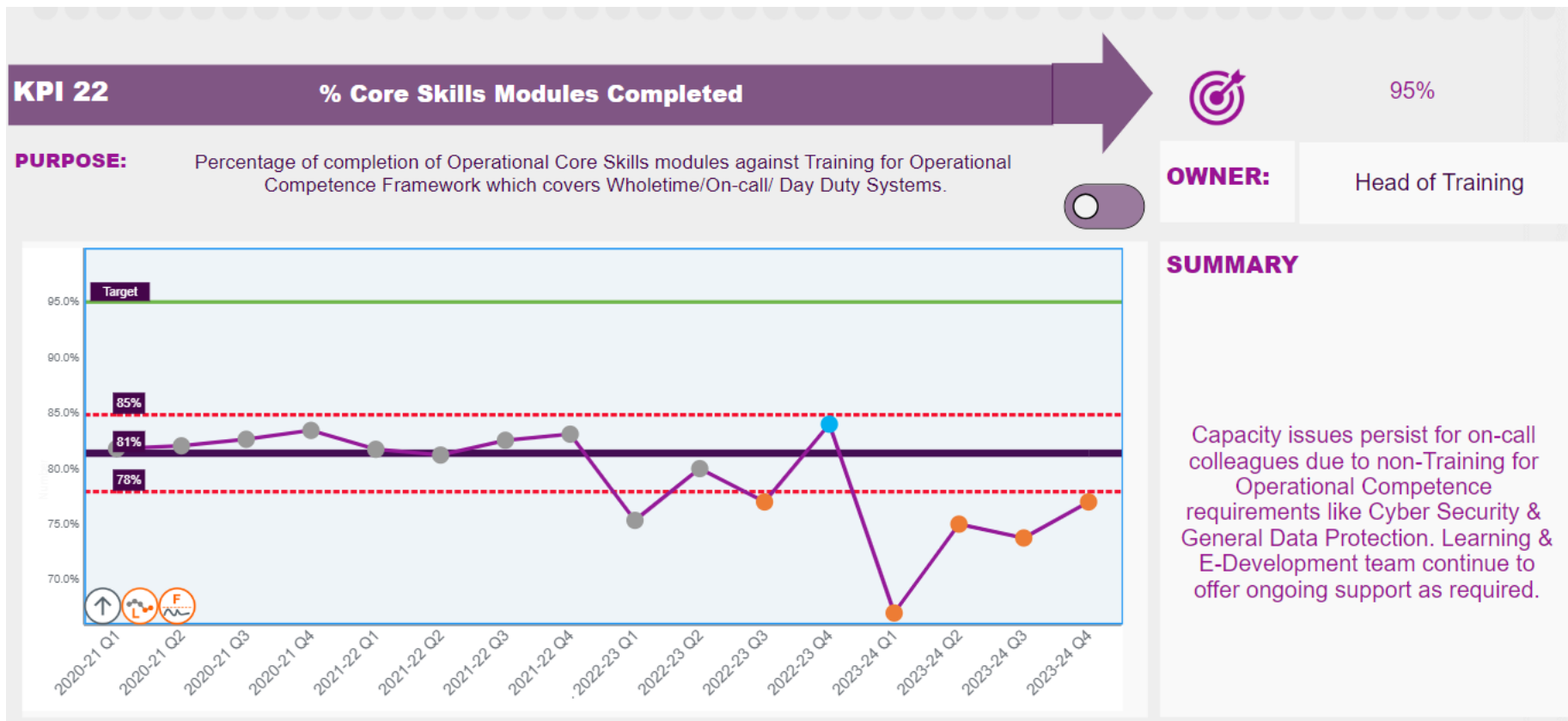
6	Core Brief	
6.1	N/A	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt, Director of Training Safety & Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	The content of this paper demonstrates the approach being 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 – Q4 2023-24	
Prepared by:		Area Commander Ally Cameron, Training Function and Andy Scott, Learning, E-Systems & Performance Manager.
Sponsored by:		Deputy Assistant Chief Officer Bruce Farquharson, Head of Training
Presented by:		Deputy Assistant Chief Officer Bruce Farquharson, Head of Training
Links to Strategy and Corporate Values		
<p>Strategic Plan 2022-25 Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks. Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.</p> <p>Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.</p>		
Governance Route for Report		Meeting Date
<i>Training Functional Management Team</i>		<i>8 May 2024</i>
<i>Directorate Management Team</i>		<i>16 May 2024</i>
<i>People Committee</i>		<i>6 June 2024</i>
<i>Training Safety and Assurance Board</i>		<i>13 June 2024</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>

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

TRAINING FUNCTION UPDATE	
Performance Reporting	<p>Training’s approach to performance management continues to evolve, whilst building on our existing business partner approach with Data Services. When analysed over 2023/24, a continued trend of improved performance is evident across the KPI’s specific to the courses delivered by the Training Function.</p>
BA Recovery Plan	<p>Working closely with Service Delivery and other key stakeholders, the Training Function has conducted a comprehensive review of our BA training delivery model in recent months. This review has considered various factors, including the impact of COVID-19, recommendations from audits and reports, feedback from course attendees and Representative Bodies, compliance with National Operational Guidance (NOG), as well as the capacity and assets available for training delivery.</p> <p>Outcomes of the Review: As a result of this review, and with the aim of ensuring the delivery of appropriate training, enhancing firefighter safety, and reducing organisational risk, we have implemented a BA Recovery Plan. This plan adopts a three-phased approach:</p> <p>Phase 1: Additional BA training has been provided to all Firefighters in development who progressed through the Firefighter Foundation Programme between January 2020 and July 2022. 333 firefighters have passed through this additional training, which was delivered between January and April 2023.</p> <p>Phase 2: Commenced on 1 April 2024; Phase 2 involves the delivery of a 1-day BA course incorporating Tactical Ventilation (TV), BA Search & Rescue, and Compartment Fire Behaviour (CFBT). The course is designed to be modular to allow for flexibility in training. Learning will be supported by a Pre-course Learning LCMS package that should be completed prior to attending the allocated course. Phase 2 is planned to be completed within 18 months.</p> <p>Phase 3: Starting annually in 2025 following completion of the 1-day Recovery Course, Phase 3 will introduce a new business-as-usual (BAU) model.</p>

<p>Training Strategic Asset Management Plan (TSAMP)</p>	<p>Engagement across a wide range of stakeholder has taken place and feedback will now all be fully considered as part of the production of the TSAMP which is scheduled to be completed August 2023.</p> <p>The Training SAMP will set out how we aim to achieve a modern and fit for purpose training estate to effectively deliver training and provide access to these facilities across the service over the next ten years.</p>
<p>National Training Standards (NTS)</p>	<p>All NTS within the Training Function have now been reviewed as the Training Policy Schedule. Aligned to the introduction of the new Training Frameworks a further full review of all NTS will be scheduled and commence later into 2025.</p>
<p>Clinical Governance</p>	<p>A review of the Clinical Governance Technical Working Group (CGTWG) has been undertaken and a paper was progressed through governance to the Service Delivery Board. This primarily highlighted a number of changes in membership within the group, including representation from Asset Management to assist with new equipment requirements and Occupational Health for wider Organisational Clinical Governance considerations. A rotation of the Chair for 2024 / 25 from Training Function to Service Delivery was also confirmed.</p>
<p>Digital Systems</p>	<p>Training have procured an Incident Command simulation software programme called XVR. This software will enhance current Incident Command maintenance training and provide greater flexibility and access due to its digital delivery.</p> <p>Following the purchase of Workforce Pro (part of the PdrPro system), the LED team have begun to scope out a project plan for implementation.</p> <p>It is anticipated that the new system will be trialed throughout Q3 2024, with an anticipated launch in Q4 2024. Workplace Pro will enable the Service to record all training for non-uniformed staff and provide a single platform for performance reporting.</p>

PowerBI Dashboard Data Training Function: -



KPI 23 % Advanced, Support & Emerging Risks Modules Completed



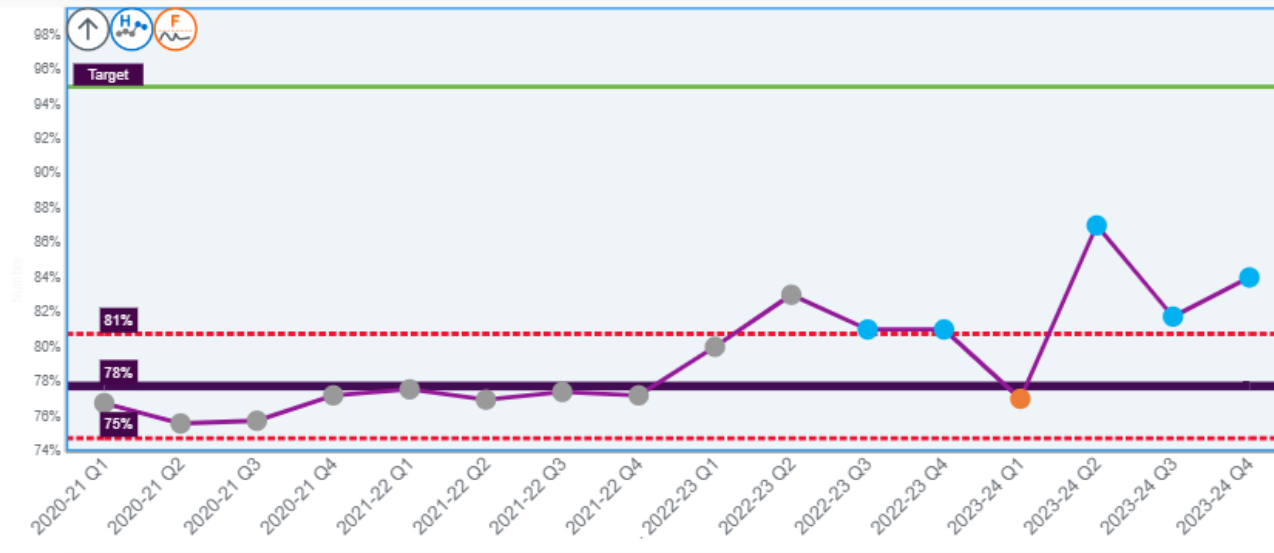
95%

PURPOSE:

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

OWNER:

Head of Training



SUMMARY

The Volunteer On-Call duty group has shown a promising rise in completion rates. The Day Duty group has reported its highest completion rates of the reporting year.

KPI 24

% Flexi Officer Module Completion



95%

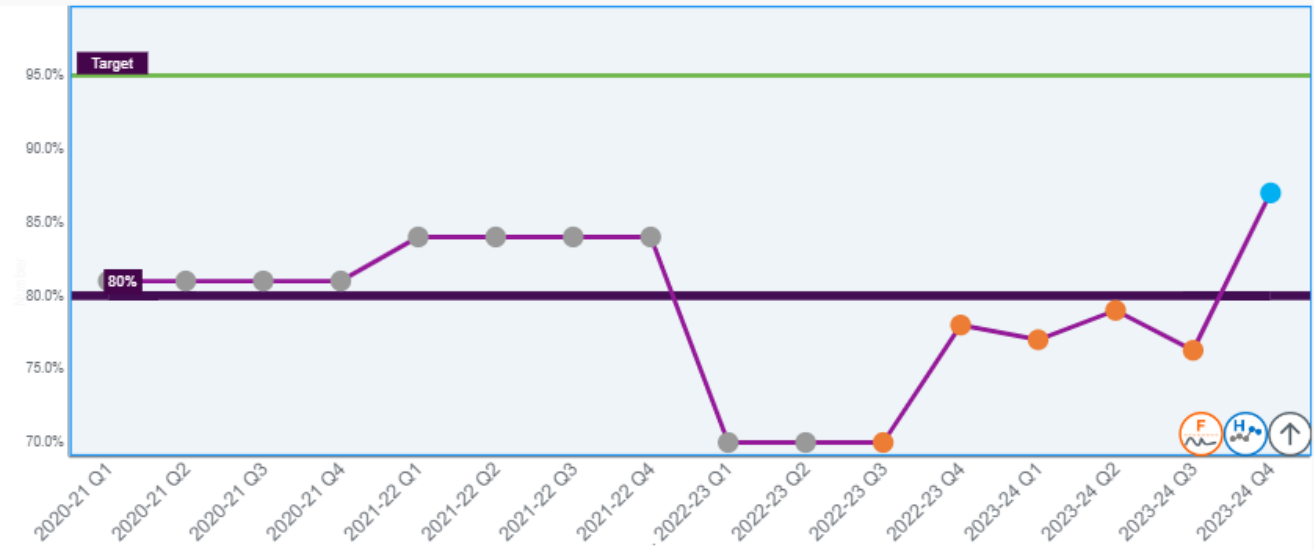
PURPOSE: Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.

OWNER: Head of Training



SUMMARY

The Flexi Duty Officer (FDO) Training for Operational Competence (TfOC) in Q4 of 2023/24 shows a notable increase compared to the previous quarter. The settled placement of staff within the FDO cadre and communication of expectations look to have contributed to these higher completion rates.



KPI 25

% Incident Command Module Completion



91%

PURPOSE:

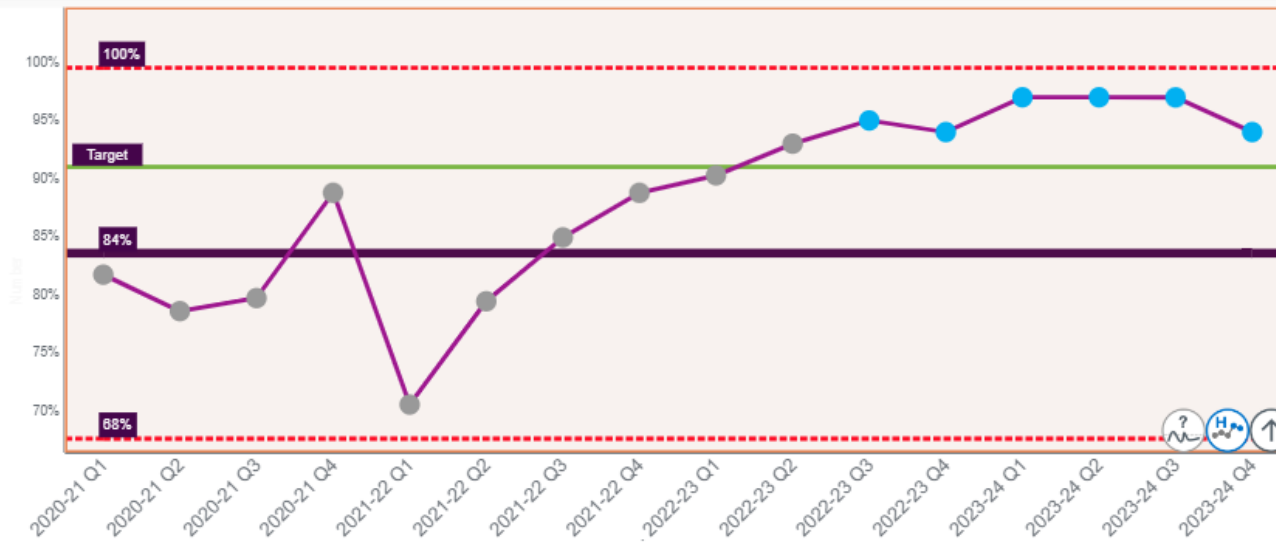
Percentage of completion of Incident Command currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER:

Head of Training

SUMMARY

Q4 of 2023-24 showed completion rates remaining high across all duty groups, with only a very small decrease in Incident Command Level 1 & 4 from the previous quarter.



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.

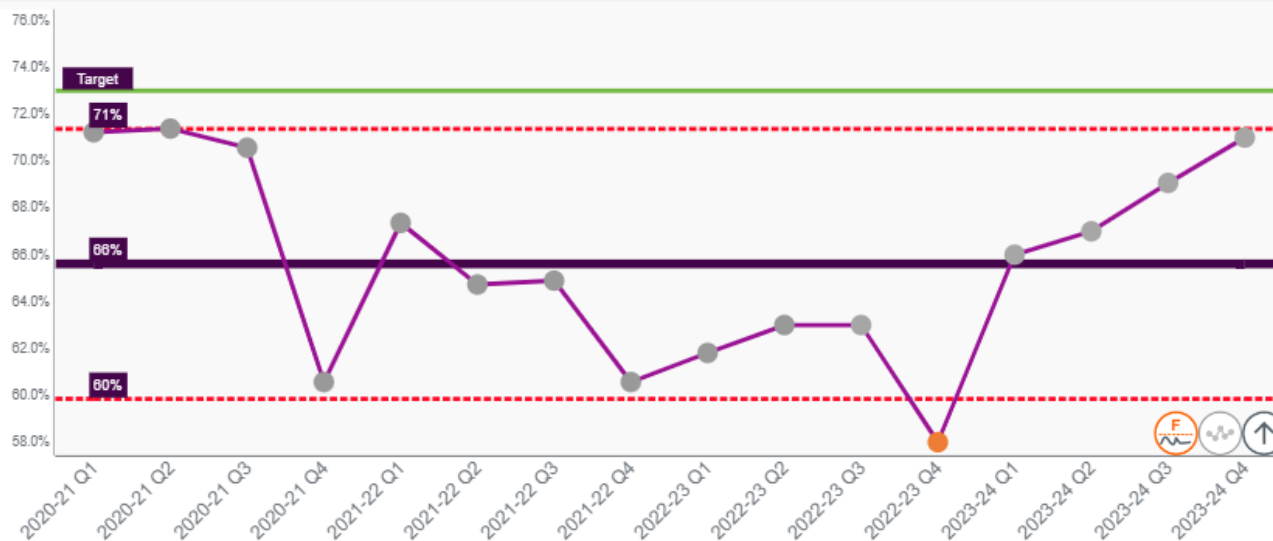


OWNER:

Head of Training

SUMMARY

Q4 of 2023-24 showed an increase in completion rates of core skills. The start of the Breathing Apparatus recovery Plan will see continued improvement. A targeted approach will see risk critical training delivered to the persons most in need whilst improving skills and reducing organisational risk.



KPI 27

% Specialist Rescue Currency



92%

PURPOSE:

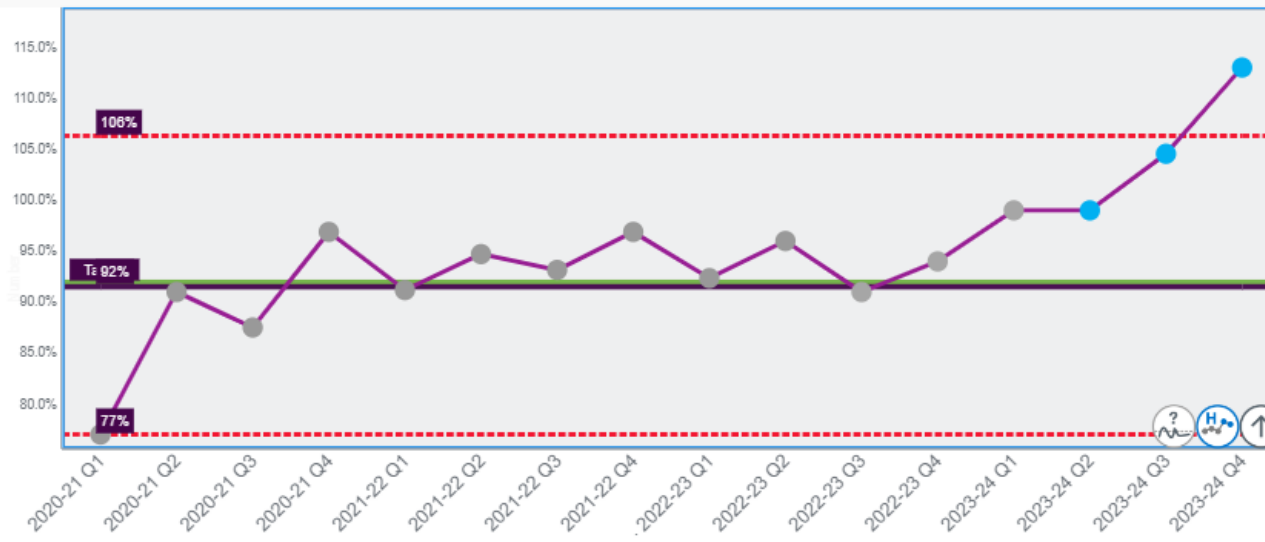
Percentage of completion of Specialist Rescue currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

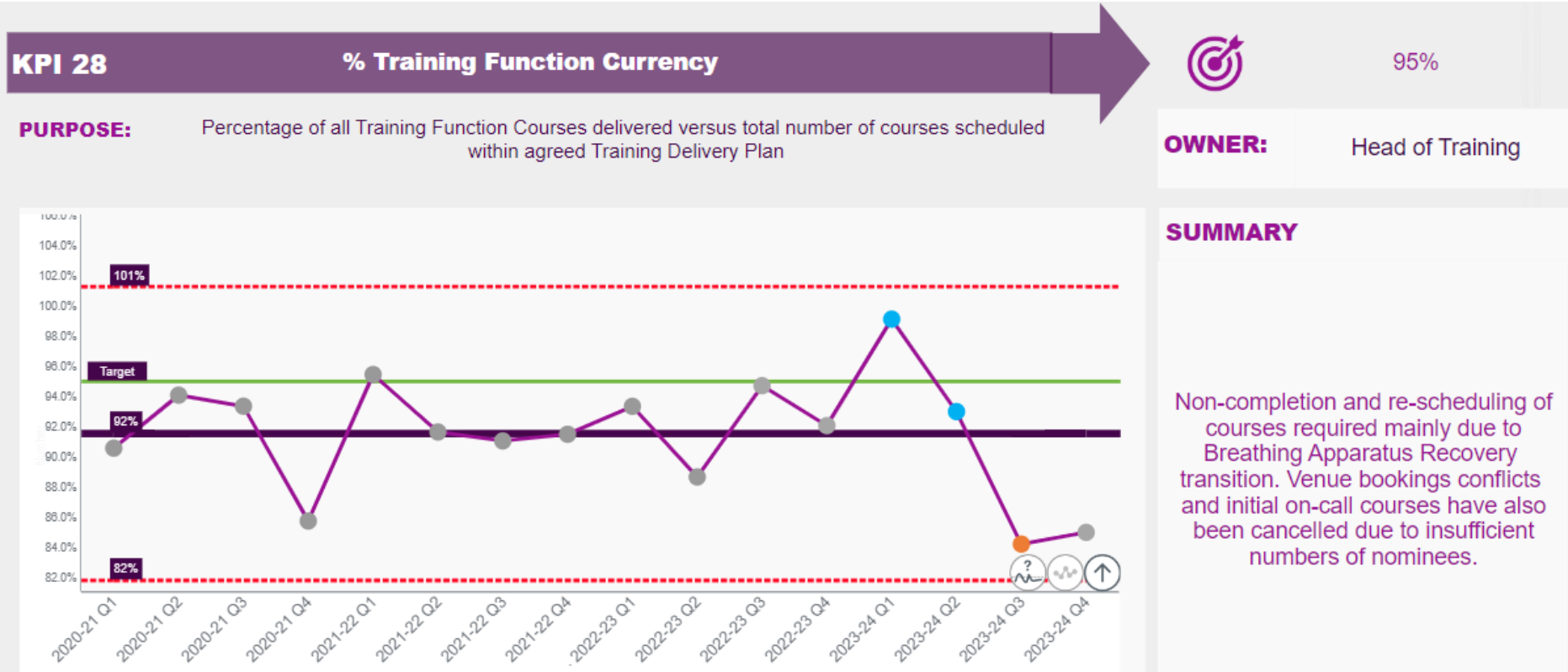
OWNER:

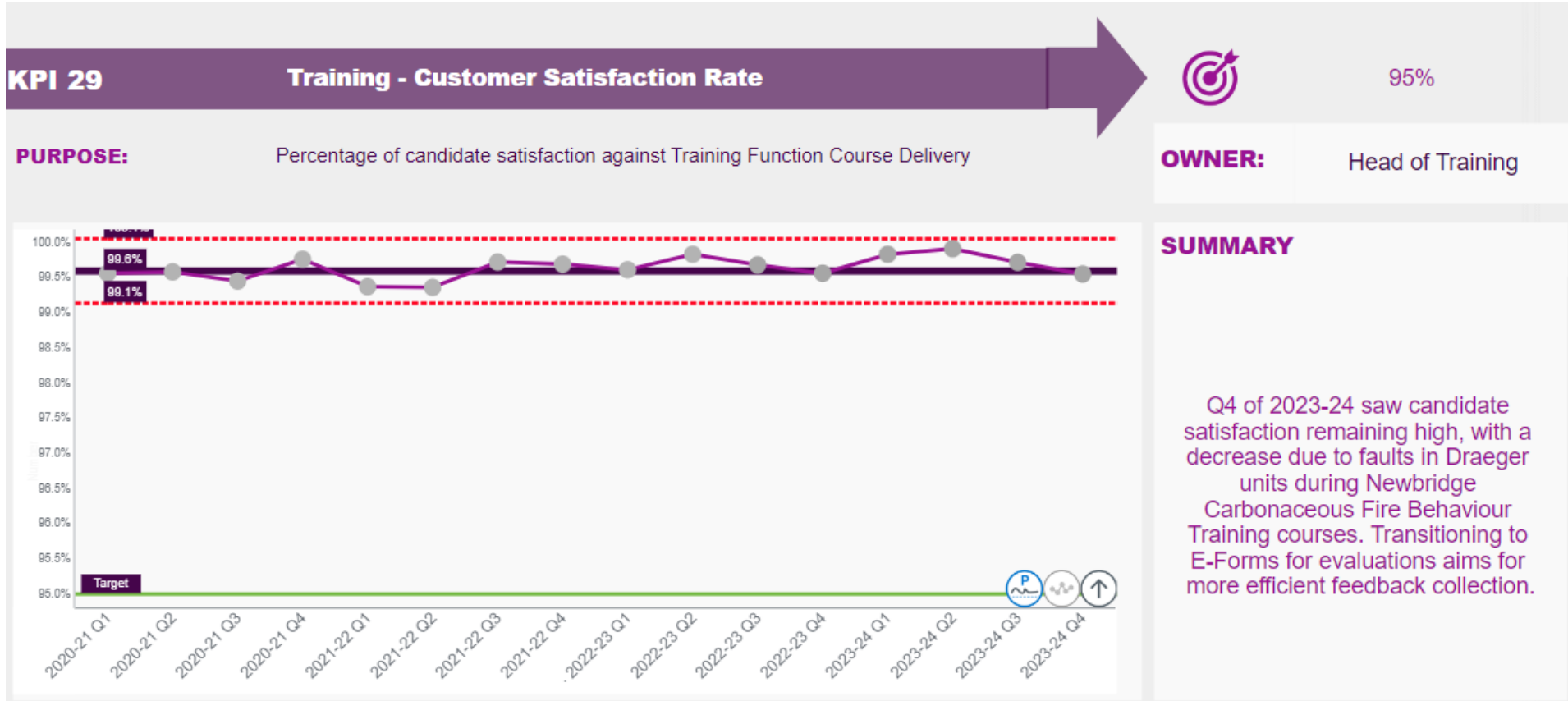
Head of Training

SUMMARY

Q4 of 2023-24 showed an increase of completion rates against 4 out of the 5 specialist rescue capabilities. Good progress continues against Heavy Rescue, with focussed efforts in the North Service Delivery Area.







PERFORMANCE ANALYSIS – Q4 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 Q4 2023-24 figures for the 5 Core skills mentioned (see below), show an increase across all duty groups, particularly Volunteer On-Call against the Q3 2023-24 figures.

Core Skill topics covered in Q4 2023-24 were as follows:

- BA / CFBT / Tactical Ventilation
- RTC/Extrication
- Casualty Care
- Incident Command
- Knots & Lines

Key points raised through LSO area feedback point to ongoing capacity issues within the On-Call cadre due to additional organisational learning requirements not directly linked to TfOC.

Areas of best practice shared through this feedback, relate to locally conducted development sessions aimed at ensuring accurate training recording and providing support to supervisory management teams, especially those new to their roles.

Additionally, the Learning & E-Development team continues to aid operational personnel by conducting 'in-person' visits to stations and holding online sessions during drill nights, providing direct support with challenges related to training recording and to share areas of best practice. The promotion of our offline solution continues where necessary, and users are urged to utilise the 'Viva Engage' page to identify and address challenges. Training continues to provide local managers with performance reports to allow for performance review and necessary action to be taken to improve completion of TfOC modules.

A point to note, that as a result of including Day Duty personnel into this performance indicator following the 2023/24 reporting year review, saw a reduction in percentage completion overall. However, through continued focus in this area, improvements are now evident for this group of personnel, with a clear upward trend.

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

Topics covered in Q4 2023-24 were as follows:

- Electricity
- Identifying Asbestos
- GDPR and Information Governance
- Cybsafe
- MTA JOPS – Non specialist responder

The data for Q4 of 2023-24 reveals an increase across all duty groups compared to the figures from Q3 of 2023-24. The Volunteer On-Call duty group has shown a rise in completion rates, similar to that of the Core Skill modules, while the Day Duty group has reported its highest completion rates of the reporting year.

The compiled feedback from LSO areas appears to align with the trends seen in the Core Skill modules. As we proceed with the implementation phase of the recently agreed TfOC review,

we anticipate that this will alleviate some of the challenges and hope to see this reflected in future completion rates. Training continues to provide local managers with performance reports to allow for performance review and necessary action to be taken to improve completion of modules.

