



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

Working together for a safer Scotland

**PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE**

**THURSDAY 5 SEPTEMBER 2019 @ 1300 HOURS**

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

**PRESENT:**

Primrose Stark (Chair) (PS)  
Sid Patten (SP)

Anne Buchanan (AB)  
Malcolm Payton (MP)

**IN ATTENDANCE:**

Liz Barnes (LB)	Director of People and Organisational Development
Fiona Munro (FM)	Head of Human Resource and Organisational Development
Paul Stewart (PSt),	T/Assistant Chief Officer, Director of Training
Karen Lockhart (KL)	Head of Health, Safety and Wellbeing
Rachael Scott (RS)	Deputy Head of Human Resource and Organisational Development
Karen Lewis (KLe)	HROD Manager (Item 11 & 14 only)
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection (Item 10 only)
Jim McNeil (JMcn)	Deputy Assistant Chief Officer, East Service Delivery Area (Item 17 only)
Jason Sharp (JS)	Area Manager, Human Resource and Organisational Development (Item 13 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Cameron (AC)	Group Manager, Board Support Team
Debbie Haddow (DH)	Board Support /Minutes

**OBSERVER:**

Lorna Smith, Scottish Government  
Vlad Valiente, Legal Services Manager

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those present.

**2 APOLOGIES**

2.1 Bill McQueen (BMcQ), Board Member  
Richard Whetton (RW), Head of Corporate Governance

**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: 6 JUNE 2019**

5.1 The minutes were approved as an accurate record.

5.2 **The minutes of the meeting held on 6 June 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) – PSt suggested that the Due Date be amended. To be discussed under Agenda Item 9.*

**7 POD PROGRESS & PERFORMANCE REPORT 2019/20 QUARTER 1**

7.1 PSt presented the Committee with the POD Progress and Performance Quarter 1, noting that the report continues to evolve following previous feedback from the Committee. On behalf of the Committee, PS acknowledged the work required to produce this report and the revisions made at the request of the Committee.

7.2 The Committee commented on the progress (11%) in relation to the Health and Safety Implementation Plan. LB noted the comments and advised that these figures were for Q1 and significant work has already taken place in Q2. KL provided assurance that the renewed focus had seen improvements in Q2. The Committee suggested that an update on progress across the Service be provided in the next report within the summary section.

**ACTION: PSt**

7.3 The Committee commented on the high number of vehicle accidents at slow speed. KL noted the initiatives being developed to improve driver safety. These include the Vehicle Accident Framework which will focus on post-accident action including review of behaviour, culture, etc and also the development of a specific briefing/video for driver assistance. An increased scrutiny of investigations has also been introduced.

7.4 The Committee noted the reoccurring theme on the reliance of ICT system such as Kronos, Think Act Stay Safe, etc and asked whether there was a programme in place to resolve issues. LB stated that Kronos would deliver what the service requires. FM noted that existing ICT systems were not compatible with each other. The People and Training Systems Group were tasked with reviewing the existing systems and going forward ensure that any new systems were compatible.

7.5 LB to provide an update on issues with connectivity and processes for addressing gaps within ICT systems, in relation to the wider people systems and identify where critical needs and dependencies are, with plans developed to ensure these are addressed.

**ACTION: LB**

**NOT PROTECTIVELY MARKED**

7.6 The key theme of ICT dependency to be raised at the next Integrated Governance Committee.

**ACTION: PS**

7.7 In relation to stress reduction training within Control, the Committee were informed that this has been well received and it was anticipated that there would be an increase in referral within Q2. Requests had been received to roll out this training further.

7.8 In relation to the staff survey, Q1 figures noted 4 local action plans were outstanding which have now been received. It was suggested that a separate element be included into the Performance report to provide regular updates to the Committee. The timeframe for carrying out the next staff survey was discussed as it was felt that 2 years was too soon to allow progress to be made. LB confirmed that she would formally be suggesting that the next staff survey be postponed until 2021.

7.9 Communications to highlight what staff said and what the Service has done were being developed and would be published across various platforms.

7.10 The Committee noted that it would be helpful to include graphs/trends lines and providing comparable information in future reports.

7.11 The Committee commented on the potential to move toward more exception reporting and it was noted that this was the intention once the new InPhase system was in place. LB to discuss the highlighting of concerns, streamlining report, identifying areas for scrutiny and areas for further support with PSt. It was noted that a number of items discussed were on the agenda and it may be helpful to reference these within the People and Organisational Development report.

