



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 5 DECEMBER 2019 @ 1300 HOURS

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

PRESENT:

Primrose Stark (Chair) (PS)
Bill McQueen (BMcQ)

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
Geri Thomson (GT)	Deputy Head of Human Resource and Organisational Development
Ceri Dodd (CD)	Deputy Head of Human Resource and Organisational Development (Item 13 only)
Dorileen Forbes (DF)	Safety and Wellbeing Business Manager
John Miller (JM)	Deputy Assistant Chief Officer, West Service Delivery Area
Jason Sharp (JS)	Area Commander, Human Resource and Organisational Development
Kirsty Darwent (KD)	Chair of SFRS Board
Vlad Valiente (VV)	Legal Services Manager
Karen Osborne (KO)	Senior Solicitor
Alasdair Cameron (AC)	Group Commander, Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	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 Anne Buchanan (AB), Board Member
Sid Patten (SP), 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 number of individuals involved and confidentiality in line with Standing Orders (Item 9F).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: 5 SEPTEMBER 2019

5.1 The minutes were approved as an accurate record.

5.2 **The minutes of the meeting held on 5 September 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.

7 POD PROGRESS & PERFORMANCE REPORT - QUARTER 2 2019/20

7.1 FM presented the Committee with the POD Progress and Performance Report Quarter 2, highlighting the following key areas:

- Key updates were contained within introduction section.
- Report was still being adapted and further changes were required due to In Phase implications/structure.
- Taken account of Committee's feedback and included information on learning and development.
- Positive action/balancing the workforce data would be included within next report.
- Information included on mental health referrals and further analysis would be included in the Quarter 4 report.

7.2 The Committee commented on the inconsistency between the narrative and direction of risk movement arrow throughout the report and were advised that this would be reviewed for future reports.

ACTION: FM

(J Miller joined the meeting at 1310 hrs)

7.3 The Committee asked whether the situation relating to the perception of the unfairness within the recruitment and selection process raised in the 2018 Staff Survey had improved. FM indicated that campaigns had been undertaken since the Staff Survey and were subject to constant monitoring and review. Engagement with stakeholders was ongoing and noted that the perception still remains within certain forums. She assured the Committee that the Service was legally compliant, however, acknowledged that there is always the opportunity to review and improve the process with the potential to reduce any perception of unfairness being recorded in future the next staff surveys. LB stated the Committee that the recruitment and selection processes could be fully scrutinised to ensure that they are being applied consistently.

7.4 FM to check and confirm the actual figure or percentage of staff on Modified Duties.

ACTION: FM

NOT PROTECTIVELY MARKED

7.5 LB provided clarification on the Leadership and Development Commodity Strategy noting that this referred to the product provided and stated that this procurement terminology would be translated in future reports.

ACTION: FM

7.6 The Committee commented on the number of Amber issues which were out with the direct control of POD, i.e. Health and Safety Improvement Plans, contaminants, driver safety. LB stated that some areas would now fall within the direct scrutiny of Response and Resilience while other issues remained under the scrutiny and monitoring of POD through groups such as Management of Contaminants Group.

7.7 KL stated that following increased scrutiny from the Strategic Leadership Team, the situation in relation to Health and Safety Improvement Plans had improved and gained good momentum.

7.8 The Committee asked for an update on the operational core competence in relation to Volunteer Duty System (VDS) staff. PSt noted the issues with VDS staff accessing training and stated that this was covered in the TED review recommendations. He noted that during this quarter, incident command competencies had been the focus for VDS staff which had directly impacted on their core competencies.

7.9 Clarification was provided on the Number of Accident/Injury Events that resulted in Working Days Lost noting that the current quarter and year to date figures were presented separately. KL stated that the most common causes for RIDDOR events were musculoskeletal (MSC) injuries and therefore the MSC Reduction Group would be reconvened.

7.10 The Committee commented on the significant increase in discipline cases within this current quarter and asked whether any learning could be taken from this. FM confirmed that the situation was being monitored and an indepth review of the current cases would be undertaken to identify background information/patterns. She informed the Committee that a Management Development Discipline workshop event was being developed and would be delivered early 2020. LB advised that the introduction of PVG checks may impact on the number of discipline cases going forward.