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

FDO Modules topics covered in Q4 2023-24 were as follows:

- Jan - Aircraft
- Feb – Operational Assurance
- March - Electricity

The Flexi Duty Officer (FDO) Training for Operational Competence (TfOC) in Q4 of 2023/24 shows a notable increase compared to the previous quarter. The settled placement of staff within the FDO cadre and communication of expectations have contributed to these higher completion rates.

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

Incident Command competence across all 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. Whilst still above the target of 91% the slight drop of ICL1 figures is attributed to the standard difficulties in arranging ICA assessments in remote rural areas for on-call and volunteer personnel, travel cancellations, no notice sickness or candidate cancellations. Assurances have been received from all Areas that course attendance challenges have been addressed with assessments now scheduled for the remainder of the training year.

The drop in figures for the ICL4 assessments is due to the requirement of one DACO still to be assessed. The assessment will now be rescheduled to align with the assessments of the newly appointed DACOs from the recent process.

The Training Function are working alongside Workforce Planning to align promotional Campaigns with Incident Command Development courses as the appointment of newly promoted officers leads to a direct increase in the requirement for courses to ensure competency requirements are met.

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. The percentage figures provided in this report are taken as a percentage of the 60% attainment target.

The ICAT Operator competency percentage for the three SDA's, across all relevant duty groups is 79% for Q4. This is an overall increase by 3% from the Q3 figures. Wholetime competency rates during this period have continued to rise from 88% in Q2, 90% in Q3 to 92% in Q4. On-Call competency rates had reduced from 70% to 67% in Q3 but these have seen a 3% increase to 70% in Q4.

Driving:

The overall percentage of ERD reassessment completion currently sits at 81% across all duty systems with wholetime showing an increase from 74% to 76% completion, On-Call has seen a reduction to 89% from 92% and Volunteers duty system seeing a reduction from 68% to 65% from last reporting period.

Individual SDA results for wholetime show the NSDA completion rate at 83% and ESDA with completion of 81% respectively, with the WSDA rising from 68% to 70% completion rate. The increase in percentage completion within WSDA can be attributed to recovering staffing levels within the driver training section, due to long term sickness and the filling of previously vacant posts and appointing new personnel. Improvements are expected in WSDA on completion of newly appointed staff obtaining relevant ERDTI status and available to assist in the delivery of courses, this is expected to be complete by Q1 of 2024/25 training year and will contribute to increasing performance figures within the WSDA.

Engagement between driver training and Central Staffing management to discuss a proposal to increase the quantity of ERD reassessments daily has led to a rethink of approach by Driver Training management which has now identified an alternative solution, with the same result of a fourfold increase. This proposal is in development and will be presented to Training FMT in June for scrutiny and approval.

The proposed model, developed in partnership with Police Scotland through a series of benchmarking exercises, (once approved) will 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):

BA currency over all SDA's sits at 82% which has remained the same as Q3. CFBT currency over all SDA's is currently at 71% and maintains a continuous quarterly improvement demonstrating an increase of 1% on Q3.

Tactical Ventilation currency over all three duty systems remains lower at 49% but has increased by 3% since Q3.

The implementation of the BA recovery plan which commenced in Q4 with the roll-out of Phase 1, focused on additional CFBT input for over three hundred Firefighters in development. This additional input was based on station visit feedback and comments within the FBU Firestorm report. This was to provide additional CFBT training over and above the initial BA/CFBT training undertaken as part of their trainee course(s).

Although the trajectory of improvement continues through all BA disciplines and duty systems, the commencement of the BA recovery Plan is set to see yet continued overall improvement.

The delivery of Phase 2 commenced April '24. This is 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)

All Specialist Rescue courses are under continual review to highlight any efficiencies that can be made promoting a 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 where there are the appropriate local facilities.

Heavy Rescue:

The East SDA is currently showing a currency level of 100% against the Target Operating Model (TOM) while the West SDA is currently sitting at 125%. 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, the NSDA currency levels while improving currently sit at 76% against the TOM.

Seven HRO courses are planned within the next Training year (2024 – 2025) which is projected to ensure all SDAs attain the TOM and will increase currency to provide resilience and flexibility within the specialism across all SDAs.

USAR:

Urban Search and Rescue (USAR) currency has seen an overall increase from 64% to 77% in Q4. The delivery of a series of USAR Technician acquisition, USAR Train the Trainer being delivered at maximum candidate capacity, where possible with 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 2024.

The creation of the NSDA USAR Instructional Team is allowing for the implementation and quality assurance of the USAR KATA programme which has resulted in a notable increase in competency figures within the area.

Water Rescue:

Water rescue maintains a higher level of competence against the target performance figure. This is however linked to the request to have every trainee assigned to a water rescue station fully trained within two weeks of completing their trainee foundation course, combined with a change to the Standard Operating Procedure regarding the number of operators required for a boat crew.

VHF radio courses for all 20 stations is nearing completion with only 1 station still outstanding however scheduled. Knowledge Applied Training Assessment (KATA) sessions continue to be used to assess 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 the Tactical Advisors course development.

Rope Rescue:

Rope rescue competency has seen an increase into Q4 from 95% to 120%. This increase provides resilience and flexibility within this specialism across all SDA's.

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.

Mass Decontamination:

Mass Decontamination competency has seen a decrease in performance to 110%, however still above the TOM to provide resilience and flexibility within this specialism across all SDA's.

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

During Q4 2023-24 the Training Function has achieved completion rate of 85% which aligns to agreed compliance levels.

The reason for non-completion is predominantly due to the transition to the "3-in-1" BA Recovery; this has necessitated pre-programmed course dates being re-purposed from the previous model to the new delivery model.

Venue booking conflicts due to capacity has also contributed to some cancellations (e.g. LSO areas requesting the use of carbonaceous facilities which are also required for acquisition courses on the same date). 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 (e.g. New entrant offered alternative venue for TTM course).

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 – 87%
- Total number of Refresher courses delivered versus number delivered number- 83%
- Total number of Instructor Courses delivered versus number scheduled – 90%

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

Overall candidate satisfaction remains high and above target (95%), however there was a slight decrease between Q3 and Q4 2023 24 from 99.72% to 99.55%. One of the main reasons for this decrease was due of faults in the Draeger units which affected two Newbridge CFBT courses.

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 0.45% of candidates (11 candidates from 2449) in Q4 2023 24 selected "Fair" or "Poor". From Q1 2024 25, the paper-based course evaluation form was replaced with an E-Form which is more efficient and will enable flexible visualisation of results.



Report No: C/PC/24-24

Agenda Item: 11.1

Report to:		PEOPLE COMMITTEE						
Meeting Date:		6 JUNE 2024						
Report Title:		HEALTH AND SAFETY PERFORMANCE REPORT: QUARTER FOUR (Q4) 2023-24						
Report Classification:		For Scrutiny					<p style="color: red; text-align: center;">SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p>	
1	Purpose							
1.1	<p>The purpose of this report is for the People Committee (PC) to scrutinise the HS performance as below:</p> <ul style="list-style-type: none"> • Overview of progress against the Scottish Fire and Rescue Service (SFRS) Annual Health and Safety Improvement Plan 2023-24; and • Scottish Fire and Rescue Service (SFRS) health and safety Key Performance Indicators (KPI). 							
2	Background							
2.1	<p>The SFRS annual Health and Safety Improvement Plan (HSIP) is developed to provide compliance with statutory obligations and promote continual improvement. An overview of the HSIP performance is detailed within KPI 56.</p>							
2.2	<p>The Safety and Assurance Function have provided an update regarding key projects of work across the function in Q4. The Performance Management Framework 2023-2024 defines the Health and Safety Performance Indicators. The KPIs within PowerBI provides an overview of the SFRS Health and Safety performance.</p>							
3	Main Report/Detail							
3.1	<p>This report provides an overview on Health and Safety performance against the following KPIs:</p>							
3.2	<ul style="list-style-type: none"> • KPI 50: Verbal Attacks on Firefighters. The KPI demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public. <ul style="list-style-type: none"> - There was a 73% (11 to 3) decrease when comparing Verbal Attacks from the same quarter in 2022/23. 							
3.3	<ul style="list-style-type: none"> • KPI 51: Physical Attacks on Firefighters. The KPI demonstrates how many physical attacks have occurred to SFRS personnel by members of the public. <ul style="list-style-type: none"> - There has been a 125% increase in reported physical attacks compared to the previous reporting year. Positively, none of these resulted in injuries against SFRS staff in Q4 2023/24. 							
3.4	<ul style="list-style-type: none"> • KPI 52: Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR). The KPI demonstrates how many notifications there has been to the HSE 							

<p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p> <p>3.9</p>	<p>which may include death, specified injury, over 7-day injury, non-worker taken to hospital for treatment, dangerous occurrence, or an occupational disease.</p> <ul style="list-style-type: none"> - There was a 75% (8 to 2) decrease when comparing RIDDOR events from the same quarter in 2022/23. <ul style="list-style-type: none"> • KPI 53: Accident and Injuries. The KPI demonstrates total accidents and injuries to occur through workplace accidents. - There was a 71% increase (34 to 58) when comparing to Q4 in the previous reporting year. The top three causations were Manual Handling, Sharp Object and Slip and Trips. <ul style="list-style-type: none"> • KPI 54: Near Miss. The KPI is the total recorded number of near miss events that had the potential to lead to an accident or ill health. - There was a 9% increase (54 to 59) when comparing Q4 to the previous reporting year. The most common categories were Appliance and Pumps (14 of 59) Breathing Apparatus (13 of 59) and Ladders (7 of 59). <ul style="list-style-type: none"> • KPI 55: Vehicle Accidents. The KPI is the total number of events that involved vehicle accidents. - There was a 19% (62 to 50) decrease in Vehicle Accidents when comparing Q4 to the previous reporting year. <ul style="list-style-type: none"> • KPI 56: % of Year To Date (YTD) H&S Actions Completed. The KPI demonstrates the completion of improvement plans to drive safety performance. - 78% of Q4 actions were complete. This remains consistent when comparing Q4 to the previous reporting year. <p>Further detail can be found within the Health and Safety Quarter 4 Report and the PowerBi Key Performance Indicators (KPIs).</p>
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>People Committee are asked to scrutinise the Health and Safety Performance for Q4 2023-24.</p>
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1</p> <p>5.1.1</p>	<p>Risk</p> <p>Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.</p>
<p>5.2</p> <p>5.2.1</p>	<p>Financial</p> <p>There are no financial implications with the production of this report. Any recommendations to improve performance will be managed through appropriate governance routes by the risk owner.</p>
<p>5.3</p> <p>5.3.1</p>	<p>Environmental & Sustainability</p> <p>There are no environmental implications to be considered. This report is circulated electronically.</p>
<p>5.4</p> <p>5.4.1</p>	<p>Workforce</p> <p>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.</p>

5.5	Health & Safety	
5.5.1	Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.	
5.6	Health & Wellbeing	
5.6.1	No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.	
5.7	Training	
5.7.1	There are no training implications as a result of this report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.	
5.8	Timing	
5.8.1	The performance will be reported through the appropriate governance routes as noted within the Governance Route of Report Section.	
5.9	Performance	
5.9.1	Health and Safety Performance is monitored through KPIs managed by Think, Act, Stay Safe (TASS) performance reports and through use of PowerBI. The performance outcomes are communicated through Safety and Assurance Improvement Groups (SAIG).	
5.10	Communications & Engagement	
5.10.1	No further engagement is required. Performance is communicated through local Safety and Assurance Liaison Officers (SALO's) and SAIGs.	
5.11	Legal	
5.11.1	Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.	
5.12	Information Governance	
5.12.1	There are no implications that require to be noted for GDPR purposes.	
5.13	Equalities	
5.13.1	There are no implications to be noted for equality and diversity. An Equality and Human Rights Impact Assessment (EHRIA) has been completed for the Health and Safety Policy and supporting arrangements.	
5.14	Service Delivery	
5.14.1	This report has no direct impact on Service Delivery. Any actions will be discussed through service delivery SAIGs.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy 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 KPI's and monitoring the effectiveness of the Health and Safety Management System.

8	Appendices/Further Reading		
8.1	Appendix A - Health and Safety Quarter 4 Report 2023/24.		
Prepared by:		Victoria Regan – Health and Safety Business Support Officer	
Sponsored by:		Jim Holden Head of Safety and Assurance	
Presented by:		Jim Holden Head of Safety and Assurance	
Links to Strategy and Corporate Values			
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 Comments Classification/
<i>TSA Directorate Management Team</i>		<i>16 May 2024</i>	<i>For Scrutiny</i>
<i>SASG</i>		<i>16 May 2024</i>	<i>For Scrutiny</i>
<i>People Committee</i>		<i>06 June 2024</i>	<i>For Scrutiny</i>
<i>Training, Safety and Assurance Board</i>		<i>13 June 2024</i>	<i>For Decision</i>
<i>Strategic Leadership Team (SLT)</i>		<i>17 July 2024</i>	<i>For Information</i>

Health and Safety Quarter 4 Report 2023-24

The purpose of this report is to provide an overview of progress against the Scottish Fire and Rescue Service (SFRS) annual Health and Safety Improvement Plan (HSIP) 2023-24 and SFRS health and safety Key Performance Indicators (KPI).

The SFRS annual HSIP is developed to provide compliance with statutory obligations and promote continual improvement. This is detailed within KPI 56.

The Safety and Assurance Function have provided an update regarding key projects of work across the function in Q4.

The Performance Management Framework 2023-2024 defines the Health and Safety Key Performance Indicators. The KPI's within PowerBi provides an overview of SFRS Health and Safety performance.

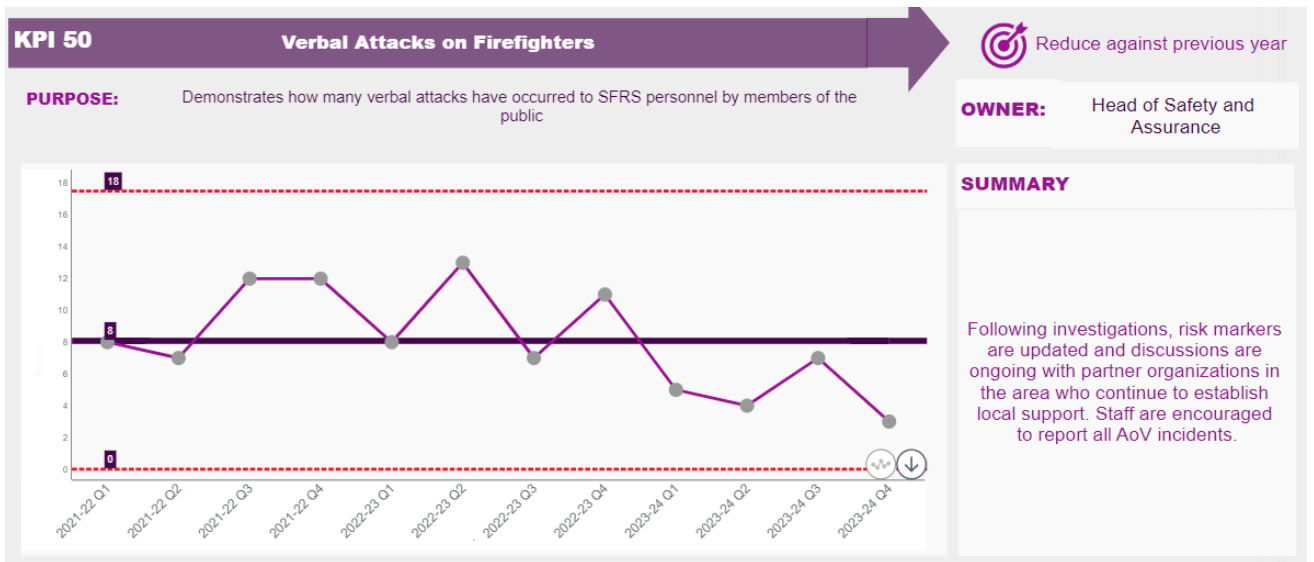
**For information, all KPI graphs will be replaced following PowerBi update.*

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 the review of risk assessments identified within Gantt Charts. The Service Delivery Area (SDA) Handbook was published in March 2024. It will continue to develop over time. The Information and Communication Technology (ICT) and Prevention, Protection and Preparedness (PPP) handbooks are ongoing.
Contaminants Project	A trial continues for the management of contaminants control measures. Generic Risk Assessment (GRA) and Standard Operating Procedure (SOP) is in development.
Appraisal Process to include Safety	Following a review of the appraisal process, engagement occurred with People to enhance the safety content. A revised appraisal process was approved at the People Committee.
OA Improvements	Operational Assurance (OA) undertook an Asbestos Thematic Audit and Severe Weather Debrief with recommendations going through governance for Organisational Learning Group action. A further debrief is schedule for the level 4 incident in Edinburgh.
Support Reviews	A support review was carried out on Event Management in Local Senior Officer (LSO) areas. There was a total of 12 Gold awards with Opportunities for Improvements, 2 Silver with Corrective Actions and 2 Bronze with action required.
Self-Compliance	Safety and Assurance undertook the self-compliance review and obtained a gold award with one area requiring further action.
Planning Update	Safety Signs and Signals, Health and Safety Policy and Statement was updated and published.
COSHH Assessments	A total of 130 COSHH assessments have been reviewed and updated in accordance with the Safety Data Sheets.
2024-2025 Improvement Plan	SA engaged with Directorates on draft proposals contained within the Health and Safety Improvement Plans for 2024-25. Directorates provided feedback for consideration prior to HS Improvement plans going live.

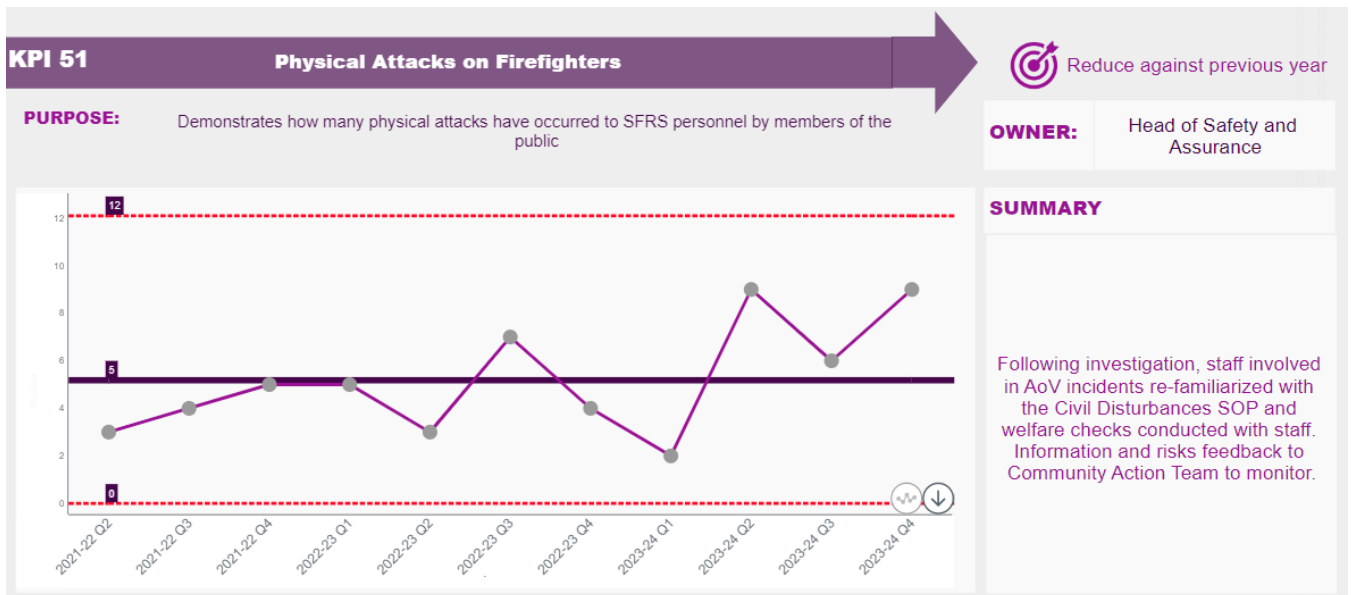
KPI50: Verbal Attacks on SFRS Staff



All 3 occurred at operational incidents and all involved threatening behaviour. Verbal attacks decreased 73% from Q4 22/23. AoVs continue to be managed through SDA engagement with partner agencies to enhance and support the ongoing reduction.

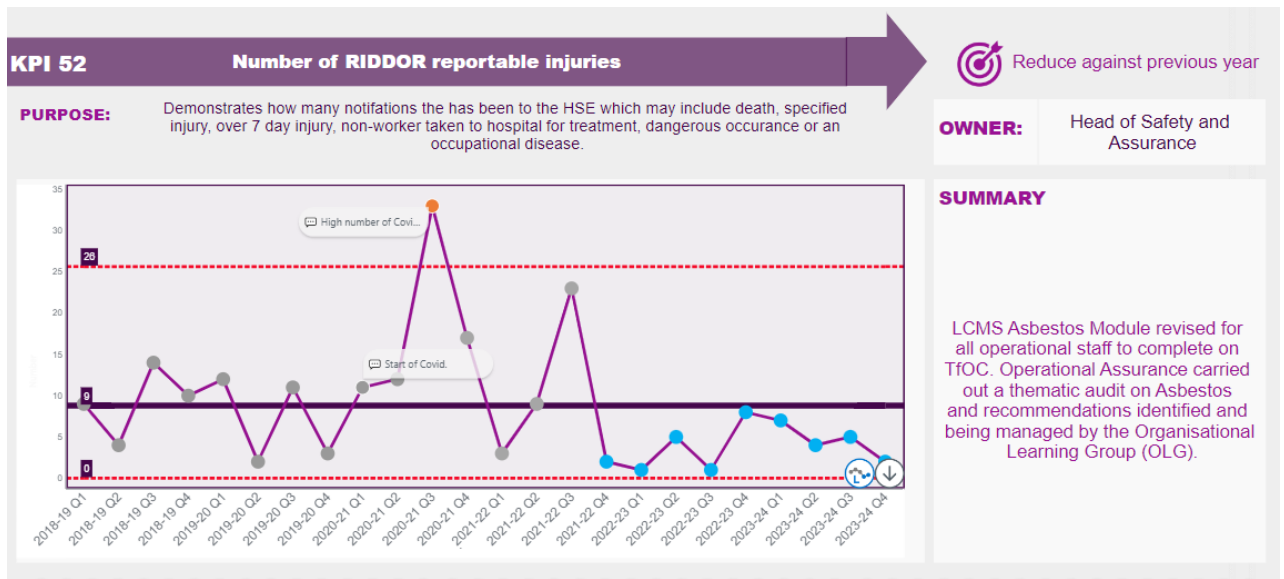
67% (2 of 3) occurred in the WSDA, 33% (1 of 3) occurred in the ESDA. When compared to the same quarter in the previous reporting year (11), there is a numerical decrease of 8.

KPI51: Physical Attacks on SFRS Staff



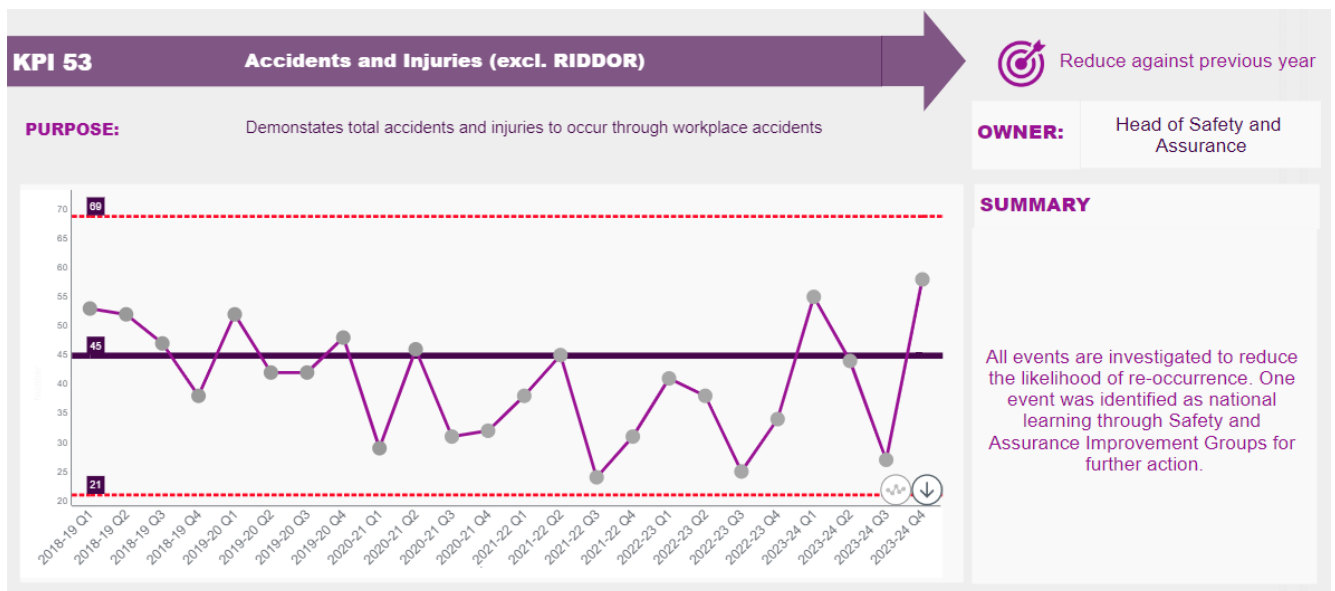
Physical attacks increased 125% from Q4 22/23. There were no injuries to SFRS staff, 78% (7 of 9) events occurred during operational activities and 22% (2 of 9) occurred during non-operational duties. 89% (8 of 9) attacks were against property and 11% (1 of 9) was a physical attack. SDA continue to engage with partner agencies to further develop and enhance current arrangements to support the reduction of AoV and enhance current arrangements to support the reduction of AoV.

KPI52: Reporting of Injuries, Diseases and Dangerous Occurrences



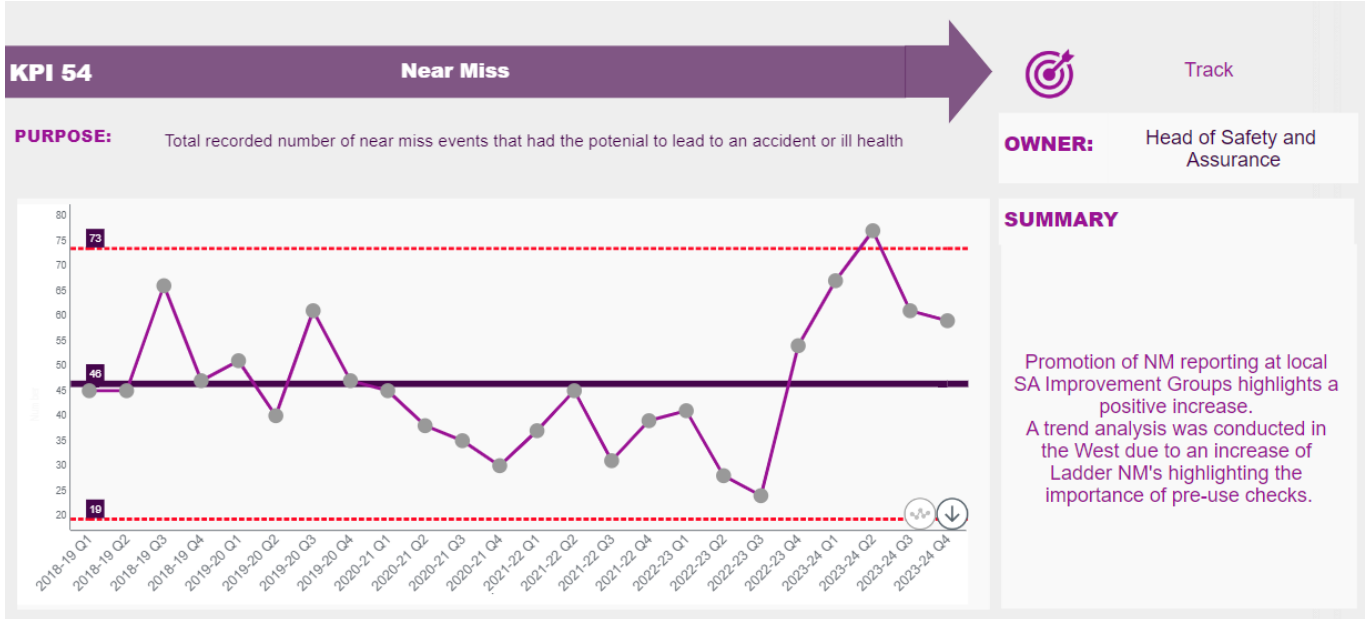
In RIDDOR events decreased by 75% from Q4 22/23. One event was reported as an over 7-day Injury resulting in a burn to the hand during a training activity. One event was reported as a Dangerous Occurrence due to suspected exposure to Asbestos during a non-operational activity.

KPI53: Accident/Injuries (Excl. RIDDOR)



There was a 71% increase in Accidents from Q4 22/23. The top three causations were Manual Handling, Sharp Object and Slip and Trips. 43% (25 of 58) occurred during non-operational activities, 38% (22 of 58) occurred during training activities and 19% (11 of 58) occurred during operational activities. Investigations are carried out to identify actions and to reduce the risk of reoccurrence.

