



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – PEOPLE COMMITTEE**

**THURSDAY 5 DECEMBER 2024 @ 1300 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

**PRESENT:**

Mhairi Wylie (Chair) (MW)  
Neil Mapes (NM)  
Madeline Smith (MS)

Andrew Smith (Deputy Chair) (AS)  
Malcolm Payton (MP)

**IN ATTENDANCE:**

|                         |   |
|-------------------------|---|
| Lyndsey Gaja (LG)       | Interim Director of People  |
| Craig McGoldrick (CMcG) | Assistant Chief Officer, Director of Training, Safety and Assurance |
| Liz Barnes (LB)         | Interim Deputy Chief Officer Corporate Services                     |
| Ross Robison (RR)       | Deputy Assistant Chief Officer, Head of Training                    |
| Jim Holden (JH)         | Head of Safety and Assurance  |
| Greg Aitken (GA)        | Head of ICT (Item 13.2 only)  |
| Linda MacKenzie (LM)    | People Manager (Item 13.2 only)                                     |
| George Lindsay (GL)     | Lead People Adviser (Item 13.3 only)                                |
| Kirsty Darwent (KD)     | Chair of SFRS Board   |
| Chris Casey (CC)        | Group Commander, Board Support Manager                              |
| Heather Greig (HG)      | Board Support Executive Officer                                     |
| Debbie Haddow (DJH)     | Board Support/Minutes   |

**OBSERVERS**

None

**1 CHAIR'S WELCOME**

- 1.1 The Committee Chair opened the meeting and welcomed those present and attending via MS Teams.
- 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 Updates 2024/25 – Quarter 2* verbal report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issues (Item 9G).

- 3.2 No further items were identified.

#### **4 DECLARATIONS OF INTERESTS**

- 4.1 No conflicts of interest were declared.

#### **5 MINUTES OF PREVIOUS MEETING: THURSDAY 12 SEPTEMBER 2024**

- 5.1 The following amendment(s) were requested and agreed:

Paragraph 9.1.2 to be amended to read *“LB advised that this was being considered. For example, within the discipline work and both parties were already being offered support and monitoring”* instead of *“LB advised that this was being considered within the discipline work and both parties were already being offered support and monitoring.”*

- 5.2 **Subject to the above amendment, the minutes of the meeting held on 12 September 2024 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 HIGH LEVEL KEY PERFORMANCE INDICATOR REPORT Q2 2024/25**

- 7.1 The High Level Key Performance Indicator Report Q2 2024/25 was presented to the Committee for scrutiny of the KPIs 22-29 (Training), KPIs 46-49 (People) and KPIs 50-56 (Safety and Assurance) and was taken as read.

- 7.2 CMcG updated the Committee on recent discussions by the Strategic Leadership Team (SLT) in regard to grouping of KPIs by compliance which would be more helpful and informative.

- 7.3 The Committee commented on the formatting within the overview sections of the report as some text appeared to be missing and this should be revised.

- 7.4 **The Committee scrutinised the report.**

#### **8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING**

##### **8.1 People Performance Report Quarter 2 2024/25**

- 8.1.1 LG provided the People Performance Report Quarter 2 2024/25 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further detail within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Proposed formatting changes within future reports as discussed at the pre-agenda meeting.
- Workforce measures broadly remain consistent and in line with previous quarter and the same period last year.
- In principle decision made on wholetime recruitment within 2025. Specific numbers/timings would be confirmed once further clarity was available on leavers and retirement data.
- Within the 2025 recruitment plan, an On Call to Wholetime migration course had been scheduled in January 2025 for 12 personnel including one external transfer.

## OFFICIAL

- Recent successful Operations Control (OC) recruitment process which resulted in 16 candidates commencing in January 2025.

8.1.2 In regard to disciplinary cases, the Committee sought further information on potential trends, patterns and whether there were any differences between uniformed and support staff. LG advised that the main issues for both uniformed and support staff related to code of conduct, behaviours, etc. It was noted that, due to the higher percentage of uniformed staff, the majority of cases were within this staffing group. LG further advised how the Service recorded timescales of individual investigation processes. LG noted that a paper was being prepared for the Corporate Board to consider options to resource the investigation process appropriately.

