



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 6 JUNE 2019 @ 1300 HOURS

**LECTURE ROOM 3, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

PRESENT:

Primrose Stark (Chair) (PS)
Sid Patten (SP)
Bill McQueen (BMcQ)

Anne Buchanan (AB)
Malcolm Payton (MP)

IN ATTENDANCE:

Fiona Munro (FM)
Paul Stewart (PSt),

Head of Human Resource and Organisational Development
Deputy Assistant Chief Officer, Head of Training and
Employee Development

Karen Lockhart (KL)
Rachael Scott (RS)

Head of Health, Safety and Wellbeing
Deputy Head of Human Resource and Organisational
Development

Jim McNeil (JMcN)
Jason Sharp (JS)

Deputy Assistant Chief Officer, East Service Delivery Area
Area Manager, Human Resource and Organisational
Development

Kirsty Darwent (KD)
Richard Whetton (RW)
Alasdair Cameron (AC)
Debbie Haddow (DH)

Chair of SFRS Board
Head of Corporate Governance
Group Manager, Board Support Team
Board Support /Minutes

OBSERVER:

Joe McShane, Scottish Government

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present.

2 APOLOGIES

2.1 Liz Barnes (LB), Director of People and Organisational Development
Geri Thomson (GT), Deputy Head of HROD

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

3.1 The Committee discussed and agreed that the Key Case report would be heard in private session due to the small numbers of individuals involved and confidentiality in line with Standing Orders.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: 7 MARCH 2019

5.1 The following amendments were noted and agreed:

Item 9.4 – RDS Recruitment (Targeted Approached Recruitment) – MP requested that the text “..RDS personnel joining the Service, the onus has been pushed back..” be amended to “RDS personnel joining the Service, the engagement has been pushed back..”.

5.2 **Subject to the above amendment being made, the minutes of the meeting held on 7 March 2019 were approved as a true record of the meeting.**

5.3 Matters Arising

5.3.1 There were no matters arising.

6 ACTION LOG

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

Item 8.4 POD Progress & Performance Quarter 2 (05/12/2017) – The Committee requested that this action be kept open. It was suggested that the original action be amended as this was not a RDS training report but a more holistic TED review.

Item 7.11 POD Progress & Performance Quarter 1 2018/19 (07/03/2019) - PS stated that there had been a misinterpretation of what the Committee were asking for. The Committee were asking whether there was statutory compliance for operational core competence and where was the Service against these targets. PSt stated that there was no statutory legal compliance percentage, only an expectation that individuals were suitably trained to undertake their role. He noted that there was an internal target of 95% set by the Service which was not being met due to several reasons. The TED Review was looking at this and stated that this would be completed by the next meeting.

(J McNeil arrived at 1320 hrs)

7 POD PROGRESS & PERFORMANCE REPORT 2018/19 QUARTER 4

7.1 PSt presented the Committee with the POD Progress and Performance Quarter 4. He advised the Committee that due to capacity across the POD and SPPC directorates and the introduction of the new InPhase Performance Management System, the shadow report was not available for this meeting. PSt advised that the anticipated timescales for producing the new style report would be delayed to Quarter 3 (December 2019) but noted that the new style would be in line with generic reporting within the Service.

7.2 The Committee noted the delay and requested that the introduction within the existing report be updated to be more focused, highlight key themes and any positive/negative aspects. The Committee also re-iterated the benefits of exception reporting within the report.

ACTION: PSt

7.3 The Committee asked for clarification whether overtime was being authorised for personnel to attend core competency course or for personnel to backfill positions (ref CR2.2). PSt indicated that either case could be relevant, however, the priority was to identify personnel when they are on duty. This may require a backfill to cover their position and the decision on authorising overtime was taken through the Overtime Working Group to raise awareness of any potential impact on costs.

7.4 A brief discussion took place on the potential challenges to develop, resource and roll out MTA training including potential refresher training dependant on timescales once the strategic direction of the Service was known (ref CR3.7). It was agreed that further discussion would be held outwith the meeting.

- 7.5 The Committee noted that a Lifestyle Survey had been carried out and noted an interest in receiving an update on any key themes emerging.
- 7.6 KL informed the Committee that the Mental Health Strategy was in the early stages of development, noting the key themes and that key commitments would focus on the blue light framework. Work was ongoing with Scottish Government to secure funding to promote the strategy.
- 7.7 The Committee commented on the ongoing challenges relating to the Health and Safety Implementation Plan within Directorates and noted that there were no timescales/completion dates stated. KL noted that the challenges within the Directorates were capacity and competing demands. Support and guidance has been offered and monthly meetings have been scheduled to assist and drive improvement. The Committee highlighted the importance of health and safety within the Service and suggested that an appropriate DACO be invited to the next meeting to provide an update on progress within their Directorate. The Committee has requested that benchmarking any improvements should be included within the next report. KL was confident that with additional support being provided to the Directorates, the situation would improve.