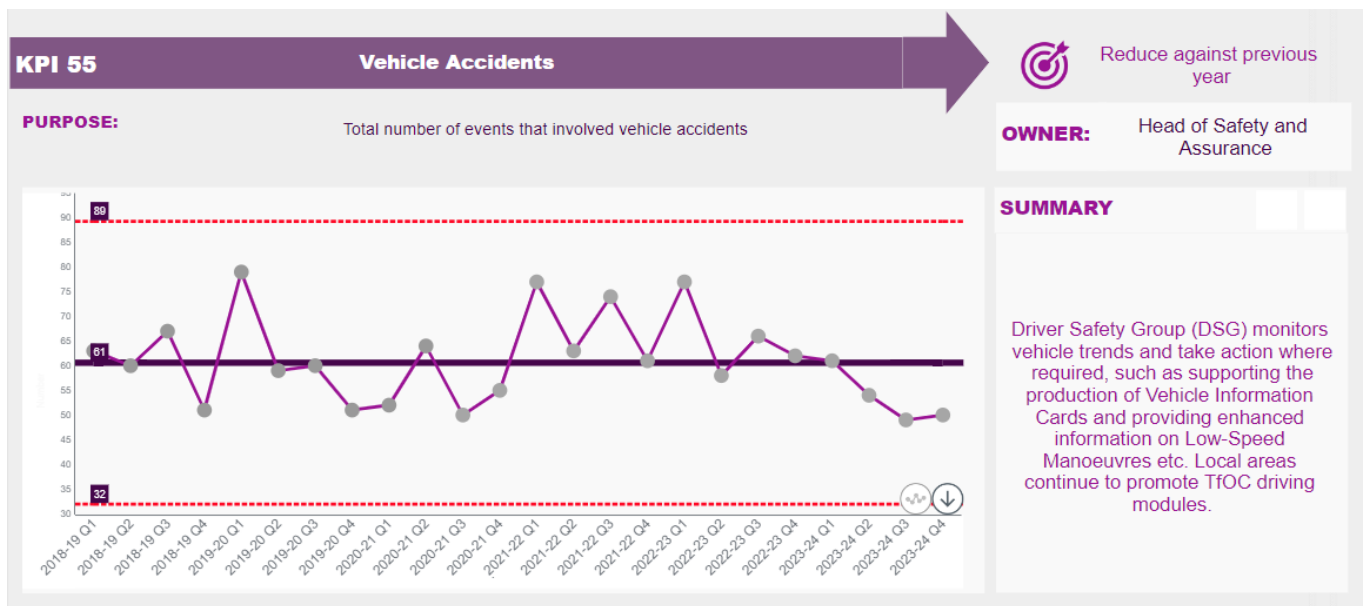
KPI54: Near Miss Events



Near Misses (NM) increased 9% from Q4 22/23. Training NMs accounted for 36%, non-operational for 34% and 30% during operational activities. The most common categories were Appliance and Pumps (14 of 59) Breathing Apparatus (13 of 59) and Ladders (7 of 59).

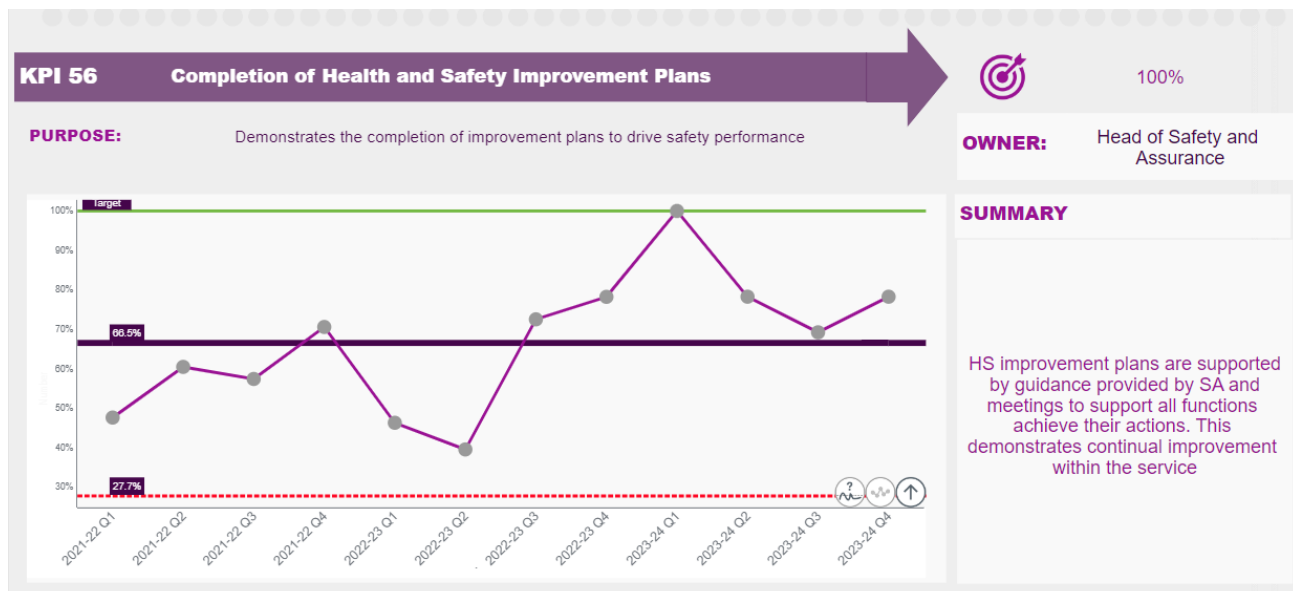
SA and SDA continue to promote reporting through local Safety and Assurance Improvement Groups (SAIGS).

KPI55: Vehicle Events



Vehicle Accidents (VAs) decreased by 19% compared to Q4 in 22/23. 52% (26 of 50) of all vehicle accidents reported were attributed to operational incidents. A further 40% (20 of 50) were attributed to non-operational activities and 8% (4 of 50) were accidents attributed to training. 46% of VA were during low-speed manoeuvres and 28% during blue light conditions. Driver Safety Group continues to work collaboratively with business partners to reduce VAs.

KPI56: % of Year-to-Date Health and Safety Improvement Plan Actions Completed



78% of Q4 actions were complete. This does not include carried forward actions. TSA completed 86% (18 of 21) of 2023/24 actions. People completed 67% (4 of 6) of 2023/24 actions. Both the ESDA and WSDA completed 75% (3 of 4) of 2023/24 actions and all other SDAs and Directorates completed 100% of their overall actions.

Local SAIG groups continue to manage and support the completion of improvement plans.

For further information or enquires please contact

- SFRS.HealthandSafety@firescotland.gov.uk or,
- [Health and Safety iHub](#)



Report No: C/PC/25-24

Agenda Item: 11.2

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 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 <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of the paper is for People Committee to scrutinise the update on the management of contaminants in SFRS.						
2	Background						
2.1	In 2022, International Agency for research on Cancer (IARC) has classified occupational exposure as a firefighter as carcinogenic to human (Group 1).						
2.2	<p>In January 2023, Professor Anna Stec, University of Central Lancashire (UCLan) Professor of Fire Toxicity, Anna Stec, published the results of her independent research. This concluded in the publishing of five reports in the Scientific Journal Report. The five Scientific Journal Reports are:</p> <ul style="list-style-type: none"> (i) Culture and awareness of occupational health risks amongst UK firefighters, (10 Jan 2023) (ii) Contamination of UK firefighter personal protective equipment and workplaces, (10 Jan 2023) (iii) Mental health of UK firefighters, (10 Jan 2023) (iv) Cancer incident amongst UK firefighters (10 Jan 2023) (v) Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000 – 2020 						
3	Main Report/Detail						
3.1	Business Case						
3.1.1	Strategic Leadership Team (SLT) approved budget of £3,226,500m for managing fire contaminants in 2024/25. This comprises of capital expenditure of £2,898,200, a one-off resource cost of £80,600 and resource costs of £247,700. It is anticipated there will be an annual recurring resource cost of £495,500 each year thereafter. The financial resource assists with achieving organisational priority of ensuring firefighter safety and exercises due diligence in managing fire contaminants following research findings. The Standard Operating Procedure and control measures identified are proportionate to the known risks of exposure to the toxic products of combustion and will be implemented throughout Scotland in Q3/Q4.						
3.2	Communications						
3.2.1	SFRS and the Fire Brigade Union (FBU) will be issuing a Joint Comms on the £3.2m investment, progress of the Contaminants Implementation Plan and the intended timeline for the implementation of the Contaminants SOP.						

3.3 3.3.1	<p>Research</p> <p>On Thursday 18 April, CivTech facilitated a workshop on “<i>How can technology identify contaminants across different types of incidents?</i>”. This was a worthy brainstorming opportunity that resulted in discussions on some of the previously identified topics:</p> <ul style="list-style-type: none"> • Minimising cross contamination and further exposure within and out with the working environment. • Recording and measuring individual employee exposures to contaminants could contribute to an employee’s health record. • Maintaining better data of contamination including real-time or post incident data for incident management. • Sensor technologies for detecting contaminants, temperate, humidity etc.
3.4 3.4.1	<p>Contaminants Awareness Presentation</p> <p>The Contaminants Awareness Presentation will be implemented via TfoC in Q2. The module was shared with NFCC Fire Contaminants working group on Training.</p>
3.5 3.5.1	<p>Trial in LSO</p> <p>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 concluded on the 20th of April 2024. A report with findings will be presented to the Contaminants Sub-Group in June 2024.</p>
3.6 3.6.1	<p>Implementation Plan</p> <p>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. There are two actions that have been published on the Annual Health and Safety Improvement Plan. All applicable premises must arrange to conduct a specific risk assessment and conduct zoning, where achievable.</p>
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	<p>Risk</p> <p>There is a risk that failure to implement robust arrangements to manage contaminants may result in personal injury claims being brought against the SFRS.</p>
5.2 5.2.1	<p>Financial</p> <p>There is significant capital and resource budget allocation required to progress the contaminants implementation plan.</p>
5.3 5.3.1	<p>Environmental & Sustainability</p> <p>N/A</p>
5.4 5.4.1	<p>Workforce</p> <p>Potential impact of decontamination on operational resilience and resource availability which will considered in the planning and implementation process.</p>
5.5 5.5.1	<p>Health & Safety</p> <p>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.</p>

5.6	Health & Wellbeing	
5.6.1	The implementation of arrangements for health surveillance for staff exposed to contaminants will ensure the effective monitoring and early diagnosis of illness potentially linked to contaminants.	
5.7	Training	
5.7.1	Service wide training required to support the implementation of procedures and safe systems of work and develop positive culture and behaviours related to contaminants.	
5.8	Timing	
5.8.1	There is significant political and public pressure for the SFRS to demonstrate progress of arrangements to manage the risks associated with contaminants therefore it is essential that appropriate resources are allocated to ensure this workstream is prioritised.	
5.9	Performance	
5.9.1	Monitoring of implementation and application of arrangements will be through existing and new assurance arrangements.	
5.10	Communications & Engagement	
5.10.1	Communications and engagement strategy required to ensure understanding and implementation of control measures.	
5.11	Legal	
5.11.1	There is a risk that failure to implement robust arrangements to manage contaminants may result in personal injury claims being brought against the SFRS and Health and Safety legislation.	
5.12	Information Governance	
5.12.1	No, but will be completed prior to publication of any documentation.	
5.13	Equalities	
5.13.1	No. Consideration will be given at the prior to publication of any documentation.	
5.14	Service Delivery	
5.14.1	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.
8	Appendices/Further Reading	
8.1	N/A	

Prepared by:	Teresa Kelly, Deputy Head of Safety and Assurance		
Sponsored by:	ACO Andrew Watt, Director of Training, Safety and Assurance		
Presented by:	ACO Andrew Watt, Director of Training, Safety and Assurance		
Links to Strategy and Corporate Values			
<p>Strategic Plan 2022-2025: Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety, and wellbeing of the public and our staff.</p> <p>Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p> <p>Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.</p>			
Governance Route for Report	Meeting Date	Report Comments	Classification/
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Scrutiny</i>	



Report No: C/PC/26-24

Agenda Item: 12.1

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 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 <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the People Committee (PC) with an update on audit and inspection action plans and closing reports.						
1.2	At this meeting PC are asked to note the development of the action plan relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> 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 Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved certain action plans will be presented to PC on a quarterly basis to scrutinise progress.						
3	Main Report/Detail						
3.1	Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service						
3.2	In December 2023, a new HMFSI report was published entitled: Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service . The report highlights 16 areas of good practice that the Service has adopted and contains 20 recommendations for SFRS to consider.						
3.3	This report was presented to the Strategic Leadership Team on 23 January 2024 where the Deputy Chief Officer (Corporate Services) was appointed as Executive Lead and tasked with the development of an Action Plan in response to the recommendations						

	made. It was also agreed that the People Committee should scrutinise progress against the plan and subsequently approve its closure.
3.4	In April 2024, an Action Plan and initial Position Statement was presented to and agreed by the Strategic Leadership Team (SLT), see Appendices 1 and 2 respectively.
3.5	It should be noted that from the 20 recommendations made, five have been identified as not requiring further action to be taken, with the rationale included in the Position Statement.
3.6	<p>The five recommendations noted above are:</p> <ul style="list-style-type: none"> • Recommendation 4: The SFRS should consider the suitability of the governance arrangements for the Suicide Prevention subgroup. If it is considered that this group cannot achieve the outcomes that are set out within the Mental Health Strategy, then the Service should consider alternative arrangements to replace it. Any new arrangements should ideally be in place before the current subgroup is disbanded. • Recommendation 10: The SFRS should consider if a formal role is appropriate for the Chaplaincy service within their mental health and wellbeing offer to personnel. Options to establish pastoral care across all of the Service Delivery Areas of the Service should be explored. • Recommendation 12: The Watch Commander (WC) role is critical within the Watch based system. They are often the first point of contact for mental health and/or wellbeing issues that may be affecting their Watch personnel. WCs are a trusted role within the Watch system, and they cover the majority of operational firefighters at work. The SFRS should consider how best to utilise the WC role and make them 'mental health advocates' to support the needs of operational firefighters on the Watch. Additionally, the Service should consider the training that would be required to ensure any advocates approach is robust. The mental health advocate role for WCs should be mandatory. • Recommendation 14: The SFRS should monitor the potential mental health impacts of the hybrid working system. It should consider the impact upon managers who may need to spend additional time in the support of hybrid working team members. • Recommendation 15: The SFRS should consider all aspects of training that may be required for any new or novel operational interventions that may be required to be performed by its staff. These considerations should include aspects of any operational work that may have the potential to cause psychological trauma and negatively impact the mental health and wellbeing of responding firefighters. Mitigations and support should be developed and implemented if harms are identified.
3.7	As SFRS has its own Mental Health Action Plan, to avoid duplication and consider interdependences, the opportunity has been taken to consider outstanding actions and where appropriate these have been aligned to HMFSI recommendations. This has resulted in a total of 6 actions from the pre-existing SFRS Mental Health Action Plan being integrated with HMFSI recommendations.
3.8	Other remaining actions within the SFRS Mental Health Action Plan that are not aligned to HMFSI recommendations will continue to be progressed.
3.9	<u>Next steps</u>
3.10	The Action Plan and Position Statements attached as Appendices 2 and 3 will be shared with the Corporate Board (CB) in June 24. Thereafter, the first formal performance update will be presented to the CB in October 24.
3.11	The People Committee will receive the progress update for scrutiny at the next available meeting which will be in December 2024. Health and Safety: An Operational Focus

3.12	Due to a change in reporting routes and schedules, the most recent update on the Health and Safety: An Operational Focus was shared with the People Committee at their March meeting.
3.13	The next progress update will be made at the September 2024 People Committee meeting.
4	Recommendation
4.1	The PC is invited to: <ul style="list-style-type: none"> Note the Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service Action Plan, Appendix 1 Note the Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service Position Statement, Appendix 2.
5	Key Strategic Implications
5.1	Risk
5.1.1	There is a risk that SFRS may fail to fully support employee wellbeing; meet the objectives outlined in the Mental Health Strategy 2020-2023, the Mental Health at Work Commitment, and the Strategic Plan 2022–2025. This could have reputational implications for SFRS, and impact on SFRS ability to attract and retain employees and our ongoing aim to remain an employer of choice.
5.1.2	The SFRS Mental Health Strategy and the HMFSI Action Plan relies on the commitment of a range of Directorates and stakeholders to dedicate resource to deliver and there is a risk to delivering the actions within the timescales identified if resources are not allocated to support.
5.2	Financial
5.2.1	Some of the recommendations within the report and action plan will have a financial implication and these will be considered as the action plan is developed.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	The recommendations contained with the report have a direct impact on the wellbeing of the SFRS workforce.
5.5	Health & Safety
5.5.1	The health and safety implications associated with the recommendations are explicit within the action plan.
5.6	Health & Wellbeing
5.6.1	The health and wellbeing implications associated with the recommendations are explicit within the action plan.
5.7	Training
5.7.1	The training implications associated with the recommendations are explicit within the action plan.
5.8	Timing
5.8.1	Progress on each HMFSI Action Plan will be reported to the Corporate Board on a quarterly cycle until completion. Timescales associated with each action are detailed in the action plan.

5.9	Performance	
5.9.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.	
5.10	Communications & Engagement	
5.10.1	Opportunities to improve the communication of the SFRS mental wellbeing support and engagement with employees is considered within each recommendation and action.	
5.10.2	The requirements for specific support from the Communications and Engagement Team are explicit within the action plan.	
5.11	Legal	
5.11.1	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	Information Governance	
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13	Equalities	
5.13.1	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	Service Delivery	
5.14.1	The recommendations and actions aim to improve the mental wellbeing of SFRS employees and recognise the impact of the role carried out by Service Delivery colleagues on their mental wellbeing.	
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:	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 1: Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service HMFSI Action Plan	
8.2	Appendix 2: Mental Health and Wellbeing Provision in the Scottish Fire and Rescue Service Position Statement	
Prepared by:	Geri Thomson, Deputy Head of Human Resources and Organisational Development	
Sponsored by:	Lyndsey Gaja, Interim Director of People	
Presented by:	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
<i>Strategic Leadership Team</i>	<i>17 April 2024</i>	<i>For Decision</i>
<i>Mental Health and Wellbeing Group</i>	<i>21 May 2024</i>	<i>For Information</i>
<i>People DMT</i>	<i>23 May 2024</i>	<i>For Information</i>
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Scrutiny</i>
<i>Corporate Board</i>	<i>24 June 2024</i>	<i>For Information</i>
<i>Mental Health and Wellbeing Group</i>	<i>4 July 2024</i>	<i>For Information</i>

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date
The new Mental Health Strategy should continue to be aspirational in that its offer for staff should be broad, but it also must be achievable and robust. The strategy should be subject to SMART assessment, action plans for achieving outcomes should be considered in advance of its publication. Adequate resources should be in place to support the strategy intentions.	1	Develop Wellbeing Framework and supporting action plan(s) that focus on a preventative and responsive approach to support the wider physical and mental wellbeing agenda	Sandra Haig	Jun-25
The SFRS should consider the nomination of a Corporate Mental Health and Wellbeing Champion for the Service. The Champion should be of a sufficiently senior level to be able to direct action and ensure that appropriate oversight and governance is put in place to allow them to scrutinise progress against the next Strategy and any associated action plans.	2	Define the scope of the Corporate Mental Wellbeing Champion clearly stating the differences between the Champion role and the Wellbeing Executive Lead; identify methods to provide the workforce with opportunities to engage with the Champion.	Sandra Haig	Dec-24
The Board of SFRS should assess if they are fully scrutinising progress of Mental Health outcomes against the aspirations of the Mental Health Strategy. Governance routes up to Board level should be reinvented and formalised to ensure scrutiny, oversight and transparent accountability are in place.	3	Carry out a review of the Mental Health and Wellbeing Group Terms of Reference to align with revised SFRS governance arrangements. Agree the format and methods of scrutiny and reporting of progress on the SFRS Mental Wellbeing Action Plan and decisions of the Mental Health and Wellbeing Group with the SFRS People Committee.	Lyndsey Gaja	Sep-24
The SFRS should consider the suitability of the governance arrangements for the Suicide Prevention subgroup. If it is considered that this group cannot achieve the outcomes that are set out within the Mental Health Strategy, then the Service should consider alternative arrangements to replace it. Any new arrangements should ideally be in place before the current subgroup is disbanded.	4	N/A	N/A	N/A
The Service should consider the most appropriate way that it can offer professional support for its Mental Wellbeing Champions. This support should include appropriate processes to track any interventions work of Champions, debriefing and evaluation of interventions and reflective supervision and support.	5	Review model of professional support to ensure appropriate interventions are being implemented; ensuring that the integrity of the service and support provided remains uncompromised and that collation of data complies with GDPR requirements.	Mandy Ironside	Dec-24
Awareness of the Mental Wellbeing Champion (MWC) role within the SFRS should be raised. The MWC approach taken to date should be reviewed and robust governance put in place to capture and analyse the work that they do and demonstrate its value. Their ongoing work should be subject to review to ensure outcomes.	6.1	Further promote and build further awareness of Mental Wellbeing Champions across the Service	Mandy Ironside	Dec-24
	6.2	Embed peer support arrangements for Mental Wellbeing Champions to share good practice and promote events and activities	Mandy Ironside	Dec-24
	6.3	Carry out a full evaluation of the Mental Wellbeing Champion programme to inform future improvements and changes to the SFRS mental wellbeing support model.	Mandy Ironside	Dec-24
	6.4	Use outputs from evaluation to develop longer term actions to develop and sustain MWC model	Mandy Ironside	Jun-25

The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.1	Continue to progress the actions of the Mental Wellbeing Learning Resource Group to incorporate / integrate learning from Lifelines and future mental wellbeing and suicide prevention training into the employee lifecycle. This includes identifying requirements/opportunities to develop a programme from onboarding; induction; in development; in role; on promotion and through to retirement and also consider where face to face training maybe appropriate and achievable; whilst taking into account SFRS digital first principles.	Mental Wellbeing Learning Resource Group Chair (TBC)	Jun-25
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.2	Develop and implement resources to signpost or provide support to candidates applying to join or move to other roles within SFRS	Jen Kidd/Anne Whyte	Dec-24
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.3	Review onboarding and induction resources and support, to provide a holistic approach between SFRS and partner organisations / charities	Jen Kidd/Anne Whyte	Mar-25
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.4	Refine and implement resources as part of the Management Capability Framework in support of development of existing and aspiring managers ensuring a blended approach to delivery including face to face.	Jen Kidd/Mandy Harper	Dec-25
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.5	Identify and secure appropriate suicide prevention and crisis management training, learning resources and support to enable people in crisis to be supported	Mental Wellbeing Learning Resource Group Chair (TBC)	Mar-25
The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.	7.6	Collaborate with partners and stakeholders to implement appropriate training and resources to support volunteers and youth groups	Mental Wellbeing Learning Resource Group Chair (TBC)	Jun-25
The SFRS should consider how best to involve the families in supporting the achievement of positive mental health of their employees and offering social support away from the work environment.	8.1	Develop resources to provide families with information on the role of the SFRS and the types of challenges that family members employed by SFRS may face and support available to them.	Mandy Ironside	Apr-25
The SFRS should consider how best to involve the families in supporting the achievement of positive mental health of their employees and offering social support away from the work environment.	8.2	Review whether a formal approach to delivering social events is required across SFRS in addition to local and national events delivered as BAU activity.	Greg Hastie	Dec-24
The SFRS should consider how it may better utilise the resources that The Fire Fighters Charity can offer in the pursuit of positive mental health for all its employees and their families. This should be done on a systematic basis that allows families to be informed of resources that may be available to them, and how they can support their loved ones who serve in the Service.	9.1	Identify and implement opportunities for families to access support from the Fire Fighters Charity and other SFRS partners	Greg Hastie / Comms and Engagement	Apr-25

	9.2	Development and implement wider 'family' section of the SFRS website to enables access to resources and information to families and retired employees	Marysia Waters	Apr-25
The SFRS should consider if a formal role is appropriate for the Chaplaincy service within their mental health and wellbeing offer to personnel. Options to establish pastoral care across all of the Service Delivery Areas of the Service should be explored.	10	N/A	N/A	N/A
The SFRS should consider how to best prepare its serving firefighters and support staff for life following their retirement from Service. These considerations should not be limited to financial planning but should also consider the social aspects of the change that retirement brings. They should consider collaboration opportunities within the fire sector to assist with this.	11	Establish a working group to further develop and implement the recommendations agreed by the Mental Health and Wellbeing Group on preparation for, and post retirement.	Group Lead tbc	Mar-25
The Watch Commander (WC) role is critical within the Watch based system. They are often the first point of contact for mental health and/or wellbeing issues that may be affecting their Watch personnel. WCs are a trusted role within the Watch system, and they cover the majority of operational firefighters at work. The SFRS should consider how best to utilise the WC role and make them 'mental health advocates' to support the needs of operational firefighters on the Watch. Additionally, the Service should consider the training that would be required to ensure any advocates approach is robust. The mental health advocate role for WCs should be mandatory.	12	N/A	N/A	N/A
The Service should consider the most appropriate use of On Call drill night hours to ensure that appropriate access to essential information, including mental health and wellbeing resources, can be achieved.	13	Implement a pilot Wellbeing development event for On Call Support Watch Commanders to consider how further support can be provided to the wider On Call workforce	Les Mason / Mandy Ironside / Greg Hastie	Mar-25
The SFRS should monitor the potential mental health impacts of the hybrid working system. It should consider the impact upon managers who may need to spend additional time in the support of hybrid working team members.	14	N/A	N/A	N/A
The SFRS should consider all aspects of training that may be required for any new or novel operational interventions that may be required to be performed by its staff. These considerations should include aspects of any operational work that may have the potential to cause psychological trauma and negatively impact the mental health and wellbeing of responding firefighters. Mitigations and support should be developed and implemented if harms are identified.	15	N/A	N/A	N/A

<p>The SFRS should consider a range of options to ensure that Post Incident Support Procedure questionnaires are returned following operational incidents, these should include options for mandatory returns.</p>	16	<p>Undertake an end to end review of the existing the Post Incident Support Policy to ensure it continues to meet SFRS needs. [note this action description relates to actions 16-20 inclusive] As part of this review, give consideration to options to promote the return of the 'POST INCIDENT SUPPORT: Promoting Resilience & Keeping Staff Well' questionnaires.</p>	Justin Smithson	May-24
<p>The SFRS should consider the most effective means of raising awareness of the Post Incident Support Procedure (PISP) with a focus on the personal value for those within the operational roles of the Service. Following its consideration, awareness raising of PISP should be planned and delivered across the Service. The awareness raising approaches used should be up to and including face to face engagement with subject matter experts, uniformed personnel and possibly with those who would be prepared to share lived experience of PISP.</p>	17	<p>Liaise with key internal and external stakeholders to develop, plan and implement a communications schedule to raise further awareness and promotion of the revised PISP policy and procedure.</p>	Justin Smithson	Dec-24
<p>The SFRS should initiate a review of Post Incident Support Procedure (PISP) elements that relate to the Operations Control (OC). The procedure should be fully explained to OC managers and staff via a bespoke communications plan for the OCs. The Service should consider how PISP can be more systematic and less open to personal interpretation in its implementation within the OC personnel group.</p>	18	<p>Review the PISP policy and procedure end to end to expand and develop those components which relate to the role of the Operations Control (OC) staff group. This includes development and implementation of standard templates across all OC's to ensure consistent communications across all OC locations and teams.</p>	Justin Smithson	Jan-24
<p>The inclusion of Flexi-Duty Officers (FDOs) within the Post Incident Support Procedure should be more systematic with set criteria for them to be opted out only as a necessity. The aim should be to include FDOs within the support procedure following operational incidents, and for this to be tracked as appropriate.</p>	19	<p>As part of the review of the Post Incident Support Policy (PISP) and procedure, consider options and approaches to ensure the inclusion of Flexi-Duty Officers as standard when the PISP is triggered.</p>	Justin Smithson	Jan-24
<p>We note the new monthly contact from the Health and Wellbeing team to their Fire Investigation (FI) colleagues. Given the relatively low levels of Post Incident Support Procedure returns within the SFRS, and the potential impact upon the mental health of the FI team, the SFRS should consider making the completed return of FI questionnaires mandatory for the role. It also appears that the FI team has had limited contact with professional support regarding the many traumatic incidents that they have attended over recent years. The SFRS should consider this, and how they may assess the potential impact of historical incidents on FI team members' mental health to date.</p>	20	<p>As part of the review of the Post Incident Support Policy, engage with the external service provider to consider options which promote the return of the questionnaires; increase the wellbeing support available for FI staff; and any further support or interventions which may help address any potential impact from the cumulative impact of historical incidents in this staff group.</p>	Justin Smithson	Jan-24

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APPENDIX B

Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

Recommendation 1	The new Mental Health Strategy should continue to be aspirational in that its offer for staff should be broad, but it also must be achievable and robust. The strategy should be subject to SMART assessment, action plans for achieving outcomes should be considered in advance of its publication. Adequate resources should be in place to support the strategy intentions.
Action 1	
Opening position statement at December 2023	The current SFRS Mental Health Strategy was implemented in June 2020. This was followed by the development of a supporting action plan which has continued to evolve and develop throughout. In 2022, SFRS aligned with the UK Blue Light Mental Health at Work Commitment enabling SFRS to benchmark and audit its plan against a national standard, with all actions aligned to the commitment indicators. The SFRS action plan contains 53 actions in total. 42 actions have been completed and 6 of these have been aligned with the HMFSI Action Plan. The strategy is delivered in partnership between SFRS, our Mental Wellbeing Champions and a range of charities.
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 2	The SFRS should consider the nomination of a Corporate Mental Health and Wellbeing Champion for the Service. The Champion should be of a sufficiently senior level to be able to direct action and ensure that appropriate oversight and governance is put in place to allow them to scrutinise progress against the next Strategy and any associated action plans.
Action 2	
Opening position statement at December 2023	The Mental Health and Wellbeing Group was established in 2020 and is chaired by the Interim Deputy Chief Officer of Corporate Services, the Executive Lead for wellbeing within SFRS. The Group considers, reviews and makes recommendations to the Strategic Leadership Team (SLT), the People Committee (PC) and the Corporate Board (PB) on strategic mental health and wellbeing matters. The Group has authority to make decisions in respect of mental health and wellbeing matters, as delegated to the Director of People. The other Deputy Chief Officer has taken on the role of the Corporate Mental Wellbeing Champion. Whilst the scope of this role is still being fully considered, it is intended to raise the profile of wellbeing within the Service and at external events.
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 3	The Board of SFRS should assess if they are fully scrutinising progress of Mental Health outcomes against the aspirations of the Mental Health Strategy. Governance routes up to Board level should be reinvigorated and formalised to ensure scrutiny, oversight and transparent accountability are in place.