7.11 **The Committee noted the report.**

8 PROGRESS UPDATE: OPERATIONAL TRAINING REVIEW PROJECT

8.1 PSt presented a report to the Committee providing an update on the action taken to progress the recommendations contained within the Operational Training Review report and highlighted the following key areas:

- Executive Board to be created to plan and monitor progress against a programme of work in relation to implementing the Report recommendations.
- Review has highlighted areas of positive benchmarking against other UK Fire and Rescue Services and would allow the Service to continue to develop and continuously improve.
- The HMFSI and FBU have been invited to attend the Executive Board meetings as observers.
- Governance route for progress reports would be through the Staff Governance Committee, however, any major projects would fall under the governance of the Transformation and Major Projects Committee.
- Engagement with Service Delivery and other key stakeholders to ensure that there was capacity to support delivery of the recommendations.
- Implementation Plan still to be finalised and Project Manager still to be appointed.

8.2 PSt informed the Committee that HMFSI was awaiting completion of the TED report prior to publishing their report which focused on RDS training. PSt was confident that any areas identified within the HMFSI report would be captured within the TED review.

- 8.3 PSt stated that some of the recommendations could be directly delivered from within the Directorate, whereas others were cross Directorate and would require additional resources and/or approval. Further stakeholder engagement would be required for any major projects.
- 8.4 The Committee commented on the identification of training needs, new delivery methods and the current gaps in training and asked when data would be available to quantify the number of hours/training courses. PSt informed the Committee that up to date training needs analysis data was currently being gathered. The process being undertaken to refine actual training needs for all staff groups would be informed by taking account of local risk profiling. The identifiable difference between acquisition training and the maintenance/practical training would help to reduce training hours and identify the actual hours required within local areas. The importance of accurately recording all training activities and the limitations of the current ICT platform were noted. PSt stated that accurately collated data would be available in 2021/22.
- 8.5 PSt commented on competence verses currency, knowledge, skills and experience, prior accredited learning and recording of operational and training activities.
- 8.6 The Executive Board would be meeting in January 2020 and thereafter reporting to the Strategic Leadership Team and Staff Governance Committee, respectively.
- 8.7 Regular update reports would be submitted to the Committee (March and June 2020). Action recorded in Section 17.3.
- 8.8 **The Committee noted and welcomed the report.**

9 WORKFORCE PLANNING

9.1 POD Restructure – Organisational Chart for POD/Other Directorates

- 9.1.1 LB presented the restructured organisational chart for the POD function noting that following the scheduled recruitment (early 2020) and the review of role/job titles the organisational chart would be further updated and submitted to the next meeting in March 2020. Action recorded in Section 17.3.
- 9.1.2 **The Committee noted the report.**

9.2 Recruitment and Selection Project Update

- 9.2.1 GT presented a report updating the Committee on the progress being made within the Recruitment and Selection (R&S) project. The following key areas were highlighted:
- Carrying out debriefs and engaging with stakeholders as part of the review of recruitment processes.
 - Commencing benchmarking of R&S, engagement and communication processes with other agencies.
 - Plans to produce a long term resourcing plan to better inform and prepare staff of future promotion campaigns.
 - Promotion of R&S processes on iHub and positive action strategy updates on the website.
- 9.2.2 The Committee were informed that DACO Perry was scheduled to meet with the Communications team to seek assistance to highlight and promote the positive “you said we did” outcomes relating to the R&S issues and other elements raised in the staff survey.
- 9.2.3 **The Committee noted the report.**

9.3 Support Staff Job Description

9.3.1 GR presented the Committee with a report providing an update on the status of support staff job descriptions and the assessment of the task to review/produce job descriptions for all Support Staff roles. It was noted that the initial focus would be on Category 3 posts, followed by Category 2. Business as Usual (BaU) reviews would continue to ensure that the job descriptions were fit for purpose.

9.3.2 The Committee were informed that despite the job evaluation process being complete, there remained a small number of roles with either legacy or no job descriptions. Assurance was given that all roles were within the appropriate job family. All Category 3 job descriptions would be completed by March 2020 and an agreed plan would be put in place for completion of all other job descriptions.