8.1.3 In regard to the On Call to Wholetime migration course, the Committee queried the time and potential cost savings involved. LG advised that the migration course was shorter due to the On Call personnel being able to evidence their competence through existing training and experience. RR advised that the traditional 14-week wholetime course could be reduced to 3 weeks for existing On Call personnel. LG to provide information on potential cost savings and wider benefits generated from the shorter migration course.

**ACTION: LG**

8.1.4 In regard to the OC recruitment campaign, LG advised that there were 515 applicants in total, of which 279 were male, 233 female and 3 preferred not to say. The gender breakdown of the successful candidates was 4 male, 10 female and 2 preferred not to say.

8.1.5 In regard to the partnership initiative funded posts, LG advised that these were secondments to other organisations such as Scottish Government, HMFSI and would circulate further details to the Committee outwith the meeting.

**ACTION: LG**

8.1.6 In regard to Wholetime recruitment, LG advised that this process would commence in late Q1 or early Q2 2025/26. The Committee queried whether any learning could be taken and applied from the recent OC campaign. LG noted that a cross functional working group had been convened to review the short, medium and long term aspects of the process and identify incremental improvements. It was noted that the Culture Development Group were also reviewing attraction and retention. LG further advised that shorter, more frequent application processes would be used to ensure improvements could be implemented in a timely manner whilst maintaining sufficient applicant numbers.

8.1.7 In regard to flexibility of contracted hours for RDS, the Committee queried the potential numbers of existing personnel reducing their contracted hours. LG noted that the Service were not anticipating a significant number of personnel requesting a reduction in hours. It was hoped that the flexibility may encourage ex-RDS personnel to return to the Service.

8.1.8 In regard to the Station and Group Commander selection processes, LG advised that workforce planning and succession planning activities enabled the Service to forecast and predict potential vacancies across all ranks over a period of time. This forecast informed the wholetime recruitment and promotional programmes.

8.1.9 The Committee commented on the long term absences attributed to psychological reasons having increased and asked for consideration to be given to include a performance chart (number of days lost over time) to help monitor the ongoing position.

**ACTION: LG**

8.1.10 The Committee commented on the potential benefits of inter service secondments for both individuals and the wider Service. LG noted that there were no current inter service secondments however there could be value in considering this particularly for development opportunities.

- 8.1.11 The Committee queried the value of the Target Operating Model (TOM) as the current statistics, particularly for the On Call staffing group, had limited significance. Consideration would be given to raise this at the Integrated Governance Forum (IGF) for further discussion.
- 8.1.12 LG provided a brief update on the RDS Terms and Conditions noting the changes to the levels of contractual availability, retaining fees and agreed standardisation of terms and conditions. Work had commenced to implement all changes in January 2025. The Committee requested a report to be brought to the next meeting (March 2025) to provide an update on the implementation of the changes, how the changes were being implemented into the On Call improvement plan and an indication of expectations for embedding over the next few years.
- 8.1.13 **The Committee scrutinised the report.**

## **9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK**

### **9.1 Culture Action Plan – Update Paper**

- 9.1.1 LB presented the report providing an update to the Committee on the progress of future pathway activities detailed within the Culture Action Plan and delivered via the Culture Development Group (CDG) and associated subgroups. The following key points were highlighted:
- Three-day baseline Leadership Development programme. Day One has been developed and 12 sessions were being delivered in Q3 and Q4. Days 2 and 3 were currently under development. Overall positive feedback had been received with some adjustments being made.
  - SLT workshops focussing on how to deliver and maximise resources, prioritisation and identification of areas that need to be developed/invested in.
  - Differing views on establishment of Professional Standards Team.
  - Benefits of sharing stories, both good and bad, under the banner of Living the Values.
- 9.1.2 In regard to the exit questionnaire, LB advised that the process had been and would continue to be reviewed to encourage individuals to participate.
- 9.1.3 The Committee queried how the wider workforce would be able to see the impact of this area of work. LB noted that raising awareness and encouraging discussions was the starting point. Ongoing monitoring of progress could be undertaken through pulse surveys, monitoring levels/types of complaints and safe call activity.
- 9.1.4 The Committee queried whether there were plans to undertake a broader evaluation on the impact of this area of work and whether station standards were being considered separately from values. LB noted that the existing station standards were being reviewed and would be renamed workplace standards and would include wider cultural elements. LB further noted that the low uptake in working groups could be attributed to capacity issues and discussions were ongoing with Heads of Functions to encourage participation.
- 9.1.5 The Committee commented on the potential value of using external facilitators to help encourage participation and the benefits of mentoring/peer support.
- 9.1.6 LB advised the Committee that development of Day 2 was well underway and would be available in early 2025.
- 9.1.7 LB noted her expectation that this work would be identified as a priority, and appropriate resourcing being secured.
- 9.1.8 During the recent Committee workshop, it was noted that there were areas of risk regarding equality/diversity highlighted which may require further discussion at the Integrated Governance Forum.