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Action 3	
Opening position statement at December 2023	Quarterly performance reports are submitted to the People Committee, containing data and information on mental health referrals and absence. In addition the People Committee are also provided with reports periodically on significant developments or issues related to mental health for their scrutiny.
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 4	The SFRS should consider the suitability of the governance arrangements for the Suicide Prevention subgroup. If it is considered that this group cannot achieve the outcomes that are set out within the Mental Health Strategy, then the Service should consider alternative arrangements to replace it. Any new arrangements should ideally be in place before the current subgroup is disbanded.
Action 4	
Opening position statement at December 2023	Following a report submitted to the Mental Health and Wellbeing Group in August 2023, the Suicide Prevention sub group was formally closed. Remaining actions have been embedded into the SFRS Mental Health Action Plan and have been allocated to other working groups and teams. Actions related to suicide prevention and postvention training have been incorporated into the actions associated with recommendation 7 . Therefore no further specific actions are required for this recommendation.
Closing position statement at Month and Year	N/A
Recommendation 5	The Service should consider the most appropriate way that it can offer professional support for its Mental Wellbeing Champions. This support should include appropriate processes to track any interventions work of Champions, debriefing and evaluation of interventions and reflective supervision and support.
Action 5 & 5.1	
Opening position statement at December 2023	Mental Wellbeing Champions currently undergo a robust training programme containing a range of modules prior to commencing in role. This is followed by ongoing CPD events and modules to enable them to gain knowledge in a range of matters which may impact on employee wellbeing. The following support is also in place: <ul style="list-style-type: none"> • A digital channel to enable exchange of information, engagement and support between champions • A bespoke SharePoint site that holds all relevant information, signposting resources and templates • Regular newsletters including current areas of interest and opportunities to attend events and further optional online training courses when available

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Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

	<ul style="list-style-type: none">• Invitations to engage with the Wellbeing Team to receive individual wellbeing support and an overview of resources they signpost to• Bespoke Incident support, MWC Programme Networks are established and meet regularly to provide long term support and signposting to all stations and staff involved in significant incidents• A Mental Wellbeing Champion support booklet that provides details of what the role involves, an overview of champion peer support, Post Incident support, boundaries, confidentiality, psychological first aid, managing conversations, suicidal services and further signposting. <p>Of the 180, 44 are Lead Champions, who are also present throughout the Service and support both Champions and employees by arranging the distribution of resources for wellbeing and offering signposting assistance as needed. The lead champions' optional verbal input was gathered in 2023 to examine engagement, support, and creativity for advancing the position, which helped shape the role.</p> <p>SFRS has issued a survey to the Mental Wellbeing Champions to seek their views on how they are supported in the role, how effective the method of communications is and to explore how we take forward the Champion role in the future. The outcomes of this will help inform how this role develops in the future and improvements that can be made to support them in their role.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 6	Awareness of the Mental Wellbeing Champion (MWC) role within the SFRS should be raised. The MWC approach taken to date should be reviewed and robust governance put in place to capture and analyse the work that they do and demonstrate its value. Their ongoing work should be subject to review to ensure outcomes.
Action 6.1 – 6.4	
Opening position statement at December 2023	As of December 2023, the Mental Wellbeing Champion programme has been live for 23 months. To date, communications have been issued in the staff weekly brief to provide employees with information on who the MWCs are both within their own areas and across the Service. Responsibility for local engagement and promotion of the role is carried out locally by the Champions. Champions can be identified by a bespoke SFRS MWC lanyard provided to them. Further actions in relation to raising awareness of the Mental Wellbeing Champion role will be considered as part of action number 5 above.
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>

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Recommendation 7	The SFRS should review the adequacy of mental health training. The most appropriate delivery method should be considered for this training, face to face engagement on critical elements such as the Post Incident Support Procedure should be considered. Preparation for new roles upon promotion is essential, and mental health should be included within this.
Action 7.1 – 7.6	
Opening position statement at December 2023	<p>Lifelines Scotland training has been embedded within SFRS since 2020 and has predominantly taken place online in accordance with SFRS Digital First Principles. This enables much greater access to events and significantly reduces the complexities around face to face training delivery given the geography, shift patterns and number of on call employees as well as reducing the impact on operational delivery and cost to SFRS.</p> <p>SFRS has established a working group to incorporate learning from Lifelines and future mental wellbeing and suicide prevention training into the employee lifecycle. An action plan has been developed and includes identifying requirements/opportunities to develop a programme from onboarding, induction, in development, in role, on promotion and through to retirement.</p> <p>The recommendation related to the Post Incident Support Procedure is noted and is captured in action number 17.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 8	The SFRS should consider how best to involve the families in supporting the achievement of positive mental health of their employees and offering social support away from the work environment.
Action 8.1 & 8.12	
Opening position statement at December 2023	<p>A number of existing arrangements are in place across the Service which provide opportunities for families to connect socially with the wider SFRS family and these are arranged through normal Service Delivery / Prevention and Protection events. This includes activities such as Burns Supper, St Andrews Ball as well as local Christmas parties, open days etc. Other more formal events such as Graduations and Long Service and Good Conduct Ceremonies also provide opportunities for families to interact and engage.</p> <p>The SFRS also held its first major family event (Santa Dash) at its National Headquarters and two other locations providing a social opportunity for families to engage with the Service.</p> <p>Work has commenced on producing a booklet for families to provide a better understanding of the role of the SFRS and the types of work and challenges that their family members face as well as support available to our staff and family members.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>

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Recommendation 9	The SFRS should consider how it may better utilise the resources that The Fire Fighters Charity can offer in the pursuit of positive mental health for all its employees and their families. This should be done on a systematic basis that allows families to be informed of resources that may be available to them, and how they can support their loved ones who serve in the Service.
Action 9.1 & 9.2	
Opening position statement at December 2023	<p>SFRS produces an annual Wellbeing and Inclusion Calendar containing a range of focussed themes that deliver a series of events and production of resources throughout the year with a range of partners and charities, with the Fire Fighters Charity being the primary partner for a significant proportion of events. These events are communicated to the workforce through a range of methods. Regular engagement also takes place with the FFC on how the charity can support the delivery of the wellbeing agenda and the work of the SFRS Wellbeing Team including response to crisis and suicide intervention.</p> <p>The charity has provided a promotional video which will be incorporated into onboarding / induction processes and wellbeing events. A committee has been established between SFRS and the charity to consider how the work of the charity can be further promoted.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 10	The SFRS should consider if a formal role is appropriate for the Chaplaincy service within their mental health and wellbeing offer to personnel. Options to establish pastoral care across all of the Service Delivery Areas of the Service should be explored.
Action X	
Opening position statement at December 2023	<p>SFRS has considered its mental wellbeing champion model more broadly in relation to current wellbeing models adopted based on current research and a best practice approach of peer support.</p> <p>Legacy arrangements remain in place from one of the former FRS and the Service has entered into a formal Memo of Understanding with the two Chaplains who provide these services. The MoU specifies the scope of the Chaplaincy role and the Wellbeing Team work closely with the two Chaplains to offer support following significant incidents or events across the Service. Information on the Chaplains is included in wellbeing signposting information available to all employees.</p> <p>Spiritual care is only provided when it is explicitly requested by an SFRS employee; any further expansion of the service would need to consider an extension to all religious faiths. Whilst the recommendation is noted as a future consideration of the review of the current model, it is not considered that an extension of the chaplaincy service is required or appropriate at this time and therefore no further specific actions are identified at this time.</p>
Closing position statement at Month and Year	N/A

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Recommendation 11	The SFRS should consider how to best prepare its serving firefighters and support staff for life following their retirement from Service. These considerations should not be limited to financial planning but should also consider the social aspects of the change that retirement brings. They should consider collaboration opportunities within the fire sector to assist with this.
Action 11	
Opening position statement at December 2023	A report was approved at the Mental Health and Wellbeing Group in October 2023 containing recommendations to support employees transitioning to retirement and beyond. The group agreed that a working group will be established in 2024 to take the recommendations forward and produce an implementation plan.
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 12	The Watch Commander (WC) role is critical within the Watch based system. They are often the first point of contact for mental health and/or wellbeing issues that may be affecting their Watch personnel. WCs are a trusted role within the Watch system, and they cover the majority of operational firefighters at work. The SFRS should consider how best to utilise the WC role and make them 'mental health advocates' to support the needs of operational firefighters on the Watch. Additionally, the Service should consider the training that would be required to ensure any advocates approach is robust. The mental health advocate role for WCs should be mandatory.
Action 12	
Opening position statement at December 2023	<p>The SFRS has implemented a Mental Wellbeing Champion programme and has 180 live champions with more progressing through training. This was based on detailed research on best practice; the benefits of a peer support model; aligns with the UK Blue Light Mental Health at Work Commitment and is widely used in other organisations. It is SFRS view that there is no requirement for the role to be mandatory for Watch Commanders and neither would it be appropriate to introduce it in this manner.</p> <p>All Watch Commanders and other line managers have been given the opportunity to attend Lifelines modules on supporting their teams as well as access to a wider range of organisational wellbeing events and resources. Those who have chosen to, have undertaken training to become a Mental Wellbeing Champion.</p> <p>All supervisory managers will undertake training in accordance with the SFRS Manager Capability Framework (as per action 7.4) which will include awareness of their role as a line manager and be knowledgeable about where to signpost people to for support. Therefore no further specific actions for this recommendation have been identified.</p>
Closing position statement at Month and Year	N/A
Recommendation 13	The Service should consider the most appropriate use of On Call drill night hours to ensure that appropriate access to essential information, including mental health and wellbeing resources, can be achieved.

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Action 13	
Opening position statement at December 2023	<p>There is currently no capacity within the formal arrangements for drill nights to include dedicated time for staff to access wellbeing resources. However as a number of Mental Wellbeing Champions are from the on call group category, many stations should have wellbeing boards where staff can access resources. In addition, specific agreement was reached that on call staff attending Lifelines events would be paid for hours attended to help encourage take up on events. Opportunities for mental wellbeing training and development are being considered as part of action 7.</p> <p>An event for West on call staff was held in September 2023 focussed on a range of wellbeing activities and support and providing further signposting on ongoing access to resources.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 14	
	The SFRS should monitor the potential mental health impacts of the hybrid working system. It should consider the impact upon managers who may need to spend additional time in the support of hybrid working team members.
Action 14	
Opening position statement at December 2023	<p>SFRS monitors a range of quantitative data in relation to employees mental wellbeing such as absence data, wellbeing referrals etc; this is in addition to data such as turnover, reasons for exit etc. It is not possible to identify from these the impact of agile/hybrid working arrangements as the specific cause however, as data could be impacted by a range of factors. The informal and adhoc nature of agile/hybrid working makes implementing a monitoring system to assess impact challenging. However, the Service carried out both an Agile Working and a Wellbeing pulse survey in 2023, with both identifying the positive impact overall that agile working had brought to those within SFRS who have adopted this. Managers are encouraged to ensure regular one-to-ones to ensure that any negative impacts of agile working are addressed and mitigated (this is included in the LCMS module referenced below), and People Partners and Advisers support business areas in monitoring the impact of agile working more generally and how this is being embedded.</p> <p>The responsibilities of managers in supporting agile/hybrid teams are similar to that of managing teams who work from office/corporate locations. The expectation of SFRS in supporting agile working particularly as it relates to the ability to work remotely from home or other locations is that there will still be a regular requirement for employees to attend office locations as required for their role or for specific matters which are deemed appropriate by their manager. This includes for example, team workshops, one-to-one meetings, supporting team inductions etc. It is not therefore expected that managers would spend additional time travelling to home locations, except in exceptional circumstances. A mandatory LCMS module is being developed for managers for launch in Quarter 4 2023/24 which sets this out with the aim of supporting managers in discussing these expectations with their teams and determining the most appropriate approach to work/meetings etc for the circumstances.</p>

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	Therefore no further specific actions for this recommendation have been identified.
Closing position statement at Month and Year	N/A
Recommendation 15	The SFRS should consider all aspects of training that may be required for any new or novel operational interventions that may be required to be performed by its staff. These considerations should include aspects of any operational work that may have the potential to cause psychological trauma and negatively impact the mental health and wellbeing of responding firefighters. Mitigations and support should be developed and implemented if harms are identified.
Action 15	
Opening position statement at December 2023	The recommendation to consider all aspects of training that may be required for any new or novel operational interventions that may be required to be performed by its staff is noted. When and if the role of a Firefighter is developed to include new or novel operational interventions a full Equality and Human Rights Impact Assessment will be carried out to ensure that due consideration is given to any impact on the mental health and wellbeing of Operational Personnel as a result of those changes, and appropriate measures will be introduced to address these impacts, including the provision of new, or changes to existing, training.
Closing position statement at Month and Year	N/A
Recommendation 16	The SFRS should consider a range of options to ensure that Post Incident Support Procedure questionnaires are returned following operational incidents, these should include options for mandatory returns.
Action 16	
Opening position statement at December 2023	<p>A short life working group consisting of key internal and external stakeholders was established in Q2 2023/24 to consider and propose changes that would result in a more robust process for the management of post incident support being adopted throughout SFRS. As a result of the review, the policy and supporting processes and documents have been revised and will progress through formal governance and consultation in Q4 2023 / 24.</p> <p>(it should be noted that this statement also relates to recommendations 16-20).</p> <p>The group considered current processes which may have contributed to the return rate of questionnaires as well as a range of options to increase the number of questionnaires returned to the River's Centre which included consideration around whether the return of questionnaires should be mandatory. However, after consideration, it was agreed that making the questionnaire return mandatory, brings more challenges than benefits (both practically and clinically). The group recommended an approach of promotion and awareness raising of the process through engagement and training, rather than mandating it. SFRS will continue to analyse the data to assess the effectiveness of the approach adopted.</p>

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Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 17	The SFRS should consider the most effective means of raising awareness of the Post Incident Support Procedure (PISP) with a focus on the personal value for those within the operational roles of the Service. Following its consideration, awareness raising of PISP should be planned and delivered across the Service. The awareness raising approaches used should be up to and including face to face engagement with subject matter experts, uniformed personnel and possibly with those who would be prepared to share lived experience of PISP.
Action 17	
Opening position statement at December 2023	<p>A planned programme of responsive engagement events has been in place since October 2023. The Wellbeing team and key external partners have engaged face to face delivery at Directorate development days across LSO areas and will continue to remain responsive to requests from LSO areas, while balancing demand with current resource capacity. These engagement events include content on the PISP process and include content delivery from the subject matter experts at River's centre, and a lived experience testimonial from a current staff member. Collaboration with internal and external stakeholders continues to consider a programme of awareness around the PISP through the employee life cycle.</p> <p>A suite of informative videos has been produced by the River's Centre (and includes lived experience from a current SFRS employee) and are available on the SFRS intranet. These videos will be incorporated into wider wellbeing engagement events and use at local level encouraged and signposted.</p> <p>A review of the SFRS Intranet is currently underway with consideration being given to how best to increase prominence of the PISP resources.</p> <p>A bespoke CPD day has recently been created for the current Mental Wellbeing Champions. Part of this offering was a session facilitated by the Rivers Centre. The focus in these sessions was on raising awareness of the PISP process to empower the Champions to promote the benefit of the process in their role as key signposters and advocates for wellbeing across the SFRS footprint.</p>
Closing position statement at Month and Year	<TO BE ADDED ON COMPLETION OF THE ACTION EXPLAINING THE WORK CARRIED OUT AND THE BENEFITS THE ACTION HAS PROVIDED>
Recommendation 18	The SFRS should initiate a review of Post Incident Support Procedure (PISP) elements that relate to the Operations Control (OC). The procedure should be fully explained to OC managers and staff via a bespoke communications plan for the OCs. The Service should consider how PISP can be more systematic and less open to personal interpretation in its implementation within the OC personnel group.
Action 18	

HMFSI AUDIT AND INSPECTION POSITION STATEMENT

Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

Opening position statement at December 2023	See below
Closing position statement at Month and Year	<p>January 2024: The joint development, between Wellbeing and Operations Control (OC) colleagues, of a standard email template for the initiation of the process is now complete, resulting in a more consistent approach across the control rooms to the first line reporting of a critical incident. This has been approved and communicated through the OC Policy Team and rolled out to all OC colleagues. The revised policy has been updated to reflect this.</p> <p>A communication has been developed with key stakeholders in OC and the Rivers Centre to raise the profile of the PISP to this staff group and signal the intent to commence quarterly screening from Q1 24/25, with messaging around how this works alongside the PISP process.</p> <p>Wellbeing has provided a series of bespoke face to face, interactive engagement days across all OC's. This engagement day showcased the wellbeing offering and included a session around the PISP to raise awareness of the process with this staff group.</p>
Recommendation 19	The inclusion of Flexi-Duty Officers (FDOs) within the Post Incident Support Procedure should be more systematic with set criteria for them to be opted out only as a necessity. The aim should be to include FDOs within the support procedure following operational incidents, and for this to be tracked as appropriate.
Action 19	
Opening position statement at December 2023	See below
Closing position statement at Month and Year	<p>January 2024: Policy reviewed end to end to ensure process is inclusive to all staff groups. Reference to FDO's explicit in inclusion in PISP process when initiated.</p> <p>Professional discussions between SFRS Wellbeing and NHS Rivers Centre, agree there is no clinical justification or organisational benefit for FDOs to be opted out and this staff group should always be included when the PISP is triggered. It was agreed that a programme of awareness raising is the appropriate approach to assist with increasing return rates in this staff group.</p> <p>Collaboration will continue with the Rivers Centre to consider how we can track return rates in this staff group.</p>
Recommendation 20	We note the new monthly contact from the Health and Wellbeing team to their Fire Investigation (FI) colleagues. Given the relatively low levels of Post Incident Support Procedure returns within the SFRS, and the potential impact upon the mental health of the FI team, the SFRS should consider making the completed return of FI questionnaires mandatory for the role. It also appears that the FI team has had limited contact with professional support regarding the many traumatic incidents that they have attended over recent years. The SFRS should consider this, and how they may assess the potential impact of historical incidents on FI team members' mental health to date.
Action 20	

HMFSI AUDIT AND INSPECTION POSITION STATEMENT

Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

Opening position statement at December 2023	See below
Closing position statement at Month and Year	<p>January 2024: Professional discussions held between SFRS Wellbeing and NHS Rivers Centre to consider the mandatory return of questionnaires in this staff group. It was agreed there is no clinical justification or organisational benefit to making these returns mandatory. It was agreed that a programme of awareness raising is the appropriate approach to assist with increasing return rates in this staff group.</p> <p>Strengthened process to increase surveillance for FI staff. Positive changes made to process to include automatic issue, and tracking, of questionnaire every 3 months as now administered through the Wellbeing Team.</p> <p>Engagement sessions hosted by Wellbeing and the Rivers Centre to promote the role of Wellbeing, support available from the Rivers Centre and to raise awareness around the PISP process and the benefits of engaging in this process. All staff reminded of opportunity to attend the Lifelines programme of training. Awareness around the Wellbeing Champion programme raised with this staff group and a new Wellbeing Champion identified.</p> <p>Discussions will continue with FI management and key stakeholders to facilitate further engagement sessions with staff groups as required.</p>

DRAFT



Report No: C/PC/27-24

Agenda Item: 12.2

Report to:	PEOPE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	AUDIT AND INSPECTION UPDATES						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide People Committee with an updated position on the action plans related to audits and inspections where the People Directorate is the lead area of the organisation.						
2	Background						
2.1	HMFSI has recently commenced its thematic inspection of organisational culture, in line with the notified approach, scope and timelines.						
2.2	Azets have carried out internal audits relating to Scottish Vocational Qualifications, Sickness Absence Management, On-Call Workforce Planning and Equality, Diversity & Inclusion. Progress on the agreed action plans is scrutinised by People Committee.						
3	Main Report/Detail						
3.1	HMFSI Thematic Inspection of Organisational Culture – Inspection Outline						
3.1.1	The inspection outline, high-level timeline and details of the inspection team are shown in Appendix A. As previously indicated, given the breadth of this topic, the Inspectorate’s plan is to produce a series of report volumes focussing different aspects of organisational culture.						
3.2	Internal Audit – Scottish Vocational Qualification – Action Plan						
3.2.1	The latest action plan is shown at Appendix B. Both remaining actions have been marked as complete, with the evidence to be reviewed by Azets prior to confirming closure.						
3.3	Internal Audit – Sickness Absence Management – Action Plan						
3.3.1	The latest action plan is shown at Appendix C. Two actions remain in progress, with a short extension requested for both as noted in the action plan report. The extension to action 4.2 relates to finalising the approach to information governance considerations. Action 1.1 is dependent on completion of action 4.2.						
3.4	Internal Audit – On-Call Workforce Planning – Action Plan						
3.4.1	The latest action plan is shown at Appendix D. The final remaining action is marked as complete with evidence to be provided to and reviewed by Azets prior to confirming closure.						

3.5 3.5.1	Internal Audit – Equality, Diversity & Inclusion – Action Plan The latest action plan is shown at Appendix E. Two of the actions have extension requests to their due dates to allow for completion of the relevant governance processes. All other actions are progressing to planned timescales.
4	Recommendation
4.1	People Committee is asked to scrutinise the attached reports and note the progress made.
5	Key Strategic Implications
5.1 5.1.1	Risk Internal and external audit and inspection activity support Scottish Fire and Rescue Service (SFRS) in the identification of risks and provide assurance around the appropriateness and effectiveness of controls.
5.2 5.2.1	Financial There are financial implications related to areas covered by the audits and inspections detailed in this report. For example, effective management of SFRS' Modern Apprenticeship contract and appropriate management of absences from work.
5.3 5.3.1	Environmental & Sustainability None identified.
5.4 5.4.1	Workforce The audits and inspections covered by this report relate to several areas impacting SFRS workforce, as set out in the audit and inspection reports, and associated action plans.
5.5 5.5.1	Health & Safety No specific Health & Safety implications from the actions detailed in this report.
5.6 5.6.1	Health & Wellbeing Aspects of Culture, absence management, and EDI may impact on colleague health & wellbeing.
5.7 5.7.1	Training Training needs are identified in several audit and inspection recommendations and are addressed in the associated action plans.
5.8 5.8.1	Timing The timescales for completion of agreed actions are as noted in the action plans.
5.9 5.9.1	Performance Effective delivery of the agreed actions will support enhanced performance in the areas covered by the audit / inspection.
5.10 5.10.1	Communications & Engagement Delivery of agreed actions is supported by appropriate communication and engagement activity as required, including with the representative bodies.
5.11 5.11.1	Legal There are specific legal requirements and considerations related to the Service's approach to absence management and EDI.

5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities Not applicable.	
5.14 5.14.1	Service Delivery The areas examined in the on-call workforce planning internal audit relate to the service's approach to attracting and retaining colleagues into the on-call workforce.	
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 audits and inspections are carried out independently and in line with agreed scope. The internal audit programme is agreed by the Strategic Leadership Team and Board based on organisations priorities and risks. Completion of agreed actions plans provides assurance on the robustness of controls.
8	Appendices/Further Reading	
8.1	Appendix A - HMFSI Thematic Inspection of Organisational Culture – Inspection Outline	
8.2	Appendix B – Internal Audit – Scottish Vocational Qualification – Action Plan	
8.3	Appendix C – Internal Audit – Sickness Absence Management – Action Plan	
8.4	Appendix D – Internal Audit – On-Call Workforce Planning – Action Plan	
8.5	Appendix E – Internal Audit – Equality, Diversity & Inclusion – Action Plan	
Prepared by:	Lyndsey Gaja, Interim Director 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 five: We are a progressive organisation, use our resources responsibly and provide best value for money to the public. Outcome six: 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
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Scrutiny</i>

HMFSI Thematic Inspection of Organisational Culture – Inspection Outline



HM Fire Service Inspectorate Inspection Outline

Organisational Culture within the Scottish Fire and Rescue Service

Inspectors within HM Fire Service Inspectorate (HMFSI) have scrutiny powers specified in section 43B of The Fire (Scotland) Act 2005. These include inquiring into the state and efficiency of the Scottish Fire and Rescue Service (SFRS), its compliance with its duty to secure Best Value, and the manner in which it is carrying out its functions.

HMFSI operates within, but independently of the Scottish Government.

Our approach to inspection is to support the SFRS to deliver services that are high quality, continually improving, effective and efficient to respond to local needs.

Purpose of inspection and Terms of Reference

This outline has been prepared to describe why we are carrying out this inspection and how we will go about the work. It is also intended to be utilised as part of our pre-inspection consultation. This revised inspection outline has been developed following consultation with the SFRS and other relevant stakeholders.

The Chief Inspector's Plan 2022-25, indicated that we may wish to carry out an inspection of HR/workforce planning – recruitment, attrition, diversity and skills within the SFRS. The decision to look at wider organisational culture has been influenced by the findings of several other reports conducted as a result of serious high-profile incidents regarding the conduct of staff within the emergency service sector, both fire and police, across the United Kingdom.

Whilst the majority of the cases involving the fire and rescue service have related to services outside Scotland, we believe this is an area of significant public interest and worthy of inspection. As such, we have amended the scope of our proposed inspection and decided to focus on an assessment of the organisational culture within the SFRS.

An inquiry by the Inspectorate can be self-directed or can be subject to direction by Scottish Ministers. This inquiry into the SFRS is self-directed by HM Chief Inspector.

The approach we will take is to consider the issue of organisational culture as a series of inspections rather than as a single report. The first of these inspections will focus on SFRS corporate policies and arrangements for determining, articulating, and reviewing organisational values and how these are fully embedded in workforce activity.

HMFSI recognises that whilst SFRS is a single national body having a single set of stated values, it is unlikely that any organisation of this size and scale would have a single national culture, but a number of cultures and subcultures representative of its workforce type, legacy Service, and the communities served.

The SFRS has an ambition to be a world class public service. It has the stated values of: Safety; Teamwork; Respect; and Innovation. In relation to equality and diversity it wants to exceed the minimum legal requirements placed on public bodies and employers, and to be recognised as a champion of equality. In its Strategic Plan 2022-25 the SFRS has committed to 'Promoting a culture that values inclusion, promotes fairness, equality and respect for all...'

In carrying out this inspection HMFSI has had discussions with the SFRS's Internal Auditors regarding their audit of the Service's arrangements to meet its statutory obligations regarding equality and diversity legislation. The internal audit is intended to consider the extent to which these areas are being embedded within the Service. HMFSI will aim to avoid any unnecessary duplication, although in focusing on the appropriateness of policies and procedures, there may be times when our inspection will consider issues around equality, inclusion and diversity.

Proposal

The aim of this inspection is to assess the organisational culture of the SFRS and how successful it is in achieving its aims and stated ambitions. Specifically, within this first report, we will consider how SFRS corporate policies create the appropriate foundations for a working environment in which it;

- promotes a positive workplace culture
- develops and communicates its' values among all its staff groups
- develops and trains its staff and managers to implement relevant policies and procedures
- considers monitoring and ongoing assessment of compliance of relevant policies.

Methodology

This inspection will follow the lines used for previous thematic inspections. It will be risk based and proportionate.

There will be engagement with the SFRS and establishment of a single point of contact for coordination of our work. The inspection will then comprise of four key stages:

1. Consult and carryout a desk top analysis of data - We will request workforce related information from the Service and a copy of relevant policies, procedures, strategies and frameworks. We will carry out a desk top data analysis and assessment of this information.
2. Interviews - We will speak with key SFRS staff who are involved with the formulation of policy; the creation and delivery of related training and development; monitoring and performance reporting and those providing human resource management advice.
3. We intend to carry out fieldwork interviews with a sample of the SFRS workforce, involving all duty groups and employees from non-operational departments. This is intended to assess knowledge and understanding of the policies and procedure of the organisation in relation to those which articulate the values.
4. Where appropriate, we will work with other Inspectorates currently conducting similar work and with external, sector competent, individuals and organisations to provide an opportunity for benchmarking and quality assurance.