**ACTION: LB/Pst**

7.12 **The Committee noted the report.**

*(AP joined the meeting at 1405 hrs)*

## **8 DRAFT SFRS MENTAL HEALTH STRATEGY UPDATE**

8.1 LB informed the Committee that the draft SFRS Mental Health Strategy would be presented to the next Committee meeting. She provided a verbal update the key areas:

- Delay due to alignment with the Lifelines Scotland Initiative to assist blue light services collaboration and identify common work. Discussions ongoing with Firefighter Charity to raise funding to participate.
- SFRS champion, DACO John Miller has meet with Jeane Freeman, Cabinet Secretary for Health and Sport to explore mental health and wellbeing becoming part of the SFRS Framework for Scotland.
- Board to be convened with cross organisational representatives to help drive initiatives.
- Meeting to be held with Gill Morton, Riverside Centre, to help develop training.
- Workshop for HROD team arranged to help build their resilience and to enable them to support to managers following the launch of the strategy.

8.2 The Committee were assured that the substance abuse policy, in particular supporting mechanisms would be linked with the Mental Health Strategy.

8.3 The Committee commented on the increase of stress related absences and it was acknowledged that this did not necessarily equate to the increase in stress but an increase in declarations of same. It was suggested that a trend analysis be included within the next report to identify the impact of this increase.

**ACTION: LB**

**NOT PROTECTIVELY MARKED**

- 8.4 It was noted that potential stressful experiences extended wider than the operational incident ground, for example involvement in follow up investigation/proceedings..
- 8.5 The potential for mental health and safety training to be considered.
- 8.6 **The Committee noted the verbal update.**

*(KLe joined the meeting at 1440 hrs)*

**9 TRAINING AND EMPLOYEE DEVELOPMENT REVIEW UPDATE**

- 9.1 PSt presented an overview of the 56 recommendations of the review. He indicated that the full report was expected to be provided at the next meeting and this would include the programme of work, timescales and interdependencies. The following key areas were highlighted:
- Outline of the requirement for the review including the key operational training requirements, legislative compliance, alignment with National Operational Guidance, identification of capacity challenges, review delivery model/training infrastructure.
  - Outline of review process including internal consultation undertaken, direct engagement with Service Delivery colleagues, benchmarked across UK, identified training requirements.
  - Actively piloted changes to training delivery i.e. driver training and water rescue.
  - Potential that following initial acquisition of skills, and when personnel progress to maintaining skills where appropriate, could be achieved through operational assurance at incidents i.e. continuous professional assessment in a 'real' environment.
  - Consideration and assessment of accredited prior learning for RDS.
  - 56 recommendations captured within 4 areas (strategic, people, delivery, procedure) including interlinking E-systems, decentralised training model, risk profiling (prioritising RDS), instructor distribution, pre-entry process for trainees.
  - Establishment of Project Board to oversee implementation, scrutiny and governance of project.
  - Desired end stated - co-operative and collaborative training model.
  - Workshop being scheduled to identify aspects of the recommendations that can be implemented to minimise any delay, and to ensure governance/requirements for formal approval.
- 9.2 The Committee noted that further information on the 56 recommendations was required in order to gain a fuller understanding of same.
- 9.3 The Committee noted that the scrutiny of the recommendations would be undertaken by the Project Board and monitoring/reporting on the key outcomes through KPIs with any impact on strategy/policies be highlighted.
- 9.4 PSt confirmed that various technological options were being investigated in relation to delivery of decentralised training. He noted that the FBU and HMFSI would be invited onto the Project Board. He further noted the importance of internal communications to raise awareness and highlighted key benefits.
- 9.5 It was agreed that the full report would be provided at the next meeting and to include key themes, deliverables, outcomes, monitoring, governance, etc.
- ACTION: PSt**
- 9.6 **The Committee noted the update.**

*(PSt left the meeting at 1510 hrs)*

**10 FEEDBACK ON STAFF SURVEY – RECRUITMENT AND SELECTION/BULLYING HARASSMENT FOCUS**

10.1 AP reminded the Committee of the Staff Survey which was carried out in late 2018 and resulted in a national action plan being developed and published. The following key points were highlighted:

- 2161 responses (approx. 28% of workforce)
- Three main themes identified - Improve resources to help staff undertake jobs, Improve processes for sharing Information and Take action to make staff feel more valued and improve their working lives.
- Five underpinned actions for each theme were developed.
- Local plans (39 No.) have also been developed.
- Communication plan being developed to detail progress on both local and national actions.