**9.1.9 The Committee scrutinised the report.**

**10 TRAINING**

**10.1 Training Function Update and Performance Report Quarter 2 2024/25**

10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 2 2024/25 and highlighted the following key points:

- In relation to contaminant control, 200 new sets of PPE in key training sights to continue to improve safety whilst maintaining operational and training resilience.
- Contaminants Group were visiting various UK Fire and Rescue Services to compare Compartment Fire Behaviour Training (CFBT) sites for benchmarking and continuous improvement purposes.
- Update on Breathing Apparatus (BA) recovery programme noting that, as at 31 October 2024, 1598 operational personnel had completed the process. Programme remains on target for completion by the end of March 2026.
- Trial of XVR technology for Incident Command training and the potential benefits.
- Progress update on the development of Training Strategic Asset Management Plan.
- KPI22 (Core Skills Modules Completed) and KPI23 (Advance, Support & Emerging Risk Modules Completed) remain stable. Evidence of continued completion of modules past the reporting period, therefore a shadow report had been requested to help identify the true position.
- KPI24 (Flexi Officer Module Completion) reporting slightly below target.
- KPI25 (Incident Command Course Currency) reporting above target.
- KPI26 (Core Skills Currency) reporting continual increase.
- KPI27 (Specialist Rescue Currency) reporting a slight decrease due to various reasons and mitigating actions/measures were now in place.
- KPI28 (Training Function Currency) reporting improving position.
- KPI29 (Customer Satisfaction) reporting improving position following a decrease in Q1. Electronic survey forms had resulted in more qualitative feedback being received.

10.1.2 In regard to XVR technology, CMcG highlighted the potential wider uses and benefits from this technology. The Committee were reminded that a demonstration would be provided at a future Strategy Day.

10.1.3 In regard to Incident Command and currency (skills), the Committee queried how this was maintained by Senior Officers. RR advised of the specific bespoke training for flexi duty officers to maintain operational competence, acquisition/refresher of incident command levels as appropriate and opportunities for continuous professional development.

10.1.4 In regard to KPI26, the Committee noted the target was 73% and queried the reasoning. RR advised that the position continued to improve post Covid recovery and that some degree of absences etc were anticipated. CMcG reminded the Committee that the aggregated high-level presentation of this KPI did not provide a clearer indication of individual elements. CMcG noted that additional detail and updates on the recovery plan could be provided in future reports.

10.1.5 Brief discussion took place on the presentation of the competency and currency data across the different staffing groups. Given that this was a public report, the Committee commented on the potential for this data to be presented in a different manner.

10.1.6 In regard to KPI29, RR outlined the process for reviewing customer satisfaction feedback, the escalation process and, if appropriate, responding to individuals.

10.1.7 CMcG noted that the new collapsed structure simulator was an investment to enhance the existing provision.



- 10.1.8 The Committee commented on the information presented within Appendix C and asked for consideration to be given within future reports.
- 10.1.9 In regard to Urban Search and Rescue (USAR), CMcG noted that individuals would require to be, and maintain, competency in this area before progressing with International Search and Rescue (ISAR).
- 10.1.10 **The Committee scrutinised the report.**