Reporting

We will compile a report on the findings of our inspection, which will comply with our consultation and engagement strategy. As stated above, we intend to complete our inspection of organisational culture as a series of reports covering individual discrete themes. The themes of subsequent reports and the sequence of these inspections will emerge from the outcomes from our initial report.

The draft report will be reviewed for quality assurance by independent sector professionals. Throughout the inspection we also propose to engage and seek guidance from relevant parties outwith HMFSI as we deem necessary and helpful.

A copy of the final report will be provided to the SFRS Board, the SFRS Chief Officer and laid before the Scottish Parliament. A copy will also be made publicly available on the HMFSI website.

The report will outline our methodology and approach and will contain the Inspectorate's key findings, and may include; recommendations, areas for consideration and good practice as the Chief Inspector believes appropriate.

Timetable

The provisional timetable is:

Date	Progress
August 2023 - March 2024	Pre-planning and consultation on the inspection outline
April 2024 – June 2024	Data collection and review of documentation
June 2024 – August 2024	Fieldwork
August 2024	Analysis of evidence
September – November 2024	Report development and consultation
December 2024	Report publication

Inspection Team

The inspection team members will comprise of HMFSI staff and will include other subject matter specialists as required.

Robert Scott QFSM - HM Chief Inspector
 Graeme Fraser – Lead Inspector
 Lynne Gow (SFRS Secondee)
 Shirley Hartridge (SFRS Secondee)
 Professor Paresh Wankhade, (Professor of Leadership and Management & Director of Research, Editor-In-Chief, International Journal of Emergency Services, Edge Hill University)
 Mark Cashin (Former Chief Officer, Cheshire Fire and Rescue Service)
 A nominated representative from Audit Scotland.

The point of contact for this inspection is Robert Scott – Chief Inspector (Robert.Scott2@gov.scot) or any other member of the inspection team can be contacted by emailing HMFSI@gov.scot.

This Inspection Outline

Our consultation for this inspection has included; the SFRS Board and management team, staff representative bodies, Scottish Government, other inspectorates, and sector competent individuals.

Internal Audit – Scottish Vocational Qualification – Action Plan

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.														
	<u>Resourcing</u>	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	1 st Agreed Revised Date	Priority	% Complete	Status				
	Responsible Owner Agreed Response Deputy Head of People	<i>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.</i>						31 March 2024	30 June 2024	Grade 3	100%	GREEN				
Progress to date (Update provided 28/05/24)	<p>Training to Increase SFRS Assessor and Verifier Numbers</p> <p>The delivery of this training to 55 colleagues is progressing across a framework of external providers. It is being proactively monitored by the internal MA/SVQ team who continue to support the candidates complete their awards.</p> <p>The delivery of an internal training course for 12 Internal Verifier candidates commenced on 05 Feb 2024 and is due to conclude on the 30 April 2024. This will inform the SQAs ongoing review of the current hold on SFRS ability to award the Assessor and Verifier qualifications. It will be considered by the SQA External Verifier (EV) at their next meeting which we are trying to schedule.</p> <p>The Lead Assessor course (with 14 candidates from across all LSO's) was completed on the 23 Feb 2024. This has increased the provision of approved L&D Assessors within the SFRS to enable assessment delivery of the L&D9Di Award within service delivery in each area.</p> <p>SQA have confirmed availability for an EV visit on 29 May 2024. Following a positive outcome from the EV meeting further assessor and IV training will be provided on a regular basis.</p> <p>SFRS Assessor and Verifier Succession Planning Arrangements</p> <p>The Strategic Workforce Planning Update report is used to inform meetings and discussions regarding the succession planning requirements for SFRS.</p>															
Outstanding actions to close the recommendation	Evidence of internal Assessor/ IV portfolios and training course, and report that informs succession planning attached will be forwarded as supporting evidence.															
Azets Comments from last ARAC	Evidence of Internal Assessor/Verifier training course required as well as evidence of succession planning arrangements in order to close action.															

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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	2nd Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response Deputy Head of People	<i>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.</i>	31 December 2023	30 April 2024	Grade 2	100%	GREEN
Progress to date (Update provided 28/05/24)	As a result of discussions with key stakeholders, strategic oversight will be via the Service Delivery Board with the first SVQ update scheduled for the Service Delivery Board meeting on 8 April 2024. SVQ/MA programme update is now a standing agenda item on the Service Delivery Board to enable Strategic level scrutiny of arrangements.						
Outstanding actions to close the recommendation	Supporting evidence by responsible owners will be forwarded						
ARAC Comments from last ARAC	Awaiting evidence of terms of reference of review panel and how oversight of the operation of the SVQ will be carried out in order to close the action.						

Internal Audit – Sickness Absence Management – Action Plan

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		
		6	66%	0	3	1	0	0	1	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.															
	<u>Compliance with Policies and Procedures</u>	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	2nd Agreed Revised Date	Priority	% Complete	Status					
	Responsible Owner Agreed Response People Manager (Advice & Employee Relations) & People Manager (Talent)	<i>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.</i>						31 October 2023	30 June 2024 New requested date 31 December 2024	Grade 3	90%	AMBER					
Progress to Update (Update provided 22/03/24)	<p>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.</p> <p>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.</p> <p>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.</p> <p>Discussion around the development of an independent periodic verification process of compliance (all absence management file documentation being complete and recorded in e-PRF) between People and Audit & Risk commenced in Quarter 4.</p>																
Outstanding actions to close the recommendation	<p>Discussion around the development of an independent periodic verification process of compliance between People and Audit & Risk to progress in Q1 with a process and approach agreed, along with appropriate timescales for this.</p> <p>There have been some further delays to developing a proposed independent verification process and approach due to competing priorities and absence within the People team, along with some associated actions required related to GDPR and storage of documentation in the agreed centralised location of the e-PRFs which need to be resolved prior to this process being viable therefore a further extension to December 2024 is requested to ensure this is resolved and embedded prior to a verification process commencing.</p>																

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Azets comments from last ARAC		Awaiting evidence of checks being undertaken by management to ensure all documentation has been correctly retained in order to close this action.				
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.				
	<u>Absence Triggers</u>	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	1 st Agreed Revised Date	Priority	% Complete
	Responsible Owner Agreed Response People Manager (Advice & Employee Relations) & People Manager (Talent)	<i>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.</i>	31 October 2023	30 April 2024 New Requested date 31 December 2024	Grade 2	90%
Progress to Update (Update provided 22/03/24)	<p>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.</p> <p>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.</p> <p>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.</p> <p>LSO/Directorate management teams continue to receive absence reports for their areas to ensure that they can effectively identify where employees have hit triggers as per the policy and ensure that this is followed up with their local managers in terms of management actions including completion of Attendance Support Meetings, review periods where appropriate etc. The People Directorate continue to liaise with managers on an ongoing basis to ensure the absence reports they receive provide the information they require to manage absences effectively.</p> <p>Discussions have commenced around the development of an independent periodic verification process of compliance between People and Audit & Risk in Q4. This will be progressed under Rec No 1.1</p>					
Outstanding actions to close the recommendation	There have been some further delays to developing a proposed independent verification process and approach due to competing priorities and absence within the People team, along with some associated actions required related to GDPR and storage of documentation in the agreed centralised location of the e-PRFs which need to be resolved prior to this process being viable therefore a further extension to December 2024 is requested to ensure this is resolved and embedded prior to a verification process commencing.					
Azets comments from last ARAC		We understand that arrangements with the Verification team are still to be discussed and agreed. Evidence of the independent verification process (once agreed) is required to close this action.				

Internal Audit – On-Call Workforce Planning – Action Plan

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	80%	0	0	4	0	0	0	1	0	0	0	0	0	0
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	<p>The analysis currently being performed should be enhanced to include further detail on the uptake of PREP such as:</p> <ul style="list-style-type: none"> 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. <p>This will assist in determining the effectiveness of the programme and future recruitment activities.</p>										Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response People Manager (Strategic Partnering)	<p><i>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.</i></p>										31 March 2024	n/a	Grade 2	100%	GREEN
Progress to Update (Update provided 21/03/24)	<p>Improvements to the dashboard to capture dropout rates are under review at present. Feedback questionnaires have been issued to a significant number of candidates to evaluate candidate experience and recruiting managers asked to follow up locally. Analysis of returns will be undertaken and findings presented to OCSCG in April 2024.</p> <p>Changes to the Candidate Tracker are being explored to support dashboard analysis.</p> <p>Recruiting manager guidance being developed to help reaffirm stakeholder responsibilities and encourage timely review/updates to candidate tracker.</p> <p>Template for sharing information is in development and will be shared at OCSCG in April 2024.</p>															
Outstanding actions to close the recommendation	<p>Supporting evidence forwarded to Azets 27/03/24 for review. Azets reviewed & provided comment below</p> <p>People will include these areas of the form for PREP and then a form for the next stages in the process to allow us to get better data in next version and will advise of new completion date</p>															
Azets Comments after initial review	Expect to see within the evidence details of what stage candidates participating in PREP withdrew from the process and their reasons why.															

Internal Audit – Equality, Diversity & Inclusion – Action Plan

2023-24	Equality, Diversity & Inclusion <small>*2.1 & 5.1 are classed as one recommendation</small>		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	25%	0	0	1	0	0	0	4	0	0	0	0	0	0
Rec No. 1.2	RISK	The Equality and Diversity Charter may become outdated and obsolete if it is not subject to periodic review to ensure it remains fit for purpose.															
	Review of Equality and Diversity Charter		SFRS should ensure the Equality and Diversity Charter is subject to periodic review and that this is evidenced by ensuring appropriate version control is recorded on the document. Should any updates be required if there are any changes in Scottish Regulations for Mainstreaming Equality, these should be made in a timely manner.						Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status				
	Responsible Owner Agreed Response EDI Manager	Review as required the Equality and Diversity Charter to ensure this remains up-to-date and relevant, taking account of the outcomes of the review of the Scottish Regulations for Mainstreaming Equality. This should include appropriate version control.						31 March 2025	n/a	Grade 2	0%	GREEN					
Progress to Update (update provided 21/03/24)		This item will not progress until Q3 2024 following receipt of further information regarding renewal of the Public Sector Equality Duty.															
Outstanding actions to close the recommendation		Review of Charter following receipt of changes to PSED regulations and introduction of version control onto the document															
Azets Comments from last ARAC		Awaiting updated Equality and Diversity Charter which includes version control in order to close action.															
Rec No. 2.1*	RISK	There is a risk that there are errors in the tracking of completion rates for EDI training, this could lead to incomplete mandatory training going unaddressed, and result in staff not having an appropriate awareness of and approach to EDI matters.															
	Monitoring of training completion data		Management should ensure that the system is being updated with relevant employee data (new joiners/ leavers/ transfer of location) regularly in order for it to produce accurate training completion rates. An overall summary table should be included in the report that differentiates completion rates for operational and non-operational staff to improve the presentation of the report and make it easier to understand.						Report Agreed Date	1 st Agreed Revised Date	Priority	% Complete	Status				
	Responsible Owner Agreed Response EDI Manager/ People Services Manager	A process to be developed and introduced between People and Training, Safety and Assurance colleagues that enables the employee data on the Learnpro system to be periodically updated to ensure accurate reporting of training completion data.						31 March 2024	31 May 2024	Grade 2	100%	GREEN					

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	Responsible Owner Agreed Response EDI Manager/ Learning Content, E- Systems and Performance Manager	Reporting of E&D/Professional Behaviours training completion rates to be reviewed and enhancements to the presentation of the report introduced, including a summary table containing breakdown by employee group.	31 March 2024	31 July 2024	Grade 2	90%	GREEN
Progress to Update (update provided 21/03/24)		Part 1 - Written process agreed between EDI Team and Learning and E Development Team documenting quarterly reporting requirements which will come into effect for the reporting of Q1 2024/25. The process also documents the method for onward sharing of the data to the EDI Team for wider organisational distribution and reporting in the annual Mainstreaming Report.					
Outstanding actions to close the recommendation		Part 1 - The EDI Manager to share the process agreement as evidence of completion with the Internal Audit team. Part 2 - Extension requested until 31/7/24 as module is scheduled for Q1 2024/25 of Training for Operational Competence cycle and will allow reporting against this training cohort. Production of first report using the new process following the end of Q1 2024/25.					
Azets Comments from last ARAC		Awaiting evidence of agreed process for reporting EDI training completion rates in order to close action.					
Rec No. 4.1	RISK	In the absence of a centralised record of EHRIAs, there is an increased risk that an EHRIA may not have been performed where required. There is also a risk of the EHRIAs not being reviewed and updated in a timely manner which could result in SFRS not having given adequate consideration to EDI matters when approving policies etc.					
	Central record of Equality and Human Rights Impact Assessments		Report Agreed Date	Agreed Revised Date	Priority	% Complete	Status
	SFRS should maintain a centralised record of Equality and Human Rights Impact Assessments which have been performed along with their respective review dates. As part of this, SFRS should consider whether there are any common issues identified as part of the assessment process from which lessons for future improvement could be learned						
	Responsible Owner Agreed Response EDI Manager	Develop and collate a register of existing Equality and Human Rights Impact Assessments and introduce guidance to assist managers in updating the register as they complete an EHRIA.	30 June 2024	Requested New date 30 Sept 2024	Grade 2	70%	GREEN
Progress to Update (update provided 21/03/24)		Validation of existing data held has been completed. The introduction of a revised process for maintaining a register of completed EHRIA has been developed as a component part of the proposed modifications to the EHRIA process which commences governance approval stages on 28 May 2024. In this regard an extension to the deadline until 30 September 2024 is requested to allow the proposed EHRIA revised process to complete all governance stages.					
Outstanding actions to close the recommendation		An extension to the deadline until 30 September 2024 is requested to allow the proposed EHRIA process modifications to complete governance stages which will meet the recommendation of introducing new guidance for managers in contributing data to the EHRIA register.					
Azets Comments from last ARAC		Awaiting evidence of centralised register of EHRIAs and capture of lessons learned for future improvements in order to close action.					

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Rec No. 5.1*	RISK	There is a risk that important actions raised as part of the Equal Pay and Gender Pay Gap report have not been monitored and progressed as required. In addition, there is a risk that as part of making EDI 'business as usual', directorates may not give sufficient consideration to EDI matters and monitor EDI related actions appropriately in order to provide the EDI team with sufficient information for them to perform their role effectively and efficiently.					
	5.1 Action Plan Monitoring Management should review the Action Plan created as part of the Equal Pay and Gender Pay Gap report 2023 to ascertain how these actions are being taken forward and monitored, if still required. In addition, the EDI Manager should consider what enhancements could be made to the current monitoring/reporting arrangements in relation to EDI actions with particular consideration given to the role of the Equality Partnership Group and ways in which the Directorates could facilitate this process in order to improve effectiveness and efficiency of the EDI monitoring and reporting arrangements.		Report Agreed Date	1 st Agreed Revised Date	Priority	% Complete	Status
	Responsible Owner Agreed Response EDI Manager/Reward Manager	Undertake a mapping exercise of the Action Plan within the Equal Pay and Gender Pay Gap report 2023 to identify where and how each action is being progressed. A summary of progress against each action to be provided to Corporate Board.	30 June 2024	Requested new date 30 Sept 2024	Grade 2	80%	GREEN
	Responsible Owner Agreed Response EDI Manager	Review the Terms of Reference and attendees of the Equality Partnership Group to incorporate clear expectations regarding the role of the group in relation to EDI monitoring and reporting and reinvigorate the group itself	31 March 2024	31 May 2024	Grade 2	100%	GREEN
Progress to Update (update provided 21/03/24)		Part 1 - The Equal Pay Gap and Gender Pay Gap Action Plan progress review is included within the governance papers for the Mainstreaming Report which commences governance stages on 28 May 2024. In this regard, an extension to 30 September is requested for this element of the recommendation to allow the completion of all governance stages relating to the update on the Equal Pay actions and publication of the Mainstreaming Report. Part 2 - With respect to the review of the Terms of Reference of the Equality Partnership Group – this review has been completed and has informed proposed changes to the Terms of Reference which commences governance stages on 28 May 2024.					
Outstanding actions to close the recommendation		An extension to part 1 (Equal Pay and Gender Pay Gap Action Plan) reporting to Corporate Board is requested – reporting to the Corporate Board will be included within the annual Mainstreaming Report documentation which commences governance routes on 28 May 2024. With respect to part of the recommendation relating to reviewing the Terms of Reference to the Equality Partnership Group, this has now concluded. The findings of the review informed the development of proposed revised Terms of Reference for that Group and approval and governance stages for that commence on 28 May 2024. Evidence of completion of the review and its findings are contained within that reporting package and will be shared with the Internal Audit team.					
Azets Comments from last ARAC		Awaiting evidence of progress re Equality Partnership Group and review/reporting on progress made in relation to actions taken arising from the Equal Pay and Gender Pay Gap Report in order to close action.					



Report No: C/PC/19-24

Agenda Item: 13.1

Report to:	PEOPLE COMMITTEE							
Meeting Date:	6 JUNE 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 <u>Board Standing Order 9</u>						
		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 Strategic Leadership Team (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	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.	1	1	1		3
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	4	3	2		9
Outcome 3	We value and demonstrate innovation across all areas of our work.			1		1
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	2	6	4		12
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	1	4	2		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1		1
		8	15	11	0	34

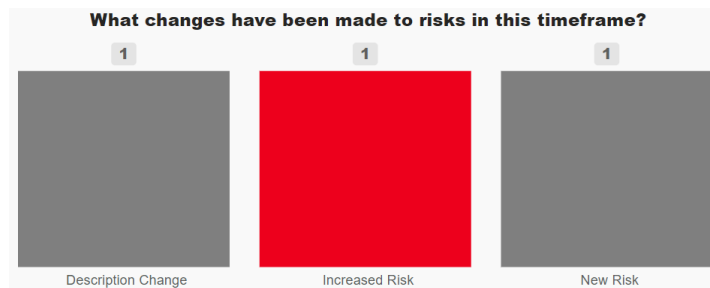
3.1.4 In relation to the current period Directorates reviewed registers identifying 10 Directorate risks, aligned to the People Committee, with 3 risks rated at 15 or above, shown as red within table:

What is the current status of each risk?						
		Probability				
		1	2	3	4	5
Impact	1					
	2			1		
	3			1	3	
	4			2	1	2
	5					

3.1.5 Appendix A to the report provides information on the 3 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.
- TSA019 - There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities.
- FCS018 - There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the move to a Cloud based environment as well as the availability of budget to upskills existing staff with the required skills.

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



<p>3.1.7</p> <p>3.2</p> <p>3.2.1</p> <p>3.2.2</p>	<ul style="list-style-type: none"> • TSA019 - There is a Directorate risk, of an inability to maintain or improve our training delivery. Current risk rating probability increased resulting in an increase from 16 to 20. This is due to recent update within CA highlighting continued Fleet challenges within the Training Function. • FCS018 - A new risk was added by FCS in relation to continuing challenges with recruiting and retaining staff with the necessary skills and experience required to support the move to a Cloud based environment as well as the availability of budget to upskill existing staff with the skills required. <p>Separately a risk previously identified within the report has had it's risk rating reduced:</p> <ul style="list-style-type: none"> • 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. Gantt Charts have identified current status of all RA's & demonstrates due diligence is progressing to address inconsistencies. The risk rating was reduced from 16 to 12, following a reduction in the impact rating from 4 to 3. <p>Progress of Control Actions</p> <p>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.</p> <table border="1" data-bbox="491 954 1273 1061"> <tr> <td style="background-color: #90EE90;">Green</td> <td>On target or within 3 months of original due date</td> </tr> <tr> <td style="background-color: #FFD700;">Amber</td> <td>3-9 months delay from original due date</td> </tr> <tr> <td style="background-color: #FF0000;">Red</td> <td>Delay of over 9 months from original due date</td> </tr> </table> <p>In relation to the 3 risks rated 15 or above, all controls are currently within 3 months of their original due date and identified within Appendix A.</p>	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
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						
<p>4</p>	<p>Recommendation</p>						
<p>4.1</p>	<p>The People Committee is asked to scrutinise the information presented within the report.</p>						
<p>5</p>	<p>Key Strategic Implications</p>						
<p>5.1</p> <p>5.1.1</p>	<p>Risk</p> <p>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.</p>						
<p>5.2</p> <p>5.2.1</p>	<p>Financial</p> <p>The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.</p>						
<p>5.3</p> <p>5.3.1</p>	<p>Environmental & Sustainability</p> <p>Any implications arising from the report will be managed by the relevant Directorate.</p>						
<p>5.4</p> <p>5.4.1</p>	<p>Workforce</p> <p>Any implications arising from the report will be managed by the relevant Directorate.</p>						
<p>5.5</p> <p>5.5.1</p>	<p>Health & Safety</p> <p>Any implications arising from the report will be managed by the relevant Directorate.</p>						
<p>5.6</p> <p>5.6.1</p>	<p>Health & Wellbeing</p> <p>Any implications arising from the report will be managed by the relevant Directorate.</p>						

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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	Operational 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:		David Johnston, Risk and Audit Manager
Sponsored by:		Sarah O'Donnell, Director of Finance and Corporate Service
Presented by:		Lyndsey Gaja, Interim Director of People / Andy Watt, Director of Training, Safety and Assurance

Links to Strategy and Corporate Values		
<p>Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:</p> <p>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <ul style="list-style-type: none"> Objective 5.1: Remaining open and transparent in how we make decisions. Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People Committee</i>	<i>06 June 2024</i>	<i>For Scrutiny</i>

**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)	Director 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	SLT approved a dedicated part-time resource to support this work for a 1 year period. This commences in June 2024. Admin resource requirements being assessed and consideration being given to how these can be met by Director of People.		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	The detailed project plans which are being developed will set out timescales/responsibilities for comms on each workstream and monthly meetings are in place to discuss comms on an ongoing basis. SPPA and SFRS have agreed a joint Communication Strategy to inform pension scheme members of implementation plans. Regular meetings with Trade Unions also taking place.		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	Project Plan for implementation of 2nd Option exercise now in final stage of development. Plan for implementation of Booth Bradshaw under development. Delay in development of project plan for McCloud Sargent due to bugs in SPPA software package developed to carry out Remedy Calculations. Need for SFRS to identify Admin resources necessary to issue remedy letters and receive and collate responses.		On Target or 3 months from due date

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Risk 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)	Director of Training, Safety and Assurance	20	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	Discussions ongoing regarding removing Training from the SOP and a SSOW incorporated into the Training H&S Handbook.			On Target or 3 months from due date	
Engagement with Asset Management and Fleet, Equipment & Workshop FEW regarding facilities and equipment.		31/03/2024	30/06/2024	Head of Training	Short term WG has been established to highlight possible course cancellations due to fleet / equipment shortages.			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	31/03/2025	Head of Training	Portlethen Management team working with Assets to attempt to utilise unused shower unit located at Hamilton to remedy Welfare / Shower shortages at Portlethen site. This work is progressing with Strategic support.			On Target or 3 months from due date	
Review the suitability of Dundee Airport site (course delivery and welfare facilities).		30/06/2024	30/06/2024	Head of Training	Collaborative work by HIAL and SFRS is now complete and a welfare protocol is in place that allows SFRS Instructional personal access to Dundee Airport FS shower / welfare facilities. SC / GC Perth TC continue to work with Instructional team and local SFRS Property Manager to find low cost, practical solutions within this site (dignified changing and wash hand basins / sinks etc)			On Target or 3 months from due date	
Analysis of USAR specialist skill delivery, including an options appraisal to identify short, medium and long term options to enhance capacity to optimise training delivery.		30/06/2024	30/06/2024	Head of Training	Business Case / Report (Collapsed Structure Simulator - CSS) was presented at FMT (February) for "progression". Paper and specifications have been submitted to Alex Laing (National Property Manager). Property have provided indicative costings for the 3 submitted specifications and this paper was progressed through DMT (March). Further meeting with Project Property Manager on the 24th April to progress tendering process for identified site.			On Target or 3 months from due date	

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Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
FCS018	6	There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the move to a Cloud based environment as well as the availability of budget to upskill existing staff with the skills required. This is because of a very buoyant ICT job market, pay grade challenges and the availability of budget to provide the necessary training. This can result in the inability to support our current systems and deliver innovation that new systems would bring.	PC (CB)	Director of Finance and Contractual Services	20	12	20

Controls Actions	Original Due Date	Est' Completion Date	Owner	Comment	Action Status
Implement ICT Restructure	01/05/2024	31/12/2024	Head of ICT	Staff engagements sessions held, job evaluation to be finalised and the final implementation of new ICT structure	On Target or 3 months from due date
Review current Market Allowance and propose new allowances for new roles	01/05/2024	31/12/2024	Head of ICT	Exercise to be completed by end of December 2024	On Target or 3 months from due date

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

Agenda Item 15.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
12 September 2024	<ul style="list-style-type: none"> Chair’s Welcome Apologies for Absence Consideration of and Decision on any Items to be taken in Private Declaration of Interests Minutes of Previous Meeting Action Log Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days Review of Actions Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) HMFSI Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update Culture Update (verbal) Internal Audit Action Plan Update: <ul style="list-style-type: none"> -SVQ -Sickness Absence Management, -On Call -EDI 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none">
		<p><u>New Business</u></p> <ul style="list-style-type: none"> Training SAMP 	<p><u>New Business</u></p> <ul style="list-style-type: none"> Update on the effectiveness of the 21 day Arrangements/process Health & Safety Annual Report 2023/24 Colleague Experience Survey (written) OC Staffing Improvement Plans 	<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>New Business</u></p> <ul style="list-style-type: none">

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
5 December 2024	<ul style="list-style-type: none"> Chair’s Welcome Apologies for Absence Consideration of and Decision on any Items to be taken in Private Declaration of Interests Minutes of Previous Meeting Action Log Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days Review of Actions Date of Next Meeting 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) HMFSI Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update Culture Update (verbal) Audit Action Plan Update: <ul style="list-style-type: none"> -SVQ -Sickness Absence Management, -On Call -EDI 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none">
		<u>New Business</u> <ul style="list-style-type: none"> Health and Safety Policy and Policy Statement 	<u>New Business</u> <ul style="list-style-type: none"> 	<u>New Business</u> <ul style="list-style-type: none"> 	<u>New Business</u> <ul style="list-style-type: none">
6 March 2025	<ul style="list-style-type: none"> Chair’s Welcome Apologies for Absence Consideration of and Decision on any Items to be taken in Private Declaration of Interests Minutes of Previous Meeting Action Log 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Partnership Working Update (EPF & PAG) People Policy Forward Planning Schedule Update Training Policy Review Schedule S&A Documents Forward Planning Schedule RANSc update (Private) Key Case Update (Private) 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Performance Reports (People, Training & H&S) HMFSI Independent Audit/ Inspection Action Plan Update Committee Aligned Directorate Risks Risk Spotlight - (TBC) Contaminants Quarterly update Culture Update (verbal) 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none">

PEOPLE COMMITTEE – ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting • 		<ul style="list-style-type: none"> • Audit Action Plan Update: <ul style="list-style-type: none"> -SVQ -Sickness Absence Management, -On Call -EDI 		
		<p><u>New Business</u> * Learning and Development Overview</p>	<p><u>New Business</u></p>	<p><u>New Business</u></p>	<p><u>New Business</u></p> <ul style="list-style-type: none"> •

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PUBLIC MEETING - PEOPLE COMMITTEE
THURSDAY 6 JUNE 2024

The following reports were submitted for information only.