ACTION: KL

- 7.8 The Committee commented on the improvement programme in relation to reviewing and enhancing the RDS/VDS recruitment, selection and retention. FM informed the Committee that the Service Transformation RDS/VDS project would look at these areas, however alongside this project, a review was also ongoing to identify and make improvements to existing processes.
- 7.9 The Committee noted the good progress being made at the Positive Action events. FM stated a Position Action Strategy was being developed and future events would be programmed which Board Members would be welcome to attend.
- 7.10 In relation to Discipline cases, the purple category related to Breach of Contract cases.
- 7.11 In relation to the target percentage for operational core competence, JMcN advised the Committee that forecasting allowed overtime projections to be made in cognisance with the overtime threshold (£4,000) and continual dynamic rostering on a daily basis helped to identify short/long term absences and balance the skills profile. He highlighted that TOIL which directly impacted on overtime costs had been stopped, the advantages of having a Central Staffing Team, that Station Managers have been skilled/resourced to scrutinise KRONOS and resilience factors have been identified for each LSO area to ensure appliance availability. The Service was focused on scrutinising and profiling to identify improvement and efficiencies.
- 7.12 The Committee commented on the percentages contained within the key metrics for grievance/discipline, etc were too small therefore actual whole figures should be provided. FM confirmed that the figures were accurate and no formal grievances had been received and that work would be undertaken to raise awareness of the grievance process within the Service.
- 7.13 The Committee raised the potential for the Service's whistleblowing policy being benchmarked against the recently launched NHS Whistleblowing policy to consider good practice.
- 7.14 The Committee noted their concerns of the core competency levels within the Service and the subsequent impact of same. PSt noted that operational core competency is the basic element of core competence and is delivered at LSO level. He stated that these figures related to the refresher element, not the acquisition of the skills, which were either not being

undertaken within the timescales or not recorded. It was noted that the information was not broken down to differentiate between acquisition and refresher elements. It also touched on the currency verses competency debate. It was further noted that the TED Review would be submitted to the Strategic Leadership Team in July 2019

7.15 The Committee noted that the performance report required to be updated for the next meeting to identify any key themes and having a focus on both positive and negative areas.

7.16 **The Committee noted the report.**

8 UPDATE: WORKING TOGETHER FRAMEWORK

8.1 *Update from Employee Partnership Forum (EPF)*

8.1.1 FM advised the Committee that the EPF meeting on 23 May 2019 was cancelled and the next meeting was scheduled for 24 June 2019.

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

9 BI-ANNUAL CONSOLIDATION UPDATE REPORT – LEADERSHIP AND DEVELOPMENT FRAMEWORK PROGRAMME

9.1 RS referred the Committee to the report providing an update on SFRS Leadership and Development Framework, development and implementation. She noted that both an Executive and Strategic Leadership Development Centre and subsequent Development Programme had been run with successful applicants advancing their careers within the Service. Middle Manager and Supervisory Leadership Development Programmes were being further developed

9.2 The Committee suggested that successful candidates were encouraged to attend Board/Committee meetings to further their understanding of the Board's role and governance of the Service.

9.3 The Committee noted that there were low numbers of support staff on these programmes and these opportunities should be promoted more within the Service to encourage individuals to apply.

9.4 The Committee noted that it would be helpful to be made aware of whether applicants already have the relevant qualifications or whether they then undertake the qualification following their involvement in the programme.

9.5 The Committee commented on the term "Support Staff" and KD informed the Committee that the Chief Officer was actively engaging with staff for potential alternatives.

9.6 **The Committee noted the good progress being made within the Service.**

10 RECRUITMENT AND SELECTION PROJECT

10.1 RS presented a report to the Committee which provided an overview of the work being undertaken within the scope of the Recruitment and Selection Project. The key areas were looking to manage and improve the candidates experience and also to link with outcomes of the Staff Survey. The project plan included 6 high level objectives with more detailed information being submitted to Committee at the next meeting.

10.2 RS informed the Committee that the project would look at the existing selection processes and then review and identify improvements to help reduce any perception of unfairness.

10.3 **The Committee noted the report.**

11 FIREFIGHTER MODERN APPRENTICESHIP UPDATE

- 11.1 RS presented a report to the Committee providing an update on the implementation of the Firefighter Modern Apprenticeship scheme noting the work undertaken to ensure appropriate processes were in place. The project levy value for 2019/20 was noted. The Service is working with Skills Development Scotland to ensure compliance with the framework and the Service's existing processes.
- 11.2 It was noted that there was also a modern apprenticeship scheme for other groups of staff and this was continually being promoted within the Service.
- 11.3 **The Committee noted the report.**

(J Sharp joined the meeting at 1140 hrs)