9.3.3 **The Committee noted the update.**

10 WORKFORCE CULTURE

10.1 Positive Action Strategy/Action Plan/Balance the Workforce Profile Action Plan

10.1.1 FM provided a verbal update to the Committee on the Position Action Strategy and highlighted the following key areas:

- Previous campaigns focused primarily on gender and wholtime recruitment. Positive Action Strategy to have broader and co-ordinated approach to encourage people from all backgrounds to consider a career within the Service.
- Four key objectives have been identified: Identifying and removing barriers for attraction; enhancing SFRS brand as employer of choice; facilitating meaningful career and personal development and provision of robust workforce monitoring data.
- Action Plan developed to support the Strategy with a programme of initiatives.
- Communications Strategy to be developed.
- Positive action events planned for 2020 which would not be specifically aligned to recruitment campaigns.
- Potential benchmarking with Police Scotland and other UK FRS's was being explored.
- Internal working groups to be stood up. Engagement ongoing with FBU to support the Strategy.
- More efficient methods of recording sensitive data to help monitor the benefits of the Strategy.

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

11 PAY, REWARD AND BENEFITS

11.1 Standardisation of Uniformed Terms and Conditions – Outcome of Formal Reviews

11.1.1 JS presented a report to the Committee outlining the outcomes of the agreed reviews of the standardised provisions of the Collective Agreement on Uniformed Terms and Conditions and highlighted the following key areas:

- Review of the Interim Transfer Policy and Time Off in Lieu Policy were approved by the Staff Governance Board on 30 October 2019.
- Detached Duties (Phase 1) - Small number of issues with kit movements raised, minimal claims for vehicle insurance excess and financial savings.
- Detached Duties (Phase 2) – Implemented changes to Kronos (automated process), go live date January 2020.

11.1.2 The Committee noted the issues with kit movement (contaminants), ineffectiveness of applying the policy and duration of travel concerns raised by the FBU at the recent Partnership Advisory Group meeting and the measures in place to mitigate these. LB noted the good work undertaken by the Management of Contaminants Working Group in relation to kit movements.

- 11.1.3 The Committee asked for and were provided with clarification on the financial savings to the Service for personnel opting to accrue TOIL rather than being paid overtime.
- 11.1.4 The Committee noted that information had been shared with the FBU to demonstrate how the policy had been implemented.
- 11.1.5 The Committee requested an update on Kronos and the issues raised in relation to the Detached Duties policy.

ACTION: LB

- 11.1.6 **The Committee noted and welcomed the report.**

(J Sharp left the meeting at 1430 hrs)

12 HEALTH AND WELLBEING

12.1 Management of Contaminants Update

- 12.1.1 LB advised the Committee that a review of Management of Contaminants action logs had been undertaken to identify and remove duplication. DACO Jim McNeil has taken on the role of Service Champion and would be progressing this area.

12.1.2 The Committee noted the verbal update.

12.2 Mental Health Strategy

- 12.2.1 JM provided a verbal update on the Mental Health Strategy, which was currently out for peer review and highlighted the following key areas:

- Mental Health Board, chair by LB, to develop work plan.
- Preparatory Working Group convened with individuals that have a vested interest in this area and FBU representatives.
- Review of current policies and procedures to ensure collective approach to mental health.
- Need to mainstream mental health across the Service.
- Acknowledgement of challenges faced by staff at operational incidents, Operational Control, pressures arising from work and external/personal stress related issues.
- Need for cultural change within the Service to acknowledge and support all staff, recognised as the SFRS's greatest asset.

- 12.2.2 LB noted that the post incident trauma provision was well established but stated that this strategy links with general mental wellbeing for all personnel whether they are affected by work or non-work based factors. LB commented on the positive increase in self referrals for mental health related issues and the willingness for individuals to seek support.

- 12.2.3 The Committee recognised the need for a cultural change within the Service and noted that consideration should be given to individual's personal circumstances which may be impacting on their capacity to deal with work related issues/demands.

- 12.2.4 It was noted that the Mental Health Group's role would be to identify preventative measures, raise awareness of signs/symptoms, champion's roles for individual areas and embed mental health aspects and training into all areas of the Service from entry to exit point.

- 12.2.5 It was agreed that an update would be provided to the Committee in June 2020. Action recorded in Section 17.3.

12.2.6 The Committee welcomed and thanked JM for his candid verbal update.

12.3 Post Incident Support Policy and Procedure

12.3.1 DF presented a report to the Committee providing an overview of the new Post Incident Support arrangements and associated policy and to note the appointment of The Rivers Centre for Traumatic Stress (Rivers Centre) as the Service's external provider of post incident support services. DF highlighted that the key principles of the policy were normalising, educating, watchfully waiting and screening/treating.