Report No: C/PC/32-24

Agenda Item: N/A FIO

Report to:	PEOPLE COMMITTEE							
Meeting Date:	6 JUNE 2024							
Report Title:	POLICY REVIEW SCHEDULE UPDATE							
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to provide the People Committee with an update in terms of progress made against the People Policy quarterly 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 SFRS. The policy schedule required an overall review to enable a realignment of the priorities and the appropriate documents to be revised, developed and created in the next 2 years taking account of risks and organisational objectives/priorities, as well as the capacity within the People Directorate. This was completed and reported in late 2023, with the focus now being on progressing priority policies for development or review. This schedule will remain agile based on any statutory changes or areas requiring reprioritisation based on organisational needs or risks.							
3	Main Report/Detail							
3.1	Following the latest review of the rolling policy programme of work the People Directorate has reviewed the current Schedule, taking into account stakeholder engagement, SFRS priorities and risks for 2024/25 and to reflect Directorate current and anticipated priorities and timescales. An update on progress against the schedule is provided below.							
3.2	<p><u>Legislative changes April 2024</u></p> <p>A number of legislative changes came into effect in April 2024 affecting employees entitlements within employment, the relevant policies were amended via consultation with the representative bodies to take account of these changes, as outlined below:</p>							
3.3	<p>Flexible Working Policy (All Staff) -</p> <p>The <u>Flexible Working (Amendment) Regulations 2023</u> extend the right to request flexible working to become a statutory day-one right for all employees - although it should be noted SFRS already support this within the existing policy. A number of other statutory changes are incorporated into the <u>Employment Relations (Flexible Working) Act 2023</u>:</p> <ul style="list-style-type: none"> • Requirement to consult with employees and explore alternative options before rejecting a request • Applications will need to be determined within two months rather than the current period of three months (including any appeal process) 							

	<ul style="list-style-type: none"> • Employees will have the right to make two flexible working requests in a 12-month period, as opposed to one • The Act removes the requirement for employee to explain the effects that flexible working will have on their employer and how this might be mitigated. 																				
3.4	<p>Special Leave Policy and Procedure - From 6th April 2024, the Carers Leave Act 2024 introduced a new right for employees with a caring responsibility to take up to one week's unpaid carer's leave every 12 months to provide or arrange for care for a dependant with a long-term care need. This will be an entitlement from "day one" of employment. Also, minor updates to Directorate / Committee / Post Titles to ensure up-to-date.</p>																				
3.5	<p>Family Leave Policy - related to paternity leave and pay where the expected week of childbirth (EWC) or placement for adoption begins on or after 6 April 2024, employees can choose to take either a one-week or two-week single period of leave, or two non-consecutive periods of leave of one week each. (Where the expected week of childbirth is prior to this date this must be taken as one or two consecutive periods of leave). Employees taking paternity leave will be able to take their leave at any time during the first 52 weeks of the birth or the placement of the child for adoption.</p>																				
3.6	<p><u>Other policy changes April 2024</u> Some other minor amendments have been made to existing People policies following consultations around specific matters, as summarised below:</p>																				
3.7	<p>Disciplinary Policy and Procedure – Addition to include Support Staff equivalent role to AC as minimum who can give any sanction at Stage 3 of process (consistent with Guidance doc). Minor updates to Directorate / Committee / Post Titles to ensure up-to-date. Addition to include notification to Deputy Head of People in absence of Head of People in the event of suspension being considered.</p>																				
3.8	<p>Attendance Management Procedure and Managing Employee Performance Procedure - also been updated to reflect the inclusion of Support Staff equivalent role to AC as minimum who can give any sanction at Stage 3 of process.</p>																				
3.9	<p><u>Policy Schedule – Policies identified as priority following 2023 review</u> For 2023/24, the 10 Policies below had been identified as priority. These are at various stages in the governance/consultation process as indicated below, with a small number carrying forward into 2024/25 as outlined: -</p>																				
	<table border="0"> <tr> <td>1. Recognition of Prior Learning</td> <td>Published</td> </tr> <tr> <td>2. Appraisal Policy and Procedures</td> <td>Published</td> </tr> <tr> <td>3. Job Evaluation Policy</td> <td>Awaiting final issue</td> </tr> <tr> <td>4. Fitness Policy and Procedure</td> <td>Awaiting final issue</td> </tr> <tr> <td>5. Secondary Employment</td> <td>Preparing for final consultation</td> </tr> <tr> <td>6. Trainee Firefighter Development Programme</td> <td>Working group review</td> </tr> <tr> <td>7. Market Allowance Policy</td> <td>Out for first consultation</td> </tr> <tr> <td>8. Organisational Change Framework, incorporating: (Proposal to People DMT July) <i>Redeployment, Voluntary Severance/Early Retirement, Support Staff Pay Protection</i></td> <td></td> </tr> <tr> <td>9. Post Incident Support Policy</td> <td>Awaiting final issue</td> </tr> <tr> <td>10. Working Hours and Leave - Wholetime Uniformed Instructors</td> <td>Review (provisionally DMT Q2 TBC)</td> </tr> </table>	1. Recognition of Prior Learning	Published	2. Appraisal Policy and Procedures	Published	3. Job Evaluation Policy	Awaiting final issue	4. Fitness Policy and Procedure	Awaiting final issue	5. Secondary Employment	Preparing for final consultation	6. Trainee Firefighter Development Programme	Working group review	7. Market Allowance Policy	Out for first consultation	8. Organisational Change Framework, incorporating: (Proposal to People DMT July) <i>Redeployment, Voluntary Severance/Early Retirement, Support Staff Pay Protection</i>		9. Post Incident Support Policy	Awaiting final issue	10. Working Hours and Leave - Wholetime Uniformed Instructors	Review (provisionally DMT Q2 TBC)
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9. Post Incident Support Policy	Awaiting final issue																				
10. Working Hours and Leave - Wholetime Uniformed Instructors	Review (provisionally DMT Q2 TBC)																				
3.10	<p>The following Policies were identified as priorities for Review in 2024/25. The review of these and associated timescales is currently being scoped and this will form the basis of updates during 2024/25 along with those carried forward above; -</p>																				

	<p>Recruitment and Selection Managers in Development to Competent Code of Conduct Death in Service Overtime Policy Detached Duty Policy Relocation Policy Grievance TOIL (Uniformed) Employment and Criminal Convictions</p>
3.11	<p><u>Policy Schedule – Other considerations</u> Recommendations to Amend Policy to Guidance Notes – as reported in late 2023, a recommendation was made to amend a number of People policies to a guidance note, subject to consultation with the relevant representative bodies. This dialogue has now concluded with agreement that 9 of these become guidance; the work around this will be planned around other People priorities. A further 5 will remain as is in the meantime, with some potentially being amalgamated and this being considered more fully in conjunction with the representative bodies at their next scheduled review date.</p>
3.12	<p>Discussions were held around the Rostering Project to be fully implemented in late 2025. A number of policies are likely to require consideration as a result of this although the full impact of this is currently being scoped and is as yet not fully understood. Once confirmed, this is likely to require priority attention and therefore may impact on the ability to review all of the policies above, taking account of capacity of all stakeholders. This will remain under review and updates provided via the quarterly reporting mechanisms.</p>
4	Recommendation
4.1	<p>The People Committee are asked to note the content of this report. The revised schedule will provide regular governance updates and consultation with the representative bodies on a quarterly basis.</p>
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>There is a risk that policies are no longer legally compliant or deemed as best practice. There is a risk that the required level of stakeholder engagement and input into policy reviews is not achievable due to the volume of People policies which require consultation alongside a range of other organisational consultations and priorities.</p>
5.2	Financial
5.2.1	<p>There are no financial implications associated with this review.</p>
5.3	Environmental & Sustainability
5.3.1	<p>There are no implications that require to be noted.</p>
5.4	Workforce
5.4.1	<p>Whilst employee implications are detailed within each separate policy, there are capacity implications in delivering reviews of a wide number of policies across 2023 and 2024.</p>
5.5	Health & Safety
5.5.1	<p>Where applicable, matters relating to health and safety are clearly outlined within each separate policy.</p>
5.6	Health & Wellbeing
5.6.1	<p>Where applicable, matters relating to health and wellbeing are clearly outlined within each separate policy.</p>

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 Timing Once agreed, all policies will follow the review scheduled revised timeframes.
5.9 5.9.1	Performance All policies partake in a quality assurance process to ensure compliance. Where applicable, SFRS performance relating to matters of policy will be measured and reported.
5.10 5.10.1	Communications & Engagement There is a governance process in place, which involves consultation with the relevant Trade Unions, Service Delivery colleagues and People practitioners during the review process. Updated policies are communicated with employees via normal communication channels once approved through governance.
5.11 5.11.1	Legal All policies comply with employment legislation, are responsive to case law and aim to follow best practice.
5.12 5.12.1	Information Governance DPIA completed No. All individual policies and procedures are supported by their own DPIA where applicable. If not applicable state reasons.
5.13 5.13.1	Equalities EHRIA completed No. All individual policies and procedures have their own EHRIA.
5.14 5.14.1	Service Delivery All individual policies and procedures have their own EHRIA.
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 policy review schedule has been developed taking account of anticipated legislative developments, organisational priorities and agreed review periods. The work will be kept under regular review and the schedule amended based on any changes in the landscape.
8	Appendices/Further Reading
8.1	Appendix A – Proposals to Change from People Policies to Guidance Notes
8.2	Appendix B – People Policy Schedule
Prepared by:	Mary Corry People Services Manager
Sponsored by:	Rachael Scott Deputy Head of People
Presented by:	Mary Corry People Services Manager

Links to Strategy and Corporate Values		
Strategic Plan 2022-25 Outcome 6: People		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People DMT</i>	<i>23 May 2024</i>	<i>For Decision</i>
<i>EPF</i>	<i>9 May 2024</i>	<i>For Information (to be circulated outwith meeting after People DMT on 23 May 2024)</i>
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Information</i>
<i>Corporate Board</i>	<i>25 June 2024</i>	<i>For Information</i>

Agreed change from People Policies to Guidance Notes

Guidance Notes
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
Attendance During Adverse Weather and Disruptive Conditions

People Policy Schedule

Policy Name	Policy Status	Next Policy Review - Year
2023/24		
Recognition of Prior Learning	Published	2029
Appraisal Policy and Procedures	Await final issue	2029
Job Evaluation	Await final issue	2029
Fitness Policy and Procedure	Await final issue	2029
Secondary Employment	Preparing for final consultation	2024
Trainee Firefighter Development Programme Policy	Review	2024
Market Allowance Policy	Out for first consultation	2024
Organisational Change Framework	Proposal to DMT July 2024	2024
Redeployment	As above	2024
Pay Protection (Support Staff)	As above	2024
Voluntary Severance/Early Retirement Policy & Procedure	As above	2024
Post Incident Support Policy	Await final issue	2029
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
TOIL (Uniformed)	Issued	2024
Employment and Criminal Convictions	Issued	2024
2024/25 (but proposed defer to 2025/26 at earliest)		
Additional Responsibility Allowance (ARA)	Policy Review on hold	2024
Continual Professional Development Policy	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

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



Report No: C/PC/28-24

Agenda Item: N/A FIO

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	PARTNERSHIP ADVISORY GROUP TERMS OF REFERENCE						
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To present a revised Partnership Advisory Group (PAG) Terms of Reference (ToR) to the Committee as part of the annual review process, thereby ensuring the continued effectiveness of governance arrangements and for positive employee partnership working within the Scottish Fire and Rescue Service (SFRS). The PAG is committed to working in accordance with the principles laid out in the Working Together Framework.						
2	Background						
2.1	This annual review of the PAG ToR aims to ensure our continuous improvement and effectiveness in resolving and escalating any issues arising from the Employee Partnership Forum (EPF), the Consultation and Negotiation policy and from other arenas which impact on the Working Together Framework.						
2.2	Due to the timings related to the governance route and meeting schedules, recommendation was sought from People Committee members by email, in advance of the approval of the Annual Governance Review paper by the SFRS Board on 25 April 2024. Therefore, this paper is subsequently provided in order to ensure good governance and accuracy of committee records.						
3	Main Report/Detail						
3.1	Following a comprehensive review in 2023, a 'light touch' review has been conducted this year, seeking feedback from PAG members (including Representative Bodies) in line with the recent review of other ToR's relating to the Board and its Committees, and forming part of the annual governance review.						
3.2	<p>The following amendments were made:</p> <ul style="list-style-type: none"> • Updated Strategic Leadership Team (SLT) role titles throughout; • Addition of Interim Deputy Chief Officer (Corporate Services) as a member; • 9.1 - replaced final sentence with: <i>"In such circumstances, where both sides have voluntarily agreed to take part in the collective arbitration process when it is invoked, they will agree in advance to be bound by the decision of the arbitrator"</i>. • 9.2 - removal of final sentence and replaced with <i>"...to an arbitrator provided by ACAS, for further guidance."</i> • Other minor spelling, grammatical and spacing amendments only. 						

4	Recommendation
4.1	It is recommended that Committee members note the review amendments and prior approval by the SFRS Board.
5	Key Strategic Implications
5.1	Risk
5.1.1	The implementation of the proposed arrangements in this report are intended to aid and support the understanding of risk within SFRS.
5.2	Financial
5.2.1	There are no direct implications associated with this report.
5.3	Environmental & Sustainability
5.3.1	There are no direct implications associated with this report.
5.4	Workforce
5.4.1	The review and publication of this document will assist all relevant personnel when performing their role of directing, controlling and leading the SFRS in a fit and proper manner in accordance with the principles of the Working Together Framework and provide understanding of the governance arrangements within SFRS.
5.5	Health & Safety
5.5.1	There are no direct implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no direct implications associated with this report.
5.7	Training
5.7.1	All relevant persons should be made aware of these documents as part of their induction, if applicable.
5.8	Timing
5.8.1	These documents will continue to be subject to annual governance review.
5.9	Performance
5.9.1	The purpose of this review is to ensure the continued effectiveness of PAG meetings in compliance with its statutory requirements.
5.10	Communications & Engagement
5.10.1	The results of this review will be published on the SFRS Website/iHub to all stakeholders.
5.11	Legal
5.11.1	This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.
5.12	Information Governance
5.12.1	DPIA completed - No. No personal/sensitive information is provided.
5.13	Equalities
5.13.1	EHRIA completed - Yes. Completed as part of the Annual Governance Review of Board and Committee related items.
5.14	Service Delivery
5.14.1	There are no direct implications associated with this report.

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:	Effective governance arrangements relating to the Board and its Committees and Executive Governance have been embedded within SFRS for a substantial number of years and are reviewed regularly. Feedback is sought and any perceived weaknesses, or anomalies requiring updating are identified and strengthened.
8	Appendices/Further Reading	
8.1	Appendix A – PAG ToR	
8.2	Further Reading: - EHRIA – contained with Annual Governance Review of Board and Committee Related Items presented at 25 April 2024 Board.	
Prepared by:	Kevin Murphy, Group Commander, Board Support Manager	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Lyndsey Gaja, Interim Director of People	
Links to Strategy and Corporate Values		
<p>SFRS Strategic Plan 2022-25, Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be. This also links with our SFRS Values and the Working Together Framework.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Partnership Advisory Group</i>	<i>N/A: email review</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>N/A: email review</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>25 April 2024</i>	<i>For Decision</i>
<i>People Committee</i>	<i>6 June 2024</i>	<i>For Information</i>

SCOTTISH FIRE AND RESCUE SERVICE

People Committee



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Report No: C/PC29-24

Agenda Item: N/A FIO

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 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 <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this paper is to provide 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.						
2.2	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	Main Report/Detail						
3.1	<p>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).</p> <p>As of 31 May 2024, the status of all 71 recommendations is as follows:</p> <ul style="list-style-type: none"> • 52 recommendations are now complete. • 19 recommendations therefore remain and are currently in progress, to be delivered by the allocated Training Function leads and their teams. 						

<p>3.2</p>	<p>The Training Function will retain responsibility for the progression of all 19 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.</p> <p>Additionally, and for further assurance. The remaining “In Progress” recommendations will be assigned to each owner on our ‘Tasks by Planner – MS Teams’ and progress will be tracked at weekly Training Management Teams meeting as a standing item and reported by exception at monthly FMT’s. The CIP Action Plan will sit on the Training Management Team SharePoint, where progress will be reviewed and updated accordingly.</p>
<p>3.3</p>	<p><u>CIP Action Plan - Recommendations added within the last 6 months – 69 – 71.</u></p> <p>Feb 2024 – Training for Operational Competence (TfOC) Review</p> <ul style="list-style-type: none"> • 69 - 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). <p>April/ May 2024</p> <ul style="list-style-type: none"> • 70 - Planned review of the Procurement Framework supporting the Training Function - RTC / HRO Training - Scrap Vehicle Suppliers (Transport). • 71 - Full review of Methods of Instruction training delivery / provision. Acquisition and maintenance of skills to be considered during review.
<p>3.4</p>	<p><u>CIP Action Plan - Recommendations completed within the last 6 months.</u></p> <ul style="list-style-type: none"> • 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 an 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. • 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. • 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. • 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/paperwork costs • 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. • 58 - Training needs to develop a cohesive plan in conjunction with Service Delivery which determines the critical skills required by firefighters based on risk and the training

	<p>required to support these. Following this, if a capacity gap remains, then a business case should be developed to establish and prioritise the necessary investment to achieve the required level of training.</p> <ul style="list-style-type: none"> • 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.
4	Recommendation
4.1	To review the contents of this paper and continued progression of the existing recommendations from the CIP using this “live” reporting document.
5	Key Strategic Implications
5.1	Risk
5.1.1	The risk to the Training Function and SFRS is through non-completion of improvement recommendations, current and future, within this CIP Action Plan. However, the use of this update paper as a reporting mechanism through the governance process will ensure timely and consistent review and auditing of this Continuous Improvement Programme.
5.2	Financial
5.2.1	As a result of the 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	Environmental & Sustainability
5.3.1	N/A
5.4	Workforce
5.4.1	This ongoing improvement programme is in support of the development of the Training teams and the wider development of SFRS personnel.
5.5	Health & Safety
5.5.1	Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety.
5.6	Health & Wellbeing
5.6.1	Improvements in training processes, training team development and training resources are in direct support of improvements in firefighter safety.
5.7	Training
5.7.1	A “live” CIP Action Plan ensures and promotes regular review of all activities within the Training Function and supports improvement recommendations from all areas within the function as well as from internal and external partners.
5.8	Timing
5.8.1	All recommendations within the Training CIP Action Plan have planned completion dates and allocated Training Function Leads (TFL). All CIP Action Plan recommendations are regularly updated, and all completion dates reviewed as required.
5.9	Performance
5.9.1	All Improvement Recommendations submitted to the Training CIP Action Plan look to provide best value and best practise within the Training Function to improve internal performance and ensure the development and improvement of the service that we provide for our primary customers within Service Delivery.

5.10 5.10.1	Communications & Engagement The CIP Action Plan / CIP Update Report are now standing items within both the Training Management Team (TMT) and Training Function Management Team (FMT) meeting agendas.	
5.11 5.11.1	Legal N/A	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. The process uses existing systems and processes which are already in place.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. The process uses existing systems and processes which are already in place.	
5.14 5.14.1	Service Delivery All improvement recommendations within the Training Function CIP Action Plan through progression and completion will have a positive impact on frontline teams through improved training course delivery.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt, Director of Training Safety & 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 – CIP Action Plan	
Prepared by:		Group Commander Bryan Nelson, Training Function
Sponsored by:		Area Commander Alasdair Cameron, Training Function
Presented by:		Deputy Assistant Chief Officer Bruce Farquharson, 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
<i>Training Function Management Team</i>		<i>5 June 2024</i>
<i>People Committee</i>		<i>6 June 2024</i>
<i>Training Safety and Assurance Board</i>		<i>13 June 2024</i>
<i>TSA Directorate Management Team</i>		<i>20 June 2024</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Information only</i>
		<i>For Information</i>
		<i>For Scrutiny</i>

Continuous Improvement Programme - Action Plan Progress

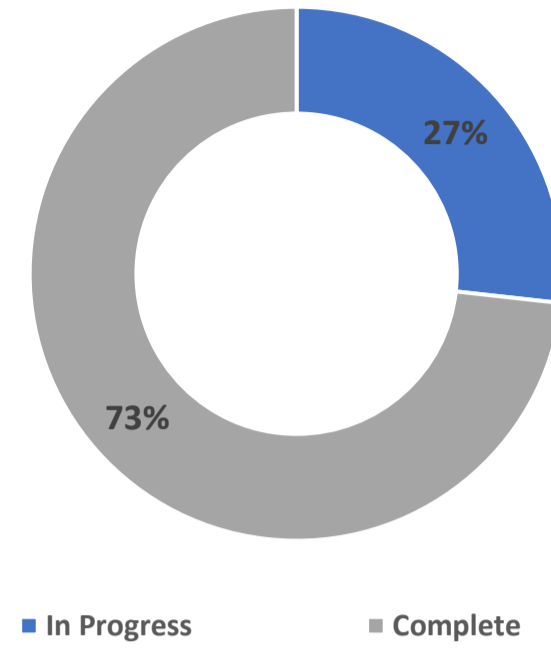
Updated	Next Update
May-24	June -24

Status	Count
In Progress	19
Complete	52

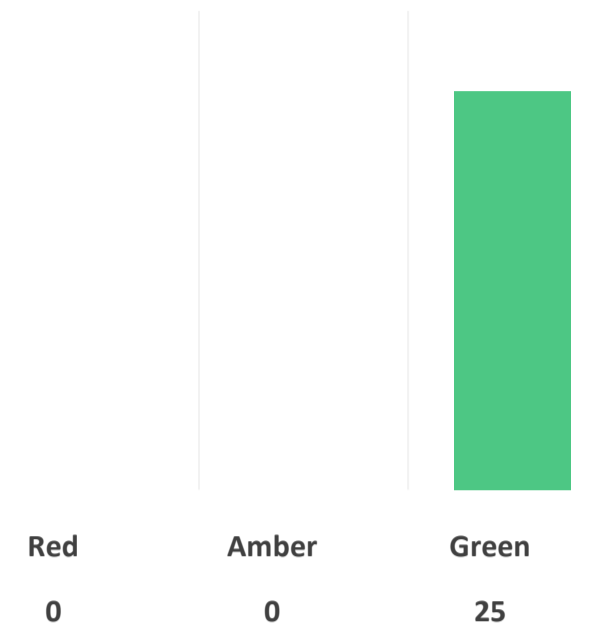
Recommendations deemed not viable at this time / deferred	0
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91%

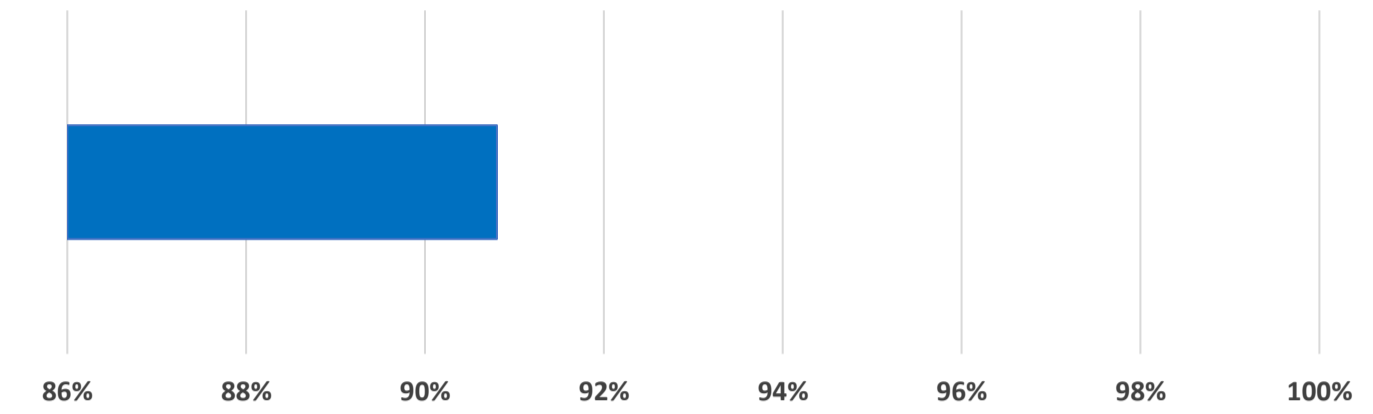
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In Progress RAG Rating



Overall Progress August 2021 36%
Overall Progress January 2024 91%



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 SFRRS'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	Complete	<p>Aug 21: The Training Instructor Terms and Conditions have now been agreed and have been implemented. We are now in a transition year where the 7 day scheduling of Training has begun and Training Management teams are meeting with their counterparts in LSO areas to progress the future delivery of training in their areas.</p> <p>April 2022: A pilot project will now be run in the NSDA whereby all LSO Training Instructors will move into the National Instructor Pool. This pilot is aimed at improving the efficiency of the Training Delivery model in the NSDA. The staff arrangements will remain in place for the duration of the pilot. On completion the Training function will undertake a full review of the pilot prior to making any required permanent changes. Future similar piloted will be run in the East and West Service Delivery Areas.</p> <p>July 22 - NSDA - Business Partnership Model in NSDA being examined following engagement with AC Wilson for NSDA TSA amalgamation plan.</p> <p>Sept 22 - Engagement held with all Instructors across the NSDA. Engagement held with LSO regarding local delivery and On-Call Station support visits. Draft NSDA Training structure being scoped out. NSDA Instructor merger Action plan produced with specific timelines and Actions.</p> <p>Nov 22 - Engagement held with NSDA Training GC's to discuss proposed structure options on the back of the pilot merger. Final structured role out of Instructor Merger in each LSO Area across the NSDA in Q4. A meeting with the Fire brigade Union (FBU) representatives is planned for December to discuss the merger and concerns that have been raised by a minority of Instruction staff.</p> <p>Jan23 - All NSDA training instructors both NIP and LSO have moved over and are now under the direct management of the TSA / Training Function. Liaison with Workforce Planning is</p>	100%	Apr-24	Apr-24	https://firescotland.sharepoint.com/sites/TRG-Directorate/TNA/Forms/AllItems.aspx
Recommendation 2 It is recommended that consideration be given to the introduction of a career development pathway for operational staff that includes an expectation that individuals will not normally progress from supervisory management roles into middle management (flexi-duty manager) roles without having served a defined period of time within a non-operational role within either a Directorate or Service Delivery Area (e.g. Training, Prevention & Protection, Health & Safety etc.)	2	Recent campaigns have highlighted that instructor posts can be challenging to fill: with many candidates preferring to undertake supervisory management roles within the operational environment. Barriers to attraction of staff into the Function include: the potential for loss of income, owing to the amount of pre-arranged overtime that is available in a station-based environment; a perception of a less-favourable duty pattern, when compared to the five-watch duty system; a perception that there would be difficulty moving back out of the function again, due to a requirement to retain specialist instructors.	Recommendation deemed not viable at this time	AC Cameron	Training FMT	Complete	<p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 2 aligns to work currently being undertaken by HR in their review of existing and creation of new policies. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Apr 22: This Recommendation will now be closed as this does not come under the remit of the Training Function.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 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	<p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 3 aligns to work currently being undertaken by HR in their review of existing and creation of new policies. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Apr 22: Due to the challenges being brought by the low SFRS staffing levels, all methods of supporting the delivery of Training by utilising Service Delivery personnel are now being developed. An options paper will be progressed through governance looking for the SFRS to support innovative ways where skilled personnel within service delivery can support the delivery of training.</p> <p>Mar 23: Significant progress has been made in identifying hard to fill posts across the TSA directorate. Innovative solutions have been discussed and a report has been prepared to provide options to fill these positions through a number of various proposals.</p> <p>Sept 23 - Hard to fill post identification process has been carried out and complete. The creation of 5 x non uniformed posts across the Function has been delivered and posts advertised. This has seen 4 of the 5 posts now filled with personnel starting early September 23, with the remaining vacant post to be filled imminently. 06/09/2023 - Recommendation 3 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023</p>	100%	Mar-22		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
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	<p>Aug 21: The SFRS National Training Standards are now hosted and accessible via the SFRS Learning Content Management System (LCMS). The Training Learning and Development Team maintain the LCMS system and can therefor update the National Standards where required. The National Training Standards visible and adjacent to where Operational crews access their online training packages.</p>	100%	Nov-21	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
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	<p>Aug 21: Progress has been made with the production of supporting guidance notes to support the NTS in regard to the delivery of Specialist Rescue training, work currently on going with the creation of guidance notes to support the delivery of BA training.</p> <p>April 2022: Training Function are currently developing new performance and quality assurance standards for all areas of Training delivered across the SFRS. This recommendation will be closed and delivered as business as usual through the implementation of the performance and Quality Assurance arrangements.</p> <p>October 2022: GC Todd to investigate to get a full understanding of previous actions and agreements of how this action is to progress.</p> <p>March 2023: All Training Courses are delivered aligned to the NTS. Course admin includes Timetables and lesson plans are available. This allows for the continuity of course delivery and support for Instructors. 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 can then be accessed by all Instructors (new and current) and the information contained in these will be reviewed annually to assess if it required will be inserted into the NTS before being removed.</p> <p>September 2023: Recommend that this action is complete and presented to FMT on 06/09/23.</p> <p>06/10/2023 - Recommendation 5 signed off at FMT today. Status updated from "In Progress" to "Complete". BN 07/10/2023</p>	100%	Mar-23	Mar-23	Evidence and benefits 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 being	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	<p>Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations.</p>	100%	Mar-23	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 7 It is recommended work is undertaken to support SFRS Digital Strategy to ensure that E-Systems are interlinked and that compatible databases are utilised to avoid duplication of data inputs e.g. iTrent, Gartan etc.	7	The use of various software systems that are not interlinked e.g. iTrent, Gartan, PDR-Pro, TED Scheduler and the Learning Content Management System creates a challenge as it requires users to input data on multiple occasions. PTFAS project team are supporting the Training Function to complete this recommendation.	Training Function Lead	Andy Scott	Training FMT	In Progress	<p>Aug 21: The SFRS have convened a User Intelligence Group to procure an electronic system to manage information relating to People, Finance, Training and Assets. The Training function are part of this group in order to ensure that the new systems and operability can deliver the requirements of the Training function.</p> <p>Apr 22: This recommendation will be delivered through PTFAS project and will therefore be closed on this Action Plan.</p> <p>March 23: The Training Function continue to support the work of the PPFT project. Functional specifications have been recorded for Training systems. These will be reviewed over the next month, before the Expression of Interest is issued to the market.</p> <p>May 23: Further engagement is planned between the PPFT Project team and the Training Function to reaffirm functional requirements. The Expression of Interest has been issued to vendors. Returns will be reviewed in due course.</p> <p>August 23: Functional requirements have now been signed off. Expression of Interest returned 3 responses. Project now gearing up to enter tendering phase.</p> <p>November 23: PPFT Project team continue to progress to tendering phase. Statement of Requirements (SOR) fully completed and ready for use in this phase. Training function fully</p>	90%	Mar-24		Highlight Reports from project boards can be provided on request. This project is high priority on the ICT workplan.