10.2 Feedback from the staff survey included the general perception that the recruitment and selection process was unfair and not transparent and as a result a Recruitment and Selection Project dossier had been developed. FM outlined the timescale and focus of the project and amount of work undertaken to date.

10.3 In relation to the bullying/harassment focus raised through the staff survey, FM outlined the information gathered from the staff survey and various local engagements. This information was now being considered to identify key areas of improvement, areas where awareness and training/support need to be provided. Proposed options such as in-house ambassadors, manager's workshops, guidance for staff and employee's network were being considered. Further focus groups were planned over the coming months.

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

*(AP left and JS joined the meeting at 1540 hrs)*

**11 RECRUITMENT AND SELECTION PROJECT DOSSIER**

11.1 KLe presented a report to the Committee providing an update on progress made within the Recruitment and Selection project. The project dossier provides a full overview of the project and wider considerations including milestones, objectives, interdependencies, risks, etc. Taking cognisance of the staff survey, improvements have been identified in relation to communication and engagement.

11.2 The Committee commented on the robust processes in place and staff perception as captured through the Staff Survey. It was noted that, whenever possible, improvements should be communicated to staff to raise awareness and provide assurance that their views have been heard.

11.3 FM advised that HR currently undertake quality assurance on recruitment and selection processes, however, going forward this would become more structured.

11.4 It stated that any quick wins would be identified and progressed timeously and for longer term issues, incremental updates would be given to provide assurance that actions were being progressed.

11.5 Local focus group would be help identify issues and to breakdown perceptions of unfairness within recruitment and selection processes.

11.6 The Committee acknowledged the changes in the recruitment and selection process over the last 3 years and noted that parts of the project were already under review to ensure continuous quality improvement.

11.7 **The Committee noted the report.**

*(KD left the meeting at 1550 hrs)*

**12 BULLYING, HARASSMENT AND DISCRIMINATION PROJECT**

12.1 Discussed under agenda item 10.

**13 WORKFORCE AND STRATEGIC RESOURCING PLAN**

13.1 JS provided an overview of progress in achieving the aims of the Workforce and Strategic Resourcing Plan 2018-21. The following key points were highlighted:

- Challenges associated with collating people information contained over multi non-integrated platform.
- Dedicated resources and engagement with key stakeholder resulted in developing reliable structure/retirement profiles.
- Enhancement to wholetime firefighter campaigns resulted in increased applications from females.
- Engagement has improved accuracy of recruitment/promotion scheduling and resourcing.
- Project to review and implement range of improvements to recruitment and selection across all staff groups.
- Strategic Workforce Planning Partnership being developed with Category One and Two responders.
- Future impact of various Service Transformation projects.
- Factors influencing the retirement/leavers profile of uniformed personnel.
- Project dossier/business case being developed to detail requirements and resources essential to initiate a refresh of people and training systems.

13.2 **The Committee noted the update.**

**14 BALANCING THE WORKFORCE PROFILE ACTION PLAN**

14.1 KLe presented a report to the Committee providing an update on the progress against the Balancing the Workforce Profile Action Plan over the previous 18 months and the following were highlighted:

- Career Ready Scheme pilot
- Approval of Firefighter Modern Apprenticeship Framework
- Carer Positive Accreditation
- Positive Actions activities.

14.2 The Committee commented on the misunderstanding arising from the recent Positive Action campaign. KLe acknowledged this misunderstanding and noted that a Positive Action Strategy was being developed along with an action plan to provide the key messages and address any misconceptions. Clear and consistent communications would also be developed.

14.3 **The Committee noted and welcomed the report.**

*(KLe left the meeting at 1600 hrs)*

**15 UNIFORMED TERMS AND CONDITIONS DETACHED DUTIES POLICY PHASE TWO UPDATE**

15.1 JS presented a report the Committee providing an update and revised timeline for the implementation of Phase 2 of the harmonised Detached Duty Policy. The reasons for the revised timelines were highlighted and it was anticipated that user acceptance testing would commence shortly. Resources continue to be allocated to this project with enhanced Operational Impact Assessments being carried out, General Information Note (GIN) developed and issued for formal consultation, awareness of the potential impact of Brexit and potential challenges of implementing this policy at the same time as the new leave year starts.



15.2 The Committee sought assurance that the project could be delivered within the revised timescale. JS stated that the product had been delivered and that user acceptance testing would now commence. This testing would involve ICT, Central Staffing, end users and FBU and noted that there are only minor changes to the end user interface.

15.3 JS noted that the GIN was currently out for consultation and would be issued for a period of familiarisation prior to going live.