12.3.2 The Committee welcomed the introduction of the new policy, the acknowledgement of normalisation and appointment of The Rivers Centre.

12.3.3 The Committee noted the report.

(C Dodd joined the meeting at 1440 hrs)

12.4 Immunisation of SFRS Staff

12.4.1 DF presented a report to the Committee providing information and costs associated with the various methods of vaccine delivery in relation to staff immunisations and noted the decision of the SLT to offer combined Hep A and B vaccine immunisations on a voluntary basis to all Response Based Crewing, Retained and Volunteer Duty System staff. DF advised the Committee that the renewed guidance from the National Fire Chief's Council (NFCC), the changing operational activities and increased frequency of exposure were considered as well as benchmarking against partner agencies. A project plan was being developed to deliver this programme of work.

12.4.2 The Committee were advised that the timing of immunisation was deemed appropriate and not dependent on or influenced by current negotiations.

12.4.3 The Committee noted the report.

13 LEADERSHIP AND DEVELOPMENT

13.1 Talent Management and Development Overview

13.1.1 CD provided the Committee with an overview on talent management and development arrangements within the Service and highlighted the following key areas:

- Joint work in line with Scottish Emergency Services Chief Officers Reform Collaboration Group (SES RCG). Working with SMARTEU and workshops held with Scottish Ambulance Service and Police Scotland to understand areas of collaboration and shared development of non-operational areas of command and leadership. Considering review of behaviour framework and would take cognisance of the SES RCG before progressing.
- Development Centres - Four colleagues supported through executive development in advance of promoted posts, 14 middle managers currently being supported on the strategic development programme. Next steps to roll out development centres model for middle/supervisory level.
- Development programmes and pathways – First Executive Leadership Development programme completed and evaluation provided. Programme was well received and lessons learnt.
- Timescale for the Strategic Development Programme to be extended to allow the 14 delegates space to achieve positive outcomes.
- Middle managers programme launched this year with 93 middle managers attending a selection of modules which form part of the development programme.
- Continuation of Supervisory programme has realised 157 delegates this year.
- Vocational and Apprenticeship Programmes – Firefighter modern apprenticeship was launched in May 2019, noting the levy received to date and the requirement to improve administrative support. External verification carried out on vocational qualifications within the Service returned an exemplary result.
- Senior Management Team approved the development of a Leadership for Change Programme.
- Future updates would be provided within the POD Progress Report.

13.1.2 The Committee were advised that the Service links with partners, i.e. Police Scotland, NHS, Scottish Government and through the NFCC working groups to understand their work in talent management/leadership programmes.

13.1.3 On behalf of the Committee and Board, the Chair congratulated CD on the excellent Leadership Development Event on 25 November 2019.

13.1.4 CD advised the Committee that secondment opportunities into and out of the Service were being explored.

13.1.5 **The Committee noted the report.**

13.2 **Coaching Proposals for Strategic Leadership Team (SLT)**

13.2.1 CD provided a verbal update on the coaching proposals for SLT and highlighted the following key areas:

- Internal mentoring workshops held for SLT members.
- Coaching opportunities established with Scottish Government for SLT to support leadership development, broaden political landscape, etc.
- SLT leadership development programme being developed with initial workshop scheduled for February 2020.
- Coach currently in place to support the Chief Officer.
- Wider plans to consider executive coaching with the Commodity Strategy (under development).

13.2.2 The Committee acknowledged the support in place for the current SLT which supported the cultural and leadership transformation within the Service.

13.2.3 The Committee commented that they would welcome support and involvement for Board Members. LB noted that this had been discussed and this would be explored further going forward. It was suggested that there would be an opportunity at Board/SLT Away Days (February 2020) for initial discussions.

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

(C Dodd left the meeting at 1515 hrs)

14 **HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2018/19**

14.1 KL presented the Committee with an overview of the Health, Safety and Wellbeing (HSW) Annual Report 2018-19 and highlighted the following key areas:

- Reduction in accident/injuries over the reporting year. Main cause being manual handling/body movement therefore the Musculoskeletal (MSC) Risk Reduction Group would be stood up.
- Benchmarking against 33 UK Fire and Rescue Services revealed SFRS performance in relation to accident/injuries and non RIDDOR injury incidents (1st) and RIDDOR reportable events (5th).
- During 2018/19, 2 events were reported to the Health and Safety Executive.
- Injuries sustained during operational incidents were more prevalent in the East Service Delivery Area. Increased focus on cultural changes around safety within the East have already shown the situation improving.
- Increase in vehicle accidents with the majority being attributed to slow speed manoeuvres. It was noted that only 0.1% of operational vehicle movements resulted in accidents.
- In relation to Occupational Health, medical fitness was being maintained and medical/mental health referrals had increased.