## **11 HEALTH AND SAFETY**

### **11.1 Health and Safety Performance Report Quarter 2 2024/25**

- 11.1.1 JH presented the Health and Safety Performance Report Quarter 2 2024/25 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2024/25 and the Health and Safety KPIs. The following key areas were highlighted:
- Face Fit Testing (FFT) had been incorrectly reported as being 100% complete within the report. The accurate completion level was 86%.
  - Continued development of internal risk assessment for standard and operational activities including wider station, training and directorate requirements. Monitoring would continue through the improvement plan.
  - Inclusion of legislative compliance section.
  - KPI54 (Near Miss Events): Frontline Update circulated to all staff and work continues to develop the hazard reporting system. Evaluating the Health and Safety Management System to try to identify how to improve the reporting process.
  - KPI19 (Ops Assurance Audit Actions): Eighteen new actions were recorded during this reporting period.
  - Update on the work of the Organisational Learning Group (OLG) including creation of 5 new action plans.
  - Update on the work of the Driver Safety Group (DSG) including the development of a low-speed manoeuvres handbook.
  - Summary of Directorate events and specific areas of focus.
- 11.1.2 The Committee commented on and welcomed the format of the report.
- 11.1.3 In regard to KPI53 (Accident and Injuries), JH updated the Committee on the trends relating to ladders and PRE cutters. JH noted that investigations were undertaken to identify the causation of accidents, and any preventative measures required to avoid reoccurrence.
- 11.1.4 In regard to KPI50 (Verbal Attacks on Firefighters), it was noted that this had been incorrectly reported as a 25% decrease rather than a 25% increase.
- 11.1.5 **The Committee scrutinised the report.**

### **11.3 Safety and Assurance Annual Performance Report 2023/24**

- 11.3.1 JH presented the approved Safety and Assurance Performance Report 2023/24, which detailed the Safety and Assurance performance for scrutiny, noting that the Committee had previously reviewed the document. CMcG thanked the Committee for their previous feedback and any further feedback provided today.
- 11.3.2 The Committee noted and welcomed the progress of health and safety within the Service in recent years.
- 11.3.3 In regard to benchmarking, the Committee sought clarity on the selection process for peers and their comparability with the Service. JH advised that a request was issued via the NFCC and the FRS's who provided responses which were contained within the report. JH noted that the Service, through NFCC, continues to advocate for standardised approaches to improve the comparability of data. JH further noted that the Service would continue to focus on comparable fire and rescue services.

- 11.3.4 In regard to KPI19 (Ops Assurance Audit Actions), the Committee suggested that the number of actions closed rather than the total number of actions raised would have been more helpful.
- 11.3.5 The Committee commented on the different tenses used throughout the report and asked for consistency of language in future iterations.
- 11.3.6 The Committee queried whether the heading SA Strategy 2022-26 Year 3 should have read Year 2. JH noted the comment and would review its accuracy.
- 11.3.7 The Committee acknowledged and welcomed the format and online accessibility of the report and the improvements on the data being presented which were a credit to the team and wider Service.

**11.3.8 The Committee scrutinised the report.**

**11.2 Contaminants Update**

- 11.2.1 CMcG presented the report providing an update on the management of contaminants and the following key areas were highlighted:
- Both the science and research underpinning fire contaminants were young and continued to evolve. In particular, the effectiveness of “gassing off” which would be monitored.
  - CivTech process continues, and the exploration stage was now complete. The successful applicant(s) would develop a minimum viable product before any decision was made on progressing towards a commercial product.
  - The consultation on the Fire Contaminants SOP generated a high response rate and remains on track for rolling out in Q4.
- 11.2.2 The Committee queried whether consideration had been given to developing the academic rigour further ie peer review. CMcG noted that there was less focus on the academic element and more on the work/guidance of the HSE which would be fundamental to the Service’s direction of travel. JH briefed the Committee on the HSE’s How Clean is Clean project which focuses on PPE and equipment. JH noted that the Service were engaging with NFCC who were undertaking various research projects and initiatives. JH further noted that Professor Anna Stek remains the leading expert in this area.
- 11.2.3 In regard to the zoning for fire contaminants on stations, the Committee queried the timescale involved. CMcG advised that work had commenced, and guidance had been issued. Risk assessments would be undertaken, appropriate signage would be installed and procedures put in place.

**11.2.4 The Committee scrutinised the report.**

**12 AUDIT/INSPECTIONS**

**12.1 HMFSI Inspection Action Plan Updates and Closing Reports**

- 12.1.1 JH and LG presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Report relating to Mental Health and Wellbeing Provision and Management of Health and Safety.
- 12.1.2 LG acknowledged the query raised at the pre-agenda meeting regarding the RAG status (Green) for the Mental Health and Wellbeing Provision action plan and advised that this was being reviewed.