15.2 **The Committee noted the report.**

*(JS left and JMcN joined the meeting at 1605 hrs)*

## **16 UPDATE: WORKING TOGETHER FRAMEWORK**

16.1 *Update from Employee Partnership Forum (EPF)*

16.1.1 FM advised the EPF held a meeting on 22 August 2019 and highlighted the following key points:

- Provision of Development Centre for Supervisory/Middle Managers
- Balancing the Workforce Profile Action Plan
- Update on Positive Action activities
- Trade Union Facilities Report
- Training and Employee Development (TED) Review update
- Staff Survey update with agreement that this would become a standing agenda item.
- HR Team and Equalities Rep. Quarterly meetings update to become a standing agenda item.

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

## **17 SERVICE IMPROVEMENT / HEALTH AND SAFETY CHAMPIONS UPDATE**

17.1 JMcN assured the Committee of the renewed focus on service improvement plans and health and safety throughout the Service. He outlined the measures in place within the LSO City of Edinburgh area to continue to progress improvement plans.

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

*(SP and JMcN left the meeting at 1615 hrs)*

## **18 VEHICLE ACCIDENTS**

18.1 KL presented an update report to the Committee relating to ongoing work in relation to the management of vehicle accidents across the Service. The following were highlighted:

- Figures provided for previous 3 years.
- Low percentage (1.6%) of all operational incidents result in vehicle accidents.
- Numerous initiatives introduced resulting in a 30% reduction in vehicles accidents.

18.2 The Committee welcomed the good progress being made in reducing the number of incidents and noted that this should remain a focus of the Service.

18.3 KL confirmed that benchmarking with other UK Fire and Rescue Services was carried out and indicated an improved performance within health and safety.

18.4 **The Committee noted the report and supported the ongoing work.**

## 19 STRATEGIC RISK REGISTER

- 19.1 The Committee noted that risk CR6.2 (failure to develop and maintain positive transparent working cultures), staff survey and process and procedures to support this had been discussed during the course of the meeting.
- 19.2 LB indicated that the risks for the TED Review and Health & Safety Legislation could be reviewed due to the progress made.
- 19.3 The Committee proposed that spotlight reports would still be brought to forward, if deemed appropriate, however risk would be linked and discussed throughout the meeting.
- 19.4 **The Committee noted the report.**

## 20 RESTRUCTURE OF PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE

- 20.1 LB informed the Committee of the changes within the Directorate noting that a review of governance arrangements and restructuring top level management would be undertaken. The changes were:
- Paul Stewart's temporary promotion to Assistant Chief Officer for Training.
  - Health and Wellbeing and Leadership Development functions remains under People and Organisational Development Directorate.
  - However, the Safety element of the function previously mentioned has moved under Response and Resilience Directorate from People and Organisational Development.
  - Equalities and Diversity function have moved under People and Organisational Development from Strategic Planning, Performance and Communications.
- 20.2 The Committee noted the changes and requested an organisational chart for the revised Directorates be circulated to provide assurance on governance, cognisance of key critical dependencies.

**ACTION: LB**

- 20.3 **The Committee noted the verbal report.**

## 21 FORWARD PLANNING

- 21.1 *Committee Forward Plan Review*
- 21.1.2 PS and LB to review the Forward Plan to identify key themes and whether reports could be submitted for noting or required to be presented to the Committee.
- 21.1.3 The following items were identified for the December 2019 meeting:
- TED Review Summary Report and Deliverables – P Stewart
  - Organisation Chart – L Barnes
- 21.2 *Items for Consideration at Future IGC, Board and Strategy Meetings*
- TED (Training) Directorate Governance/Cross Committee Scrutiny
  - ICT (common theme)

## 22 DATE OF NEXT MEETING

- 22.1 The next meeting is scheduled to take place on Thursday 5 December 2019 at 1300 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 22.2 There being no further matters to discuss, the public meeting closed at 1630 hrs.



**PRIVATE SESSION**

**23 MINUTES OF PREVIOUS PRIVATE MEETING: 6 JUNE 2019**

23.1 The minutes of the private meeting held on 6 June 2019 were approved as a true record of the meeting.

**24 PRIVATE ACTION LOG**

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

**25 RANSC UPDATE**

25.1 The draft minutes of the RANSc meeting on 6 June 2019 had been circulated to the Committee. The Committee noted the verbal update from the meeting of RANSc was held earlier today (5 September 2019).

**26 KEY CASE UPDATE – Q1**

26.1 FM presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 1 2019/20.