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- In relation to stress referrals further work was to be undertaken to support Operational Control staff.
- Fitness levels for Firefighter to Watch Commander and Senior Officers.
- Appointment attendance levels had increased from the previous year however, cancellation/non-attendance levels were still high. An MMS text reminder system to be introduced to help reduce non-attendance.
- Improvement plans continue to focus on maintaining improvement and changing culture/behaviours.

14.2 The Committee noted and welcomed the improvements made across all Service Delivery Areas since the reporting period within this report.

14.3 **The Committee noted the report.**

15 UPDATE: WORKING TOGETHER FRAMEWORK

15.1 Update from Employee Partnership Forum (EPF)

15.1.1 FM advised the EPF held a meeting on 21 November 2019 and highlighted the following key points:

- Update on Q1 and Q2 progress against the Staff Survey Action Plan. Progress against 39 Local Action Plans was available on the iHub. Details for key successes to be included going forward and communicated to staff.
- HROD Policies – Positive Action, Bullying and Harassment, Recruitment and Selection projects. In relation to Positive Action, further meetings have been arranged with the FBU to discuss specific issues.
- Other issues discussed were Support Staff Job Descriptions, Policy Review Schedule, TED Review and HSW Annual Report.
- It was agreed that Board Member Anne Buchanan would take on the role as Chair at the March 2020 meeting and Primrose Stark would attend the meetings going forward.

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

15.2 Update from Partnership Advisory Group (PAG)

15.2.1 KD advised the PAG held a meeting on 4 December 2019 and noted that no new issues were tabled.

16 STRATEGIC RISK REGISTER

16.1 LB presented the risk register, which had been refined and aligned to the strategic priorities. She advised that a new risk (HR People and Training Systems) would also be added to the register.

16.2 It was noted that the risks should be reflected/discussed within the agenda items rather than separate risk spotlighting.

16.3 **The Committee noted the report.**

17 FORWARD PLANNING

17.1 POD Policy Review Schedule Update

17.1.1 MC presented the report to the Committee outlining the revised and updated POD Policy Review Schedule which detailed the ongoing work in relation to POD policies and procedures.

17.1.2 It was noted that the review period for policies and procedures would be 5 years unless it was deemed necessary to review earlier.

17.1.3 **The Committee noted the report.**

17.2 Health and Safety Policy and Management Arrangements Forward Planning Schedule

17.2.1 KL presented the report to the Committee detailing ongoing work in relation to the development and review of the SFRS Health, Safety and Wellbeing Policy and associated management arrangements.

17.2.2 **The Committee noted the report.**

17.3 Committee Forward Plan Review

17.3.1 The following items were identified for the March 2020 meeting:

- Update on Operational Training Review (P Stewart)
- Organisational Chart (L Barnes)
- Uniformed Terms and Conditions (L Barnes)
- Mental Health Strategy Update (J Miller)
- Whistleblowing Policy Update (L Barnes)

17.3.2 The following items were identified for the June 2020 meeting:

- Update on Operational Training Review (P Stewart)
- Mental Health Analysis Report (G Thomson/J Miller)

17.3.3 The following items were identified for the September 2020 meeting:

- Review of Detached Duties (L Barnes)

17.4 Items for Consideration at Future IGC, Board and Strategy Meetings

17.4.1 The following was noted for the IGC:

- Update on TED Review (Full report) (P Stark)

18 REVIEW OF ACTIONS

18.1 AC confirmed the actions arising during the meeting.

19 DATE OF NEXT MEETING

19.1 The next meeting is scheduled to take place on Thursday 5 March 2020 at 1300 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.

19.2 There being no further matters to discuss, the public meeting closed at 1340 hrs.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING: 5 SEPTEMBER 2019

20.1 The minutes of the private meeting held on 5 September 2019 were approved as a true record of the meeting.

21 PRIVATE ACTION LOG

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

22 RANSC UPDATE

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

23 KEY CASE UPDATE – Q2

23.1 FM presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 2 2019/20.