**12.1.3 The Committee scrutinised the report.**

## **12.2 Internal Audit Updates**

12.2.1 LG presented the report updating the Committee on the progress against the action plans relating to internal audit and inspections where People Directorate is the lead area of the organisation. The following key points were highlighted:

- Scottish Vocational Qualifications: Action plan was now complete and would be reported to Audit and Risk Assurance Committee (ARAC) in due course.
- On Call Workforce Planning: Action plan was now complete and would be reported to ARAC in due course.
- Equality, Diversity and Inclusion: Last outstanding action remains on track for completion. Two further actions had been completed and evidence submitted to Azets.
- Sickness Absence Management: Outstanding actions had been completed and evidence submitted to Azets.

### **12.2.2 The Committee scrutinised the report.**

*(Meeting broke at 1508 hrs and reconvened at 1515 hrs)*

*(G Aitken and L MacKenzie joined the meeting at 1515 hrs)*

## **13 PEOPLE COMMITTEE RISK REGISTER**

### **13.2 Risk Spotlight: ICT Recruitment and Retention**

13.2.1 GA and LMacK presented the risk spotlight to provide an update on the recruitment and retention challenges within the ICT function. The following key points were highlighted:

- Challenges in identifying and recruiting individuals with the appropriate skills, accreditations, qualifications and experience.
- ICT market remains competitive, particularly for technical and cyber security roles.
- Inability to compete with private and other public sector bodies.
- Limited resources within the function continue to deliver a high level of service.
- Restructuring of function to modernise job titles and descriptions, and to become more in line with Scottish Government's Digital Data and Technology (DDAT) framework. Implementation of restructure would be early 2025. During the initial planning stage, consideration was given to interdependencies, engagement with trade unions and regular communications with staff.
- Increase use of modern and graduate apprenticeships.
- Mitigation of the risk around budget limitations for technical training including investment in online training portals to provide the required technical training.
- Information gathered from exit interviews has improved understanding and awareness of the reasons for staff leaving the Service. Main reasons were better salary or terms and conditions.
- Market allowances continue to be paid to a large proportion of staff within the function due to the competitive ICT labour market.
- Continued high vacancy rates within the function.

*(J Holden left the meeting at 1520 hrs)*

13.2.2 The Committee queried whether sharing resources with other public bodies had been considered. GA noted that the restructure and identification of skills gaps was the main priority at this time. However, sharing resources was an area GA was keen to explore, and early discussions had already taken place with Police Scotland.

13.2.3 The Committee commented on the potential to highlight the social impact/value and importance of these roles within the Service to help attract and retain individuals. LM noted the comments and would consider this within the recruitment process.

13.2.4 The Committee sought a greater understanding of the relationship between restructure and potential costs to secure the necessary skills. LG noted that there was tension within ICT



and other areas of professional skills between the size and weight of roles determined through job evaluation methodology and the market value. LG further noted that the SFRS salary scale had significantly diverged from the market value which would not necessarily be resolved through revision of the pay and reward framework. Consideration may have to be given to the continued use of market allowances and alignment to the DDAT framework.

13.2.5 Brief discussion on the potential advantages which could arise from alignment with the DDAT framework.

13.2.6 **The Committee scrutinised the report.**

*(G Aitken and L MacKenzie left the meeting at 1530 hrs)*

*(G Lindsay joined the meeting at 1530 hrs)*

### 13.1 **Committee Aligned Directorate Risk**

13.1.1 LG and CMcG 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. The following key points were highlighted:

- Addition of new risk relating to the capacity to delivery emerging priority areas. One control measure was the development of a business case for short term resources in 2025 to support delivering the promotional activities and reviewing the recruitment/selection process. The business case had since been approved by the SLT.
- Rationale was provided on the high risk rating for TSA019 (risk to training delivery due to limited finance/budget) noting that plans were in place to reduce this in the future.

13.1.2 In regard to TSA019, the Committee queried whether the wording remained accurate as budget had been allocated to this area. CMcG to review and update for future reports as appropriate.