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

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 14 An option to introduce pre-attendance mandatory modules could reduce the overall course duration or create space for additional skills acquisition within the programme. (SST)	14	These external training packages could also potentially be made publically accessible and used by community members for their personal development e.g. transferrable skills such as first aid, using a defibrillator, CPR training, manual handling etc. The time currently spent on these subjects could then be withdrawn from the programme syllabus and reduce the duration.	Training Function Lead	GC Kennedy	Training FMT	Complete	<p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course.</p> <p>April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST.</p> <p>Dec 22: This action has been completed as BAU within the Training Function. Candidates complete material on SFRS Code of Conduct, Discipline, Managing Yourself & Team Building prior to attending Foundation course.</p>	100%	Mar-23	Dec-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
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	<p>Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 14 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations.</p> <p>Jan 22: Work is ongoing to introduce a Pilot for the Foundation course in 2022 for trainees to attend a pre-foundation programme induction day 4 week prior to commencing their foundation course. This will include e-learning packages and PPE/kit fitting which will create capacity on the foundation course.</p> <p>April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST.</p> <p>Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function.</p> <p>Feb 23: A 2 day foundation course is now in place and has been running as part of the foundation course since May 2022. This is not 4 weeks before but is incorporated into the first 2 days of the foundation course. Trainees will then return to attend course on a 4 on 4 off basis. The foundation course 4 weeks before is not practice as they will not be SFRS employees and will have no access to IT etc and will still be in employment with their previous employer. Holding this in the West, North and East will be problematic with Instructor availability and future trainees being released from their current employer. This Recommendation is submitted for review and sign off at FMT 01/03/2023). (GC Kennedy - 17/02/2023)</p> <p>March 23: AC Getty is carrying out a review of Trainee resignations / withdrawals from within the Trainee Program (FMT 01/03/2023). This will be fed back into TMT / FMT for review and progression within this recommendation (BN 01/03/2023)</p> <p>30/05/23: Awaiting update from AC Getty.</p> <p>01/09/23: As mentioned in February 2023 a 2 day induction programmed at the start of</p>	100%	Apr-23	Apr-23	Recommendation 15
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	<p>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.</p> <p>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.</p> <p>April 2022: This recommendation is related to Firefighter Foundation courses and work currently being undertaken by the Staffing Solutions Team (SST). This recommendation will now be transferred to the SST.</p> <p>Dec 22: Migration pilot including application-stage confirmation of skill acquisition delivered, with full policy to be developed by NOCLF.</p>	100%	Mar-23	Dec-22	Recommendation 16
Recommendation 17 The process for ascertaining the training	17	Operational Staff applying for re-employment into the service should be considered for the same process as recommendation	Completed within CIP	AC Hall	Training FMT	Complete	<p>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.</p>	100%	Mar-23	Jan-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
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	<p>Aug 21: The work being carried out by the SFRS in regard to the publication of Community Risk Index Model 2 (CRIM 2) is expected to be published in Quarter 4 of this financial year. When this information is available the Training function alongside LSO teams can assess and progress the categorising and risk profiling of operational response stations.</p> <p>April 2022: The delivery models and content of On Call Firefighter foundation courses are currently being reviewed by the Staffing Solutions Team in conjunction with the On Call leadership forum. The outcome of the review will see Trainee Firefighter Foundation courses being re modelled. This recommendation will be transferred to the SST.</p> <p>Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function.</p> <p>Feb 23: A 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.</p> <p>28/01/2024 - SK -Modularisation Report for on -call TTM and BA Initial being provided to DACO Wright.</p>	100%	Mar-23		<p>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.</p> <p>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 recommendations which have been included in the final On Call Improvement Programme Recommendation Report, these recommendations are for further scoping and exploration as 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 and not</p>
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	<p>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.</p> <p>April 2022: The development pathway for Trainee Firefighters will be considered by the SST. This recommendation will be transferred to the SST.</p> <p>Dec 22: Not progressed by SST due to prioritisation of work relating directly to staffing challenges. This recommendation has been transferred back into Training Function.</p> <p>Feb 23: 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.</p>	100%	Mar-23	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	<p>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.</p> <p>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.</p>	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	<p>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.</p> <p>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.</p>	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	<p>Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TFOC). A proposed new TFOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TFOC model.</p> <p>Jan 22: Consultation completed with all LSO areas and Functional Management Teams. Training for Operational Competence Strategy Group established to determine scheduling and prioritisation of modules. Technical Working Group who will determine content of modules scheduled to meet Jan 22.</p> <p>April 2022: The new TFOC went live on the 4th April 2022 and delivers on this recommendation.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 23 RDS station risk profiling should be re-assessed every three years in the October prior to the end of each three-year training cycle. This will allow a sufficient timeframe for any changes required to be altered by TED for each station / station cluster / area.	23	The requirement for RDS station profiling for assessing allocation of TFOC Advanced Module requires to be reinforced and should be reviewed in order that these modules are specific to either a station or cluster of stations on a risk based approach.	Completed within CIP	AC Hall	Training FMT	Complete	<p>Jan 22: RDS station risk profiling will be carried out in line with TFOC review with measures put in place to re-assess every 3 years.</p> <p>April 2022: The new TFOC allows local management teams to determine quarterly training realted to each stations risk profile. The new TFOC delivers this recommendation.</p>	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 24 Whilst it may be the case that the Task and Task Management skills should be covered by practical training against the other core skills within the Fire Professional Framework, it is recommended that the status quo is maintained in order that it can be ensured that dedicated Task and Task Management maintenance training is undertaken on an annual basis and is easily broken into one skill per month	24	In pursuit of efficiencies, there could be an opportunity to realign with the Fire Professional Framework and reduce the amount of core skills modules contained within the Training for Operational Competence Framework. However, SFRS Operational Assurance processes, Operational Assurance Audits; together with the auditing work completed by the Balmoral Bar Implementation Group suggest that a continuation of dedicated focus on the practical application of the full range of core skills should have a positive influence on Firefighter safety.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TfOC model. Jan 22: Core Modules in new TfOC model will include Task & Task Management Module to ensure maintenance training is undertaken as per recommendation. April 2022: Task and Task management is delivered through 2 of the 4 quarters on an annual basis. The new TfOC delivers and enhances this recommendation.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 25 There are further options available which can assist in releasing training capacity by removing unnecessary duplication of information that sits across some modules which cover similar topics and streamlining them into a more concise single package e.g. combining "Casualty Care" with "Trauma & Medical Emergencies" or combining "Domestic", "Commercial" & "Public Entertainment" modules into a single "Firefighting in the Built Environment" package.	25	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	AC Hall	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TfOC model. Jan 22: New TfOC model includes combined modules with a conscious effort to create more concise single packages removing the unnecessary duplication of information which currently sits across some modules. April 2022: The new TfOC has merged these topics to ensure there is no duplication of learning. The changes made deliver and enhance this recommendation.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Breathing Apparatus											
Recommendation 26 It is proposed to instigate a mandatory BA Wear every 3 months for station based operational staff. This would be inclusive of operational use, be organised at watch level and be reported on via PDR-pro at watch, station, LSO, SDA and National level.	26	The Training for Operational Competence (TfOC) framework does not currently compel all personnel to wear a BA Set during training other than on the annual centrally run refresher programme, as detailed above. Therefore, it is possible that personnel may not wear a BA set from one year to the next; other than during any operational activity. There requires to be an emphasis in order to focus greater attention onto station based practical training and ensure the recording of live operational (red) wears to evidence the operational exposure and experience levels of personnel.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Action now complete. Awareness Briefing issued on 21/06/21 stating that BA wearers must record either a hot or an ambient wear at least once each quarter.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
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	Complete	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 a single live-fire refresher event. An options paper is being prepared to be presented at the Training Safety and Assurance Directorate Management Team meeting in Q3 of this year. October 2022: This work has been reinvigorated following COVID. Priority is being placed on the re-introduction of Gas Rigs to reduce the impact on CFBT facilities, travel distances, cost of timber, contaminants and instructor capacity. Once this work has been completed a wider review can then take place of the BA refresher content. March 2023: A full review of BA Refresher Training is ongoing. An additional SC has been allocated to this work to progress. 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 year 1 - 1 day BA & Tac Vent course, Year 2 - 1 day CFBT Course, year 3 - a watch led exercise aligned to local risk. April 2024: BA recovery plan has launched in April 2024. BA Training Guidance Document support the launch and the National Training Standard has been amended to reflect the change in delivery. Following the BA Recovery a new BAU model will be delivered.	100%	Apr-24	Apr-24	EVIDENCE LINKS FOR RECOMMENDATION 27
Recommendation 28 It is proposed, within the TfOC Framework to amalgamate the BA and CFB core modules adding in Tactical Ventilation. The programmes of learning are to be revised and condensed to remove excessive information and focus upon "need to know", risk critical information. Once revised this will enhance practical application exercises at watch and station level.	28	Releasing further training capacity by streamlining and combining modules.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Work has begun to undertake a review of the current SFRS Training for Operational Competency (TfOC). A proposed new TfOC model has been devised and will be presented at the Continuous Improvement Programme Board on the 20th August looking for approval to go to consultation on the new TfOC model. Jan 22: New BA Core Module within TfOC review will be a combination of BA, CFBT and Tac Vent as per recommendation. SME's currently working on new video content and creation of workcards to ensure adequate training is delivered annually. April 2022: The improvements made within the TfOC relating to BA training went live on the 4th April 2022. These improvements deliver and enhance this recommendation.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 29 It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS.	29	It is recommended that an electronic Instructors Training Manual be introduced. This document will provide a single repository for the technical application aspects that instructors traditionally share via word of mouth: thus ensuring clarity and consistency across SFRS.	Training Function Lead	GC Todd	Training FMT	Complete	Aug 21: Progress has been made with the production of supporting guidance notes to support the National Training Standards in regard to the delivery of specialist rescue training. Work is currently on going with the creation of guidance notes to support the delivery of BA training. Jan 22: New video content for BA is currently being filmed to demonstrate best practice ensuring clarity and continuity across the Service. April 2022: The Training function are currently developing new Performance and Quality Assurance standards for all areas of Training delivered across the SFRS. This recommendation will be closed and delivered as business as usual through the implementation of the Performance and Quality Assurance arrangements.	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 30 That the status quo, in line with current BA POG, is maintained and that individuals are not eligible to undertake the BA Team leader until deemed competent within the firefighter role	30	BA Policy and Operational Guidance currently details that only a competent firefighter can undertake the role of BA team leader at an operational incident. Due to the ratio of firefighters being recruited into the SFRS, this can impact upon the staffing of appliances across all duty systems. Having completed an initial course, then been assessed at watch level during training & at operational incidents, in conjunction with attending an annual refresher: providing they are successful, could enable individuals to operate as BA Team Leaders at operational incidents within a more compressed timeframe. It could be considered that where these criteria are met that firefighters can perform the BA Team Leader role after successful completion of their Amber (24 month) assessment. The implementation of Option nine does however place additional onus on the individual and, would result in the SFRS operating out with the National Fire Chiefs Council (NFCC) BA POG.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: Current SFRS BA POG states "The Supervisory Manager will nominate a (minimum) competent firefighter to take up the role of BA Team Leader for each pumping appliance.	100%	Mar-22	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 31 In order to realise the maximum potential for the Capital already invested, it is recommended that sufficient additional equipment is procured to allow acquisition training to be delivered at these locations in addition to the current maintenance programmes.	31	Significant Capital funding has been invested to support the training strategy of delivering training as close to the point of need as possible. Predominantly this has benefited remote rural locations with respect to maintenance phase, refresher programmes.	Completed within CIP	GC Todd	Training FMT	Complete	Aug 21: The additional resources identified as being required to deliver BA training as close to the point of need have been procured and delivered into service. This equipment is currently being issued to the relevant Training sites.	100%	Mar-22	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Driver Training											
Recommendation 32 It is recommended that, in a move away from one size fits all course delivery towards a locally tailored model, aligning the Emergency Response Driving (ERD) course duration dependant upon risk would not only enhance the delivery, but would realise efficiency savings and greatly assist personnel on the RDS duty system. It would be proposed that stations that fall under the following classifications align to the delivery model associated; • Urban 5 days (or 3 weekends) – no saving • Rural 3 days (or 2 weekends) – 1 instructor day saving per course • Remote Rural 2 days (or 1 weekend) – 3 instructor days saved per course.	32	As per Recommendation	Training Function Lead	GC Galloway	Training FMT	Complete	Aug 21: Recommendation 31 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Discussions have been ongoing between SFRS and the Department for Transport (DFT) surrounding the impending enactment of Section 19 of the Road Safety Act 2006. A focal point of these discussions surrounded the application of a "Scottish island speed training course". The SFRS has proposed a 40 hours course, 1:1 instructor / student ratio (above that of the minimum 1:2 ratio), that aligns with NFCC Driver Training Standards and meets the training requirements on a risk based approach therefore, allowing the SFRS to request a concession under the banner of "Derogation". This concession has now been agreed. "Urban" and "rural" course options are not attainable under the Section 19 legislation as both fall under the banner of "mainland" Scotland and as such will be bound by the national framework and legislation contained within Section 19. Due to the impact the COVID 19 pandemic and challenges related to the number of personnel with driving skills who are now leaving the service, all efforts to improve driver Training will be delivered under BAU. Sept 23 - Engagement with Scottish Government continue around the possibility of an exemption for SFRS in relation to Section 19 regulation. Further meetings to be scheduled in and updates on outcomes will be added in due course.	100%	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 Recommendation	Training Function Lead	GC Galloway	Training FMT	Complete	Aug 21: Recommendation 32 cannot be progressed until the SFRS are aware of the impact the impending enactment of Section 19 of the Road Safety Act 2006. The SFRS are in deliberations with the Scottish Government alongside Police Scotland and the Scottish Ambulance Service to highlight the impact this enactment will have on Scotland's emergency services with regard to Emergency Response Driver Training. April 2022: Work in this area continues under BAU to identify efficiencies and increase capacity and throughput of new Cat C drivers. Covid restrictions required that driver training reduce instructor to student to a ratio of 1:1 to comply with ScotGov Covid management regulations. Work will continue to progress this recommendation as restrictions are eased, this will now be delivered under BAU. August 2022: Full review of training standard taking place on 22nd August with a view to identifying efficiencies across course delivery.	100%	Dec-22	Aug-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 34 It is recommended that SFRS enhance the instructor cadre by the addition of 4 uniformed instructors. These instructors would be strategically located within LSO Area Teams across SFRS where there is a higher density of RDS personnel.	34	As per Recommendation	Completed within CIP	GC McCurry	Training FMT	Complete	Aug 21: 4 Additional driver instructors have been employed and are currently delivering driver training across Scotland.	100%	Nov-20	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 35 It is recommended that SFRS should seek to introduce the acquisition of a CAT C Licence as a mandatory element to be completed prior to becoming a competent Firefighter and that a working group should be established to explore all variable options further.	35	As per Recommendation	Recommendation deemed not viable at this time	GC Galloway	Training FMT	Complete	Aug 21: There are a number of recommendations that cannot be delivered by the Training function in isolation. Recommendation 35 will need to be delivered in conjunction with HR. Initial meetings have taken place between AC Hall and Ceri Dodd to ensure that HR are aware of the recommendations within the Training Review that impact on HR policies and each function will now work collaboratively to deliver these recommendations. April 2022: This recommendation is not viable as Driver Training does not have the capacity and the SFRS does not have the need to provide LGV training to every developing Firefighter. By invoking FF9 of the Firefighter role map, the SFRS may eradicate a number of challenges being faced by a shortage of personnel willing to drive. The invoking of FF9 does not come under the remit of the Training function. March 2023: This recommendation is now complete. A revised contract for new Firefighters	100%	Mar-22	Apr-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Incident Management											

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 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. March 24 MD - Policy on hold for full review.	60%	Sep-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 Command NTS: https://ihub.firescotland.gov.uk/download.cfm?doc=docm93jjm4n6384.xls&ver=73330
Recommendation 38 It is recommended that recognition is given to the allocation of dedicated time and resource to review, expand and develop incident management training and assessment materials in order to be reflective of the evolving roles of a modern fire and rescue service.	38	A number of gaps have been identified within current Incident Management training packages with respect to Sector Specific Roles and also for the maintenance of Specialist Tactical Advisor skillsets. The review of learning materials has also highlighted that there is a necessity to review all current training and assessment scenarios in order to ensure they remain in alignment with the dynamically evolving operational roles within the fire and rescue service and in particular, with Service Transformation requirements.	Training Function Lead	GC Dippie	Training FMT	In Progress	Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts. April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU. July 2022: The ICL2 course content has now been reviewed and updated to reflect better the training required for new flexi duty officers. The Assessments for ICL2 have been updated to reflect changes to ICPOG and Ops Assurance findings. ICL3 course content and assessment are now being reviewed. ICL4 format has been amended to reflect the more strategic nature of the role with greater emphasis on the multi-agency aspects of the role. This is now live and has been used for the ACO AICC in April and has now been adopted by the ACO as the format for future ICL4 AICC's November 2022 DH. ICL3 format has been agreed and timetable adjusted. Discussions with partners around Multi-Agency to be scheduled to widen the scope of the course to include more strategic MA approach. March 2023 MD - Wild fire case study now fully embedded in ICL2 D course. ICL 2 & 3 courses, both development and refresher, to include development discussions on functional roles the	75%	Mar-25		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 procurement 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 March 24 - Research on how best to use XVR to commence 24/25 training year. Initial plan to develop a training package for functional officer roles for Fire Group training to commence start of training year 24/25. Large scale scenario/exercise training further down	30%	Mar-25		Emails and outlook meetings.

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 40 Currently the dedicated incident management instructional team is based at NTC. Given the improved regional training resources made available through SFRS Capital investment and, the level of requirement for ICL1 development, it is recommended that additional dedicated incident management instructors be sourced in order to provide an opportunity for additional courses to be delivered across all three SDAs.	40	As per Recommendation	Training Function Lead	GC Dippie	Training FMT	Complete	<p>Aug 21: Through approved business cases to secure additional staff within Training to assist with the recovery from the Covid-19 pandemic, 3 Watch Commanders and 1 Crew Commander will be joining the current SFRS Incident Command Training team. This will allow capacity to deliver additional courses across the country and allow time for new scenario resources to be developed. The Training function are currently identifying suitable candidates to fill these new posts.</p> <p>Jan 22: 3 Watch Commanders and 1 Crew Commander have joined the Training Incident Command team for a 2-year period. These posts will bolster the Incident Command team and provide the capacity required to deliver the current backlog of ICL1 courses. The benefits of the enhancing the Incident Command team will be measured over the tenure of the secondments with potential future business cases being made to all or a number of the seconded posts.</p> <p>April 2022: The Training function are undertaking a review of all Incident Command (IC) Training, this will include outlining the Required IC scenarios to meet the needs of the various incident types currently faced by Incident Commanders, Practical Training exercises required to be undertaken by Incident Commanders across Service Delivery areas and the number of IC Instructors required across the country to deliver IC training in each SDA. This review will deliver recommendations 38, 39 and 40 as BAU.</p> <p>July 2022: Additional Incident Command team members have been inpost and are now fully trained to deliver ICL1 courses as a dedicated Newbridge Incident Command Team. They will continue to be based between NTC and Newbridge until they have completed the ICL2 training and can therefore deliver this at Newbridge.</p> <p>An ICL1 local delivery programme has also been developed to allow ICL1 to be delivered within an LSO on either a five-day course or as a modular development course delivered over a maximum of twelve-weeks. This facility has been utilised by LSO areas across the service</p>	100%	May-24	May-24	People in position spreadsheet. Emails in evidence folder.
Specialist Training											
Recommendation 41 It is recommended that wherever possible, a move towards Knowledge Applied Training and Assessment (KATA) sessions for periodic refresher & maintenance training is implemented across the Height, Water and USAR Skills Capabilities. These KATA sessions will underpin all elements of these training families.	41	Knowledge Applied Training Assessment (KATA) sessions will be specifically developed for each operational watch / group dependent upon their recorded training and operational activity over the previous 12 months. This will be achieved by Subject Matter Expert (SME) Instructors analysing watch performance by interrogating Pdr-pro: thus providing the opportunity to design bespoke development KATA sessions, reflecting true CPD that will be accurately recorded upon completion in order to evidence that the required level of competencies have been maintained.	Training Function Lead	GC McGill	Training FMT	In Progress	<p>Aug 21: KATA is in place for Rope Rescue. A planning meeting is scheduled for November to consider KATA for USAR and Water Rescue.</p> <p>Jan 22: Whilst KATA is currently in place for Rope Rescue work is still ongoing to determine if KATA is a viable option for USAR and Water Rescue. SFRS have held initial meetings with Rescue 3 to review contracts and determine what courses are required moving forward.</p> <p>July 22: USAR Station Training Programme has commenced however further resource analysis is required to deliver KATA sessions nationally. WR KATA sessions are being quality assured by SMEs who are evaluating recorded development prior to attending events.</p> <p>Aug 22: Awaiting costings of concrete from supplier to finalise resource analysis of USAR KATA Programme.</p> <p>Oct 22: Programme and costing exercise complete however analysis has identified significant station based Instructor skills deficiencies. Further USAR Train the Trainer courses to be scheduled prior to implementation.</p> <p>Nov 22: Currently 31 Train the Trainers across SFRS, further courses will be required in the TNA 23/24 to enhance this figure to support the KATA rollout, minimum of one per Watch being required.</p> <p>Feb 23: Train the trainer courses have been scheduled to allow 1 x instructor per watch, timber and concrete packs have been priced to allow training at stations and KATA sessions to start QA by NIP.</p> <p>May 23 KATA sessions are being delivered to all Height stations and Water stations with USAR following suit later this year when we have suitably trained personnel at station. Nov 23 Awaiting the last few watches to have USAR trainers introduced before supplying the materials necessary to run CPD KATA sessions this is programmed in for Q4 which will complete this action,</p>	90%	Jul-24		<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	<p>May 23: A cross function working group will need to be established to ascertain if these post and still required.</p> <p>April 2024: To be requested to be CLOSED</p> <p>May 2024: Further discussions required between TSA Management Team to establish probability of this workstream prior to recommendation of removal.</p>	10%	Jun-24		<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	<p>Aug 21: The Operations function are currently undertaking a review of the SFRS Concept of Operations. Once this work is complete we will be aware of the stations which have been identified as requiring SWAH level 2 training and an implementation plan to deliver this training will be created. April 2024: Still awaiting Operations to progress through governance, training packages have been designed.</p> <p>Jul 22: Awaiting Concept of Operations to be published to create and deliver implementation plan.</p>	50%	Jul-24		<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	Complete	<p>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. May 2024: Rope Rescue Instructor model now in place within ESDA and WSDA. NSDA WC in place with identified CC now being upskilled. Recommendation to mark as complete FMT May 8 2024.</p>	100%	Apr-23	May-24	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Water											

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 45 It is recommended to realign the water training pathway by a reduction in the number of course types from 25 to 13 and that the current complex and resource intense re-assessment process is refreshed by applying the innovative KATA approach to the re-assessment process that includes a robust QA overlay.	45	With the rapid expansion of flood response stations, the introduction of additional swift-water assets and the additional requirements for boat operators, the current pathway has become overly complex.	Training Function Lead	GC Lennox	Training FMT	Complete	Aug 22: Water Rescue KATA sessions are being delivered to quality assure station-based training. This will be a scheduled programme for the upcoming TNA year of 2023/24. Nov 22: KATA Sessions are now embedded within Water Rescue training delivery, SMEs providing quality assurance during attendance of Watch training.	100%	Mar-23	Nov-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 46 It is proposed that there is further integration between water (historical NTS) and High Volume Pump (HVP) requirements with NIP SRTI's training as HVP operators. Thereafter, these Instructors would be utilised to provide a national approach to the delivery.	46	As per Recommendation	Training Function Lead	GC McGill	Training FMT	In Progress	Aug 21: The recovery plan for Water Rescue has prioritised the next 3 years requirements and will delay the recommendation outlined. Proposal is to defer this recommendation Mar 23: The use of current Water rescue instructors is being assessed and upskilling will need to be prioritised and instructor numbers also need to reflect the extra workload. May 23: A HVP train the trainer course was scheduled by National resilience in March, however this was cancelled due to IA and MoU issues. a further course is being considered to upskill existing instructors at station in the coming months. initial meetings by GC McGill and National resilience has taken place with a view to training being more involved with decisions. Nov 23 meetings with National resilience continue and MOU with external training provider has been started to provide SFRS with HVP INstructors. April 2024: MoU agreed with external training provider Instructor course scheduled for Q2. training instructors will not form part of the HVP instructor cadre this will be organised and controlled by National Fire Resilience with LSO based instructors.	70%	Aug-24	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 47 It would be recommended that the Tac Ad roles of Water Incident Manager (WIM) and HVP should be combined into a single role of "Water" Tac Ad: with the introduction of KATA sessions to ensure ongoing competency is maintained.	47	As per Recommendation	Training Function Lead	GC McGill	Training FMT	Complete	July 22: Meeting with Water Rescue Capabilities lead scheduled to explore the development of a WIM Tac Ad role including initial training and skills maintenance requirements. Costings have been received from 2 providers to upskill Instructors. Aug 22: 5 day WIM course being developed with support from Water Rescue SMEs and Capability Lead and in line with revised NTS. Oct 22: 8 Water SMEs being upskilled by Rescue 3 accredited training provider to allow for course design for delivery across 3 SDAs in 23/24 Nov 22: Water and Flood Tac Ad Paper approved through TSA governance, course scheduled for Feb 23, recommendation now closed. Nov 23 WIM Course being developed Q4 with a view to start delivery Q1 24 April 2024: WIM course has been partially developed with a view to begin TAC AD courses in Q3.	100%	01/010/2024	Nov-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 48 The implementation of a progressive pathway and a move away from individual accreditation onto a "top tier" only accreditation model has the potential to realise an estimated efficiency saving of £116k annually across three areas. The first being a reduction of £46k in accommodation (Connel), secondly £10k in overtime and thirdly a reduction of £60k in Rescue 3 skills packs/paper work costs	48	As per Recommendation	Training Function Lead	GC McGill	Training FMT	Complete	Aug 21: Rescue 3 contract has been extended to March 2022. This will allow this recommendation to be considered and the relevant accreditation to be scoped out. Jul 22: Rescue 3 contract has been extended until March 2024, efficiency savings will not be as significant following the migration to electronic reference materials. Proposal is to close this recommendation. Mar23: contract with Rescue 3 has been agreed and will be revisited every 3 years currently we are in contract until March 25. April 2024: Rescue 3 contract continues until March 25 at this point we can discuss T&C's . May 2024: Localised training model now implemented with an estimated annual saving of £68k. Rescue 3 contract ongoing included within zero budget with renewal due May 2025. Recommendation through FMT 8th of May 2024 to mark as complete.	100%	Mar-25	May-24	<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	Complete	Aug 21: 3 x Train the Trainer events have taken place to upskill LSO Training personnel, with another planned for Dec 21. The staffing model has been progressed through the addition of 1 Watch Commander. Other staff have been identified and awaiting the outcome of a National Crew Commander process. Jul 22: USAR Team is now resourced and well established (2 WCS and 1 CC) and delivering acquisition courses. Station based USAR training programme is being supported with the aim to introduce a 3 year KATA Schedule as referenced in Action 41. Aug 22: This action is now linked to Recommendation 41 May 2024: USAR Team fully resourced at 3 x WC, 1 x CC. 43 Train the Trainers upskilled across USAR stations to allow for stationbased KATA sessions. Competency levels are sitting at 78% Nationally. Recommendation through FMT 8th of May 2024 to mark as complete.	100%	Jun-24	May-24	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 50 In streamlining the USAR development pathway it is recommended that the Tools Operator Course be removed and in alignment with NOG, that the Technicians course be amended to suit the needs of the 6 USAR modules (realising an efficiency of 5 days per person).	50	As per Recommendation	Completed within CIP	GC Gallacher	Training FMT	Complete	Aug 21: This recommendation has been implemented and LCMS course packages have been created to reflect this change	100%	Mar-22	Aug-21	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 51 It is also recommended that a USAR awareness module be created for incorporation into the Operations Control Tfoc framework.	51	As per Recommendation	Completed within CIP	GC Jacqui Macdonald	Training FMT	Complete	Jan 22: GC Macdonald has confirmed that current "Rescues" Module within OC Tfoc contains adequate information on USAR to address recommendation.	100%	Mar-22	Jan-22	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Operations Control											
Recommendation 52 That an amendment is made within the off-station structure to allow an additional Group Manager (Control) post within the Training and Employee Development Function with a dedicated National reference for Operations Control training.	52	It has been identified there is an opportunity to strengthen the links and ensure consistency between training provided for Operational Staff and that which is provided for Operations Control (OC) Staff.	Training Function Lead	GC Julie Crawford	Training FMT	In Progress	Mar 24 - GC process to be concluded by end of March, full restructure of functional OC FDO roles will be completed after SC(C) process concluding by end of May 24. 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	50%	Jun-24		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.