12 IMPLEMENTATION OF STANDARD UNIFORMED TERMS & CONDITIONS UPDATE

- 12.1 RS presented a report to the Committee on progress on the implementation of standardised uniformed terms and conditions, the completion of the formal project and an overview of the implementation of Phase 2 of the harmonised Detached Duty policy and associated interdependencies. She noted the formal closure of the project by the Transformation and Major Projects Committee, subject to the Staff Governance Committee noting the one outstanding area of the detached duty implementation and associated timescales.
- 12.2 JS provided a brief background on detached duties across boundaries. He noted that following SLT approval the project was split into a 2-phase implementation with the first phase already complete. The second phase was looking at the KRONOS system and the necessary development required to implement the policy. The process for developing KRONOS was noted which included engagement with key stakeholders/partners and user acceptance testing.
- 12.3 The Committee noted the factual information on the number of transfers across the Service over a 5 month period. JS noted that the magnitude of detached duties was available now, however, this was linked to the target operating model and was dependent on skills/competence profile within the Service. JMcN advised the Committee that this project would help to streamline the process of staff movements throughout the Service.
- 12.4 The Committee felt assured and noted the closure of the original project. It was agreed that an update would be brought back to the Committee (September 2019) on the implementation of the second phase.

ACTION: JS

- 12.5 The Committee noted and welcomed the partnership working within the Service and how this demonstrated the good governance practices and arrangements between Committees.
- 12.6 **The Committee noted the report.**

(JMcN and JS left the meeting at 1455 hrs)

13 STRATEGIC RISK REGISTER

- 13.1 The Strategic Risk Register was tabled and the Spotlight Report was presented by KL.
- 13.2 *Spotlight Report Risk CR5.3 Failure to ensure compliance with Health, Safety and Welfare Legislation.*
- 13.2.1 KL highlighted the work undertaken in relation to contaminants and driver safety. The following key areas of risk were noted:
- Contaminants action plan was looking at station design, personal hygiene at incidents, potential cross contaminations, etc.

NOT PROTECTIVELY MARKED

- Culture changes were identified and subsequent promotional campaigns undertaken ie appliance bay cleanliness, PPE laundering, etc.
- Working within universities/FBU to assist with research on health impact following exposure to contaminants. This may impact on future legislation and subsequently the actions of the Service.
- Driver Safety Group looking to launch the Driver's Handbook to help reinforce policies and practices.
- New Driver Framework being developed to assist managers in identifying key triggers and subsequent managerial actions.
- HSE visited following a slow speed manoeuvre incident within the Service and their report was still awaited.
- The importance of the Improvement Plans was reiterated again noting a renewed focus to progress these.

13.2.2 KL informed the Committee of the recent slow speed manoeuvres accident and noted the low overall number of these types of incidents. It was noted that there were policies and procedures, training and safe systems of work in place within the Service. The new Driver Framework would help to identify/address behavioural/cultural issues.

13.2.3 The Committee commented on the risk being evaluated so highly.

13.2.4 The Committee expressed their concerns at the slow progress on Improvement Plans and emphasised the role of line management in expediting these. It was agreed that an invitation be extended to SD DACO to provide a further update on the progress of the Improvement Plans.

ACTION: KL

13.2.5 **The Committee noted the update.**

14 SFRS STAFF GOVERNANCE MATTERS

14.1 *Policy Forward Planning Schedule Update*

14.1.1 The report updated the Committee on the ongoing work in relation to HR/OD policies and procedures. RS noted that the POD Business Manager would be developing a full POD Forward Plan which would be brought forward to future meetings.

14.1.2 **The Committee noted the report.**

15 VALUE ADDED STATEMENT

15.1 PS presented the Value Added Statement for the Committee and the Remuneration, Appointments and Nominations Sub Committee which outlined evidence of how the Committee supports the effective functioning of the Board.

15.2 **The Committee noted and agreed with the report.**

16 FORWARD PLANNING

16.1 *Committee Forward Plan Review*

16.1.2 The following items were identified for the September 2019 meeting:

- Health & Safety (Improvement Plans) – K Lockhart
- Update of Implementation of Standard Uniformed T&C's (Kronos) - J Sharp
- POD review

16.2 *Items for Consideration at Future IGC, Board and Strategy Meetings*
No items were identified.

17 DATE OF NEXT MEETING

- 17.1 The next meeting is scheduled to take place on Thursday 5 September 2019 at 1300 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 17.2 There being no further matters to discuss, the public meeting closed at 1515 hrs.

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: 7 MARCH 2019

- 18.1 Subject to the list of attendees being amended, the minutes of the private meeting held on 7 March 2019 were approved as a true record of the meeting.

19 PRIVATE ACTION LOG

- 19.1 The Committee considered the action log and noted the updates.

20 RANSC UPDATE

- 20.1 The draft minutes of the RANSc meeting on 7 March 2019 had been circulated to the Committee. The Committee noted the last meeting of RANSc was held earlier today (6 June 2019).

21 KEY CASE UPDATE – Q4

- 21.1 FM presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 4 2018/19.