13.1.3 **The Committee scrutinised the report.**

### 13.3 **Risk Spotlight: POD015 Pension Remedy**

13.3.1 LG and GL presented the risk spotlight to provide an update on the work being undertaken to support Scottish Public Pensions Agency (SPPA) implement 3 changes to Firefighter pension provisions. These changes are to ensure compliance with the outcome of successful legal challenges. The following key points were highlighted:

- SPPA were responsible for delivery of pension projects which were primarily funded by Scottish Government, who fund the Firefighter Pension Schemes.
- Main 3 challenges were: delivering within the short time deadline; implication on SPPA to provide the annual allowance statements to allow individuals who were breaching the annual allowance to submit tax returns by 31 January, and potential cashflow issues that may arise. SPPA have made a request that the Service collect any outstanding contributions and pay out rebates, if appropriate. Scottish Government would fund any rebates paid but there could be a potential delay between payment and reimbursement of these funds to the Service.
- Regarding delivering within timescale, this was impacted by the complexity of multiple pension issues and the need to provide individuals with the full overview (remedy service statement) to enable them to make informed decisions.
- Regarding annual allowances, this was impacted by the application of the remedy which may increase current pension benefits or accruals. Due to the complexities involved, SPPA are not able to provide these and this could lead to financial penalties being suffered by individuals. Discussions were ongoing with SPPA and the Local Government Association (LGA) to gain clarity on this situation.
- Regarding cashflow process, this was still a potential situation, and confirmation had not yet been received. Again, this was dependent on information being supplied to individuals to enable them to make informed decisions.

- 13.3.2 The Committee sought clarification on the ramifications for not achieving the deadline. GL advised that this was probably limited as primary responsibility lies with SPPA.
- 13.3.3 The Committee sought clarification on the potential range of financial liabilities. GL stated that there was no clear indication at this stage, however, SPPA and Scottish Government were monitoring the situation closely. LG noted that the direct financial liability for the Service was aligned to the resourcing/staff costs for those involved with this work across the various functions.
- 13.3.4 LG noted that an electronic people system would have had limited benefits. This was due to the level of individuals involved having already left the Service and payroll information being outwith the required retention period.
- 13.3.5 GL noted that there was no clear indication of the timescales involved

**13.3.6 The Committee scrutinised the report.**

*(G Lindsay left the meeting at 1550 hrs)*

**14 PARTNERSHIP WORKING**

**14.1 Employee Partnership Forum (EPF)**

- 14.1.1 MW advised the Committee that the last scheduled meeting for 14 November 2024 had been stood down due to no items being tabled.

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

**14.2 Partnership Advisory Group (PAG)**

- 14.2.1 LG advised the Committee that the last scheduled meeting for 21 November 2024 had been stood down due to no items being tabled.

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

**15 FORWARD PLANNING**

**15.1 Committee Forward Plan Review**

- 15.1.1 The following items were noted for future meetings:
- Standardisation of RDS Terms and Conditions Update (March 2025)

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

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

- 15.2.1 The following items were noted for future Integrated Governance Forum meetings:
- Value of the Target Operating Model and existing KPI
  - Risks raised at workshop: Not benefiting from range/experience of a diverse workforce and recruitment/retention of female front line staff compared to other uniformed services.
  - Currency/competency component

**16 REVIEW OF ACTIONS**

- 16.1 CC confirmed that there were 3 formal actions recorded during the meeting.

**17 DATE OF NEXT MEETING**

- 17.1 The next meeting is scheduled to take place on Thursday 6 March 2025.
- 17.2 There being no further matters to discuss, the public meeting closed at 1555 hrs.

**REPORTS FOR INFORMATION ONLY:**

The following reports were provided for information only and were taken as read.

- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Health and Safety Policy and Policy Statement
- Safety and Assurance Documents Forward Planning Schedule

*(Public meeting broke at 1555 hrs and reconvened in Private session at 1600 hrs)*

**PRIVATE SESSION)**

**18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 12 SEPTEMBER 2024**

- 18.1 The minutes of the private meeting held on 12 September 2024 were approved as a true record of the meeting.

**19 PRIVATE ACTION LOG**

- 19.1 The Committee noted that there were no outstanding actions.

**20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE**

- 20.1 The draft minutes of the RANSc meeting on 12 September 2024 had been circulated to the Committee and a verbal update from the meeting on 5 December 2024 was provided.

- 20.2 **The Committee noted the draft minutes and verbal update.**

**21 KEY CASE UPDATES 2024/25 – QUARTER 2**

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

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