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 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	March 24 - work to be completed following OC restructure and alignment of posts. 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	10%	Dec-24		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	The Training Function restructuring proposals are designed to provide support to a number of areas within Training to improve the effectiveness and efficiency of the departments involved and to increase the existing Instructor cadre by utilising non traditional resourcing methodology to maintain and improve firefighter safety	Training Function Lead	GC 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 reengagement recruitment process. (BN - 12/05) June 2023: CS Team C Professional discussions are currently taking place (14th - 20th June) - Wash up days - 28th / 29th June. Performance post within LED team was advertised through Myjobscotland on 13th June. August 2023 (30/08) - Driver Training Examiner positions completed, Performance Officer within LED team to start his position on the 4th September (while remaining primarily in support of Training Admin / CS Team C until the 25th September). Non Uniformed Instructors - preferred candidates identified and pre employment checks almost complete. 2 of the 5 have been issued contracts and their line managers are in the process of confirming start dates. CS Team C is scheduled to "Go Live" on the 25th September. A new TL is currently being identified through a NOI / PD process.	100%	Nov-23	Nov-23	
Azets Internal Training Audit Report Recommendations March 2023											

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 58 Training needs to develop a cohesive plan in conjunction with Service Delivery which determines the critical skills required by firefighters based on risk and the training required to support these. Following this, if a capacity gap remains, then a business case should be developed to establish and prioritise the necessary investment to achieve the required level of training.	58	The Training Function will support Service Delivery Areas to determine the critical skills and training required to ensure FF safety based on risk, and ensure the Training Needs Analysis identifies the level of training required and establish where investment may be needed.	Training Function Lead	GC McGill	Training FMT	Complete	April 23 - Training for Operational specialist skills are now based on the TOM for that discipline. The number of courses required to achieve or maintain the TOM in each specialist skill has been identified as part of the TNA. A gap analysis will be completed in Q2 to establish if further investment in this area is needed. Critical core skills for all operational staff are now identified using information held within i-Trent. This forms part of the maintenance of competency and refresher programme identified within the relevant Training Standards. A report was produced for the FMT highlighting the current deficiencies in core competencies and the number of additional course required to achieve full 100% competency for core skills for all staff. Work is currently ongoing into rectifying this issue. June 23 - Q2 ,Q3 and where know Q4 training delivery courses now schedule as per the TNA. Within Q1 and Q2 there was still difficulties being experienced in ensuring all candidate spaces on course were filled thus ensuring course delivery achieved maximum efficiency and effectiveness. Further liaise is planned with LSO areas to ensure that all allocated course spaces are fully filled. There has been a significant increase in the core competency of WIOS due to the new supported delivery plan. TNA report of Core skills of BA CFBT and TV has been produce for Q1 showing the progress to date and what is still required to achieve the Training delivery plan. Jan 2024 - A full review of the TNA guidance document has now been completed by a Working Group including GC MCGill, GC Nelson SC MCFie and Paula Frederick. This document will be presented at Feb FMT for review and sign off. This document clearly lays out the requirement for all Training leads and specifically Training Site leads to fully liaise with LSO teams primarily LSO Training / Resourcing SPOCs. This guidance will clearly identify the responsibilities of the managers within the Training Function and Service Delivery to work together supported by the statistical skills maintenance and resourcing reporting data to ensure a cohesive and collaborative approach to assessing and identifying skills gaps and producing the required courses with the appropriate candidates attending to support front line teams and managers. April 2024: TO BE CLOSED	100%	May-24	Apr-24	<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 59 As planned, management should introduce regular training needs analysis and the shift to a more localised approach for refresher training. As part of this, management needs to consider the financial implications of this new process and how it will impact staff and be effectively communicated.	59	Training are currently developing a revised Training Needs Analysis process that will ensure a more flexible approach to identifying the Training requirements of the Service.	Training Function Lead	GC Wright	Training FMT	Complete	March 2023 - The TNA process has been reviewed and amended for training year 2023/24, making it a more live and fluid process. A quarterly review will now be undertaken with liaison from LSO Areas, to ensure any changes to LSO Area course requirements are considered with a clear focus on critical courses needed to fulfil organisational requirements. As part of the current review, the TNA process will be further amended to utilise a new reporting system on Power BI. This is to allow for more accurate and simple reporting. All information will soon be able to be accessed easily all in the same place. June 23 - TNA report of Core skills of BA CFBT and TV has been produce for Q1 showing the progress to date and what is still required to achieve the Training delivery plan. To ensure future compliance and consistency as Draft TNA Policy is being produced with a time line of Q2 for publication.	100%	Apr-23		Evidence - Training Needs Analysis - Scottish Fire and Rescue Service (firescotland.gov.uk)
Recommendation 60 Management should ensure that all Training related policies and procedures are reviewed and updated, where necessary within the appropriate timescales and then circulated to all relevant staff.	60	Training are developing a "Policy & Procedures Forward Planner" that will ensure all Training documentation is reviewed within set timescales and communicated to relevant stakeholders through agreed governance routes.	Training Function Lead	GC Nelson	Training FMT	Complete	April 2023 - Policy / Procedure paper for FMT has been completed detailing the work to date and options available to be discussed / decision at FMT 3rd May. (BN 26/04) April 2023 - New Training Function SharePoint Policy and Procedure "List" Library has been created in conjunction with a planned Task by Planner generic Task applied to all relevant personnel's Task list (TBP) to ensure a periodic review of the Policy and Procedure Library to capture all required reviews preventing a "single point of failure" role within the Training Function. TBP will be reviewed by Strategic leads to monitor all "outstanding" and "live" reviews for progress towards completion and authorisation (sign off). (BN 03/05) May 2023 - SFRS Policy & Procedure Library / Review Project - Training Function review team (GC Nelson / WC Crawford) to work with Carol Wade to identify task specific teams for Admin / Production / Authorisation roles with project. WC Crawford tasked with reviewing and updating function policies and procedures within Sharepoint and SFRS iHub ahead of meeting with GC Nelson on the 24th May (soft completion date for information return a project update to Carol Wade - 2nd June). BN 12/05/2023 Dec 2023 - A robust review and reporting procedure is now in place for the Training Function utilising a SharePoint document "list" and Teams Task By Planner. Business Support WC will support this process and produce the necessary governance reports as required. 04/12/2023	100%	Apr-24	Dec-23	Evidence added to CIP Action Plan Evidence folder
Recommendation 61 As well as considering savings on in-house training delivered, management should undertake a cost/benefit evaluation to access if better value could be sought by using external training providers for at least some elements of mandatory training, e.g. casualty care. This evaluation should be reviewed on a periodic basis to ensure best value continues to be achieved.	61	Training will, as part of its continuous improvement and through its governance processes, consider the outsourcing of training delivery to ensure best value is achieved and that it is reviewed as necessary.	Training Function Lead	AC Hill	Training FMT	In Progress	May 23 - GC Marc McGill is engaging with Procurement around the Long-Term Arrangements for External Training for Operational Competence Services. This will consider contracts with external providers and ongoing assessments are being considered for best value training when considering course delivery. Through collaborative approaches, the Function have been creating opportunities with partner agencies in a number of training events, including Police Scotland assisting with Driver Training and Incident Command Assessments and also teh Scottish Ambulance Service in delivering All Terrain Vehicle Training. 11/04/2024 - GC Galloway engaging with Procurement around the substantial increase in external training provider quotes for Hook Lift instructor / Plant operator courses. Additional quotes being requested to allow for comparisons and best value to be sought.	25%	Apr-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 62 During the refresh of the Training Needs Analysis, roles and responsibilities for generating compliance reports and enforcing compliance are agreed and clearly set out. Where compliance with mandatory training is below the target of 95%, SFRS should provide explanations for this and develop action plans with assigned action owners and timescales to improve completion rates. In addition, competency should be assessed more formally on a frequent basis, with management devising appropriate methods for performing this assessment and providing clear guidance on the action to take should a firefighter be deemed to be not competent. Guidance should also be devised in respect of the process to be followed should an operational firefighter's refresher training not be fully up to date. The Training Function should also review reporting on compliance rates to ensure that if a firefighter has completed mandatory training, it is reported as compliant regardless of any subsequent change in position or location.	62	Training will develop a Skills Maintenance Framework that will clearly set out what is required within each skill set to ensure compliance. This will detail how skills will be assessed and what action will be taken should any personnel deemed to be not yet competent or are out with their refresher training current periods.	Training Function Lead	AC Hill	Training FMT	In Progress	Dated extended to allow for further engagement, development and to go through Governance.	20%	Jul-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 63 When improvement actions are agreed at MRG based on analysis of feedback, they should be assigned action owners and implementation timeframes. Once actions have been implemented by the responsible owner, communications should be issued to staff to demonstrate that feedback received is duly considered and taken on board, where appropriate to encourage further feedback.	63	Improvement actions identified through candidate experience and feedback will be fully captured by Training. Responsibility will be given to action owners to ensure the completion of agreed improvements and communicated to relevant stakeholder to demonstrate its value and encourage future submissions. Work is underway to improve how training capture and analysis feedback, moving from a paper-based system to an easy to complete e-form.	Training Function Lead	AC Cameron	Training FMT	Complete	May '23 - Options were put forward to Training Management Team in March'23 and Nintex was decided for implementation as the Training candidate experience and feedback tool. It is a cloud-based workflow tool that allows users to automate business processes. It offers a range of functionalities, including electronic forms and workflows which makes it a good fit for a candidate feedback process. July '23 - ICT in the process of moving the workflows into the cloud the next steps are to test these and produce screenshots that will go into a communication to ensure all stakeholders are informed of the changes prior to going live, which is still on track for Q2 23/24. Dec'23 - This has been delayed due to technical issues and other priority workstreams. This has now been scheduled to conclude in Q4 2023/24 in preparation for reporting year 2024/25. 1/4/24 - Trial complete and engagement with Central Staffing Team C undertaken ready to go live on the 1st April '24, evidence uploaded to demonstrate approach and provide the example e-forms/process. This updated process has been mapped as part of the PPFT project and to give sight of this improvement in approach. This also forms part of the Management Review Group standing agenda to identify any common themes or areas needing addressed at relevant Training Centres etc. As part of the quarterly management meetings. This also links to our PMF, specifically KPI 29 which will continue to evolve through a PowerBI dashboard and further improve the analysis of data.	100%	Apr-24	Apr-24	Rec 5.1
BA Training Delivery Model Review											
Recommendation 64 - BA Recovery Programme BA Training Delivery Model - Currency Analysis across all BA linked Core Courses - BA / CFBT / Tac Vent	64		Training Function Lead	GC Todd	Training FMT	Complete	September 2023: 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.	100%	Sep-25	Dec-23	Evidence & Benefits Realised for Recommendation 64
Training Function Vision and Strategy 2023 - 2025											
Recommendation 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.	65	This document will be fully consulted on and shared with a variety of Internal and External Customers.	Training Function Lead	AC Cameron	Training FMT	Complete	Initial draft completed incorporating feedback from Training Function development days, management sessions conducted to pull the content together. Wider engagement across all Directorates and key stakeholder/representative bodies concluded. Presented through governance to the People Committee, for scrutiny. All feedback incorporated and graphics produced a design version. AC Cameron submitted a paper for decision to the SLT on 8th Nov'23.	100%	Nov-23	Nov-23	Training Vision&Strategy (Review-Development)
Recommendation 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.	66	Working Groups to be created to support with this workstream. GC Scott Kennedy will be the primary support to GC Nelson during this process.	Training Function Lead	GC Nelson	Training FMT	In Progress	Jan 2024 - preliminary work on the creation of the Skill Maintenance library have taken place with SMEs within the Training function fully involved / engaged. Draft production will be complete by mid Feb. March 2024 - Skills Maintenance Framework (SMF) Doc is in first draft and the Skills Maintenance Library which is being created in support of the SMF is now in draft form within LearnPro/LCMS.	60%	Jun-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>

Operational Training Review Recommendation	Action Ref	Description	Status as of April 2022	Action Owner	Governance	Current Status	Progress Update Commentary	% Complete	Due Date	Completion Date	Evidence / Benefits Realised
Recommendation 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.	67	Working Groups to be created to support with this workstream. GC Malcolm Dippie will be the primary support to GC Galloway during this process.	Training Function Lead	GC Galloway	Training FMT	In Progress	April 2024 : Training Delivery Framwork document and supporting documentation has been completed as a 1st Draft after review within wider TMT and has now been presented to DACO Farquharson for review and feedback.	60%	Jun-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Recommendation 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.	68	Working Groups to be created to support with this workstream. GC Marc McGill will be the primary support to GC Todd during this process.	Training Function Lead	GC Todd	Training FMT	In Progress		10%	Sep-24		<PLEASE INSERT UPDATED RELEVANT EVIDENCE / INFORMATION HERE>
Training for Operational Competence (TfOC) Review											
Recommendation 69 The programmed review of the Training for Operational Competence (TfOC) framework following the end of it's 3-year cycle. This will include acting on feedback/lessons learned throughout the first 3-year cycle to produce a revised framework.	69	The Learning and E-Development (LED) team will lead on this workstream	Training Function Lead	A Scott	Training FMT	In Progress	29.2.24 - AS - Paper to be presented at FMT on 6.3.24 April 24 - Paper presented at both FMT and DMT meetings. Approval received to proceed with wider review. Scoping meeting due to take place in May 24.	20%	Mar-25		
Recommendation 70 Planned review of the Procurement Framework supporting the Training Function - RTC / HRO Training - Scrap Vehicle Suppliers (Transport).	70	GC Nelson to work with Ashley Gould (Procurement - Category Lead) to review the existing Procurement Framework supporting RTC/ HR Training nationally. All suppliers to be contacted and a review of their capability to meet the required scrap car ./ vehicle provision for the 2024 - 2025 training year. Planned protocols to be produced in support of this work.	Training Function Lead	GC Nelson	Training FMT	In Progress	Jan 2024 - Planning meeting involving Training Strategic leads, Ashley Goudl and GC Nelson to support this work and to create a plan for information collation and supplier engagement. Feb 2024 - GC Nelson providing Procurement with a fully collated ask from the Training Function linked to scrap cars / vehicles - this to cover all acquisition courses held within dedicated Training Centres as well as the station requirements to support maintenance of skills training at station level. March 2024 - further meetings held between GC Nelson and Asheley Gould to discuss shortfalls experienced in prveious training year. May 2024 - Meeting held with all Training Site leads to discuss Procurement Review findings. GC Nelson to produce briefing doc. / email guidance in the coming weeks. A meeting will also be held to update Strategic leads.	80%	Jun-24		
Recommendation 71 Full review of Methods of Instruction training delivery / provision. Acquisition and maintenance of skills to be considered during review.	71	GC Nelson to work with L & D team (Andrea Fraser) and LED Team (Andy Scott / Meg Ritchie) to produce an acquisition and maintenance pathway for the provision of this important development / skill. To be accessablke to all managers / commanders within the Service. Primary focus on the Supervisory Manager cadre.	Training Function Lead	GC Nelson	Training FMT	In Progress	Jan 2024 - Planning meeting involving GC Nelson and L&D Team to provide pathway for acquisition through the CC CEP process. Dec 2023 - Meeting held with GC Nelson and LED team to support the production of the required MOI LCMS Modules in support of this workstream. Jan 2024 - GC Nelson and Andy Scott (LED team) met to discuss MOI maintenance route within LCMS / PDRpro. March 2024 - further meetings held between GC Nelson and Andrea Fraser (L&D Team) to highlight the relevant sections within the CC CEP process that met the criteria to support the MOI learning . April 2024 - Meeting held with AC Cameron to discuss the production of Service wide comms in support of this work.	90%	Jun-24		



Report No: C/PC/30-24

Agenda Item: N/A FIO

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 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 <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the People Committee with 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. This report provides information on document review work completed during Q4, documents currently under review and also those due to be reviewed during Q2 2024 25. The status and other relevant details for each document were exported from the Training Function Document Review Schedule on the 19th of May 2024, and are included in the Appendix.						
2.2	The new process that was put in place for Q4 2023 24 has, on the whole, been working well, with document owners regularly updating document tasks within Microsoft Planner to track progress and completion being monitored monthly at the Training Function Management Team (FMT) meetings.						
2.3	Currently, the review period for most documents is set of five years as this aligned with review intervals in other Directorates however this may be reduced through a current piece of work with Information Governance to adopt the document review, authorisation and publication processes within the new SharePoint Document Library.						
2.4	To ensure documents are current, an annual “light touch” review process was introduced, and these were carried out during February and March 2024 however due a number of priority workstreams have meant that not all annual reviews have been completed but work to review and republish the remaining ones is underway.						
3	Main Report/Detail						
3.1	New Documents During Quarter 4 of 2023 24, the following new document was approved and published: Training for Operational Competence Policy						

	<p>Following the transition to the new 3-year cycle TfOC planner in April 2022 and in support of the lessons learned during the implementation phase, it was recognised that the current TfOC Policy would benefit from a review and refresh to ensure it continues to meet with SFRS requirements.</p> <p>The policy aligns with the principles set out in the Training Function Vision & Strategy 2023-28 to support the development of staff and aims to provide operational personnel with a comprehensive set of guidelines and requirements.</p> <p>3.2 Reviewed Documents During Quarter 4 of 2023 24, the following document was reviewed, approved and published:</p> <p>Training Vision & Strategy</p> <p>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 by the Director of Training Safety and Assurance.</p> <p>Credit Rating Procedure</p> <p>This review incorporated recommendations from the Scottish Credit and Qualifications Partnership to consolidate the previous set of seven separate procedure document into one, and to align it to the updated credit rating processes.</p> <p>3.3 In Development and current work Development continues on the three new frameworks that support the Training Vision and Strategy. The Skills Maintenance Framework and Training Delivery Framework are at first draft stage.</p> <p>3.4 CFBTI, TVI & UHPFSI revalidation framework documents are now complete and will be launched following review by the BA Practitioners Group. Following the launch of the BA Revalidation, this will ensure a robust system to maintain Instructional skills and competencies for all BA Instructors disciplines.</p> <p>3.5 The review of the Wholetime (WT) Instructors Working Hours and Leave Policy is progressing with a number of points raised by the FBU. A further meeting is scheduled for June 2024 and after this engagement process is completed the draft WT Instructors T&Cs will be presented for full consultation.</p> <p>3.6 A Training for Operational Competence Guidance Note is currently being developed to support the Policy. Work continues to develop the Training Function Governance Arrangements and EHRIA.</p> <p>3.7 Under Review There are currently nine documents under review (see Appendix A), four of which are Terms of Reference. There are three relating to the Quality Management System, two of which have been consolidated into one procedure. These are complete and will be submitted for approval at the Management Review Group in May 2024. Health Management of Compartment Fire Behaviour Training Instructors is almost complete and is awaiting further information from Health and Wellbeing. Command Competence Review procedure remains under review.</p>
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3.8	Upcoming Review Out of the set of documents that have the status “current”, there are 2 that are due for review during Q2 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	Risk
5.1.1	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	Financial
5.2.1	Not applicable
5.3	Environmental & Sustainability
5.3.1	Not applicable
5.4	Workforce
5.4.1	Not applicable
5.5	Health & Safety
5.5.1	Not applicable
5.6	Health & Wellbeing
5.6.1	Not applicable
5.7	Training
5.7.1	Not applicable
5.8	Timing
5.8.1	Not applicable
5.9	Performance
5.9.1	Not applicable
5.10	Communications & Engagement
5.10.1	Not applicable
5.11	Legal
5.11.1	Not applicable
5.12	Information Governance
5.12.1	DPIA completed No – nothing is being processed in relation to these proposed changes.
5.13	Equalities
5.13.1	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	Service Delivery
5.14.1	Not applicable
6	Core Brief
6.1	Not applicable

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7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	<p>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.</p> <p>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.</p>
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:		Area Commander Alasdair Cameron, Training Function
Presented by		Deputy Assistant Chief Officer Bruce Farquharson, Head of Training
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
<i>People Committee</i>		<i>6 June 2024</i>
		Report Comments
		<i>For Information Only</i>
		Classification/

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	Animal Rescue Response	Current	Approved	03/04/2024	31/12/2024
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	Hazardous Materials Response	Current	Approved	06/05/2024	01/10/2028
National Training Standard	Casualty Care	Current	Approved	08/08/2024	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	Training for Operational Competence Policy	Current	Approved	20/02/2024	01/01/2027
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
Procedure	Credit Rating Procedure	Current	Approved	20/03/2024	20/03/2029
Framework	BAI Revalidation Framework	Current	Approved	30/08/2023	01/06/2028
EHRIA	Incident Command EHRIA	Current	Approved	07/06/2022	06/06/2027

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Document Type	Document Title	Status	Approval Status	Published	Review due date
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
Guidance	Training For Operational Competency	In Development	Not Submitted		N/A
Guidance	Training Function Governance Arrangements	In Development	Not Submitted		N/A
Framework	Skills Maintenance Framework	In Development	Not Submitted		N/A
Framework	Training Delivery Framework	In Development	Not Submitted		N/A
Framework	Training Assets Framework	In Development	Not Submitted		N/A
EHRIA	Training Function EHRIA	In Development	Not Submitted		N/A
Strategy	Training Vision & Strategy 2023-28	Sent for publishing	Approved		N/A
Policy & Procedure	Health Management of Compartment Fire Behaviour Training Instructors	Under Review	Not Submitted		15/05/2020
Procedure	Identifying Non-Conformances in our System	Under Review	Requested		N/A
Procedure	Corrective Actions	Under Review	Requested		N/A
Procedure	Maintaining High Quality Training Delivery	Under Review	Requested		N/A
Procedure	Command Competence Review	Under Review	Not Submitted		N/A
Terms of Reference	OCSG Terms of Reference	Under Review	Approved		30/04/2024
Terms of Reference	OCTWG Terms of Reference	Under Review	Approved		16/08/2024
Terms of Reference	Clinical Governance Technical Working Group Terms of Reference	Under Review	Not Submitted		N/A
Terms of Reference	MRG Terms of Reference	Under Review	Requested	25/05/2023	01/05/2024



Report No: C/PC/31-24

Agenda Item: N/A FIO

Report to:	PEOPLE COMMITTEE						
Meeting Date:	6 JUNE 2024						
Report Title:	SAFETY AND ASSURANCE DOCUMENTS FORWARD PLANNING SCHEDULE						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the People Committee with an update regarding the management of Safety and Assurance documentation up until the end of quarter 4 (Q4) 2023/24 in accordance with our Training, Safety and Assurance (TSA) Health and Safety Improvement Plan.						
2	Background						
2.1	The Safety and Assurance Function are responsible for the ongoing management of our published Policies and Management Arrangements (MA) to ensure legal compliance, best practice and continual improvement of our management systems.						
3	Main Report/Detail						
3.1	The Management Arrangement Framework (MAF) has contributed further MA content reduction. The Operational Incident Risk Assessment MA utilises MAF links and flow charts to explain the procedure, reinforcing responsibilities for incident ground risk assessment.						
3.2	The Provision and User of Work Equipment (PUWER) Management Arrangement has benefited from the MAF and is now awaiting final approval expected in Q1.						
3.3	The Impounding and Inspection MA links to the MAF. It has been reformatted to reflect the different processes at each stage of impound, inspection and impound management, making each stage of the process easier to understand. Impounding and Inspection MA will be published in Q1.						
3.4	Our new look health and safety LCMS e-learning modules have now been introduced for Lone Working, Safety Signs and Signal, Noise at Work and Vibration at Work. These new programmes of learning follow the corporate branding and modernise health and safety content for our staff.						
4	Recommendation						
4.1	The People Committee is asked to note the progress against the 5-year rolling Management Arrangement tracker up until the end of Q4, 2023/24 which is also reflected in our TSA Health and Safety Improvement Plan.						

5	Key Strategic Implications
5.1	Risk
5.1.1	SFRS failing to maintain the currency and robustness of its safety and assurance management system without frequent periodic review as detailed within this report.
5.2	Financial
5.2.1	There are no financial implications for the development, maintenance, and monitoring of these processes, however failure to comply with Health and Safety Legislation may result in financial implications.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications for the development, maintenance, and monitoring of these processes.
5.4	Workforce
5.4.1	Safety and Assurance continue to monitor progression of actions in line with HSIPs and in partnership with our business partners.
5.5	Health & Safety
5.5.1	Failure to comply with health and safety legislation may lead to potential consequences for both the organisation and individuals which may result in, involvement, engagement and investigation and potential action from the HSE. Demonstrate Clause 6.1.3 Determination of Legal and other Requirement (ISO 45001).
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implementations for the development, maintenance, and monitoring of these processes.
5.7	Training
5.7.1	There are no training implications as MAs have existing Programme of Learning previously developed and content is being considered during review to avoid and reduce duplication.
5.8	Timing
5.8.1	Health and Safety MA's are scheduled for periodic 5-year review, and or major/minor revision subject to changes in legislation, guidance, best practice, or outcomes of event investigation.
5.9	Performance
5.9.1	It is anticipated these periodic and guidance review process will assist SFRS maintaining its health and safety management system effectively and support possible ISO 45001 Requirements.
5.10	Communications & Engagement
5.10.1	The high level of compliance should be included in future health and safety communications as part of SA Communication Strategy.
5.11	Legal
5.11.1	If health and safety arrangements are maintained or not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities.
5.12	Information Governance
5.12.1	DPIA completed No. If not applicable state reasons. The review process outlined within the paper is part of the SFRS Health and Safety Policy which has a separate DPIA.

5.13 5.13.1	Equalities EHRIA completed No. If not applicable state reasons. The review process outlined within the paper is part of the SFRS Health and Safety Policy which has a separate EHIRA.	
5.14 5.14.1	Service Delivery It is anticipated that the outcomes of this annual periodic MA review processes outlined within the paper will have a positive impact on the safety of all SFRS staff and the committees we serve.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable / Limited/Insufficient
7.2	Rationale:	The Safety and Assurance Forward Planning Schedule continues to be progressed on target and will be expanded to include Operational Assurance documentation once the ongoing review has concluded.
8	Appendices/Further Reading	
8.1	Appendix A - Health and Safety Policy and Management Arrangements Forward Planning Schedule.	
Prepared by:		Derrick Watson, Senior Health and Safety Adviser and GC Des Donnelly
Sponsored by:		Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
Presented by:		Jim Holden, Head of Safety and Assurance
Links to Strategy and Corporate Values		
<p>Strategic Plan 2022-2025: Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety, and wellbeing of the public and our staff.</p> <p>Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.</p> <p>Objective 6.2 Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.</p> <p>Safety Value:</p>		

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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
<i>People Committee</i>	<i>06/06/2024</i>	<i>For Information</i>

Appendix A

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

Title	Work Required	Financial Year	Development	Consultation	Governance	Familiarisation	Go Live	Comment
			BRAG Status	BRAG Status	BRAG Status	BRAG Status		
PUWER MA and LCMS module (carry-over from 21/22)	5 Year Review	2021/22		28 Day consultation	Passed through SA FMT	28 days from publication		Awaiting approval to publish
Premises Inspection Management Arrangement and LCMS	5 Year Review	2022-23		Conducted during review	N/A	N/A	10/05/2023	Republished on the iHub and LCMS
HS Audits Management Arrangement (Withdrawn from iHub)	Major review and republication	2022-23						Deferred to 2024/25 due to temporary secondment
Self-compliance MA	Annual Review	2023-24		Conducted during review	N/A	N/A	11/08/2023	Republished on the iHub
LOLER MA and LCMS and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	14/06/23	Republished on the iHub
Health and Safety Policy	Annual Review	2023-24		Conducted during review	N/A	N/A	07/02/24	Republished on the iHub
Health and Safety Policy Statement	Annual Review	2023-24		Conducted during review	N/A	N/A	07/02/24	Republished on the iHub

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Title	Work Required	Financial Year	Development	Consultation	Governance	Familiarisation	Go Live	Comment
			BRAG Status	BRAG Status	BRAG Status	BRAG Status		
Vibration MA and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	11/10/23	Republished on the iHub LCMS live Feb 24
Management Arrangement Framework (New)	5 Year Review	New		Conducted during Dev	SAFMT TSA DMT TSAB	N/A	07/03/24	Published on the iHub March 24
Premises Fire Safety MA and LCMS	Major Review	2023-24		Conducted during review	N/A	N/A	23/06/23	Republished on the iHub
Operational ARA/DRA MA and LCMS	Major Review	2025-26		Conducted during review	N/A	N/A	04/04/24	Republished on the iHub
Lone Working MA	5 Year Review	2023-24		Conducted during review	N/A	N/A	18/12/24	Republished on the iHub
Impound and Inspection MA	5 Year Review	2023-24		Conducted during review	N/A	N/A		Awaiting approval to publish
Noise MA and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	30/11/2023	Republished on the iHub LCMS in dev by Training
Electricity MA (Now withdrawn)	5 Year Review	2023-24		Conducted during review	N/A	N/A	N/A	MA withdrawn and replaced by SSOW-249 added to H&S Office Handbook

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Title	Work Required	Financial Year	Development	Consultation	Governance	Familiarisation	Go Live	Comment
			BRAG Status	BRAG Status	BRAG Status	BRAG Status		
Safety, Signs and Signals MA and LCMS	5 Year Review	2023-24		Conducted during review	N/A	N/A	08/02/202	Republished on the iHub
Investigation LCMS	Major Review	2026-27		Conducted during review	N/A	N/A	TBC	Review completed sent to Training for implementation
Review of OA Documentation	Major Review	Various			N/A	N/A	N/A	OA documentation review completed and forward plan updated
Contaminants MA	New	2023-24		Conducted during review				Advised MA will be separate to SOP, in development

White	Not Started	Blue	Complete
Green	On Target	Amber	Overdue by one month
Red	Overdue by more than one month	Pink	Differed