



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 7 MARCH 2019 @ 1300 HOURS

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

PRESENT:

Primrose Stark (Chair) (PS)
Malcolm Payton (MP)

Anne Buchanan (AB)
Bill McQueen (BMcQ)

IN ATTENDANCE:

Liz Barnes (LB)	Director of People and Organisational Development
Martin Blunden (MB)	Chief Officer
Fiona Munro (FM)	Head of HROD
Geri Thomson (GT)	Acting Deputy Head of HROD
Gillian Clark (GC)	HR Manager
Sarah Larios (SL)	HR Manager
Peter Heath (PH)	Deputy Assistant Chief Officer, West Service Delivery Area
Andy Watt (AW)	Area Manager, Training & Employee Development
Jason Sharp (JS)	Area Manager, HROS
Alan Duncan (AD)	Accounting Manager
Alasdair Cameron (AC)	Group Manager, Board Support Team
Debbie Haddow (DH)	Board Support /Minutes

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present, in particular CO Blunden who is attending his first meeting.

2 APOLOGIES

- 2.1 Sid Patten (SP), Board Member
Karen Lockhart (KL), Head of Health, Safety and Wellbeing
Paul Stewart (PSt), Head of Training and Employee Development

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.

- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

- 4.1 None.

5 MINUTES OF PREVIOUS MEETING: 6 DECEMBER 2018

5.1 The following amendments were noted:

Item 15.6 – Balancing the Workforce Profile Action Plan Update – GT requested that the text “..ad hoc recruitment for RDS staff.” be amended to “...recruitment for RDS staff..”.

Subject to the above amendment being made, the minutes of the meeting held on 6 December 2018 were approved as a true record of the meeting.

5.2 Matters Arising

5.2.1 There were no matters arising.

(AW arrived at 1315 hrs)

6 ACTION LOG

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

Item 8.8.2 Respiratory Protection Equipment (08/12/2018) – It was confirmed that an update is being brought back to the Committee in due course.

7 POD PROGRESS & PERFORMANCE QUARTER 3 2018/19

7.1 AW presented the Committee with the POD Progress and Performance Quarter 3 and the following areas were highlighted:

- Workforce and Strategic Resourcing Plan
- Staff survey outcomes and next steps
- Balancing of the Workforce Profile Plan (Career Ready Scheme)
- Rewards and Benefits
- Terms and Conditions Negotiations
- Staff pay awards

7.2 LB noted that a National Action Plan resulting from the recent staff survey was agreed by the Senior Management Team. DACO Alasdair Perry has been appointed as the Lead Officer and would develop local plans in conjunction with local representatives. National Action Plan to be circulated to the Committee.

ACTION: LB

7.3 LB stated that a fortnightly staff survey “You said We Did” communication was being developed and other communication options were being explored. Regular updates would be taken to the Senior Management Team, Strategic Leadership Team, SFRS Board and Employee Partnership Forum.

7.4 The limited external interest in the outcomes of the staff survey was noted.

7.5 The Committee noted that a key theme emerging from the report was issues with ICT and asked for some indication of the impact of these issues. AW stated that there were issues with network coverage, resources on stations and the migration to 365. Some workaround solutions have been put in place. The Digital Steering Group were looking at these issues. MB stated that the Strategic Leadership Team had discussed and requested a review of the current and future (12 months) requirements of the systems in order to address any future issues.

7.6 The TED Review is scheduled to be submitted to the Strategic Leadership Team in April 2019.

7.7 The Committee commented on the data contained within the Key Metrix, in particular the percentage totals. It was noted that a review of the report was being undertaken and the report would be amended for the next meeting.

NOT PROTECTIVELY MARKED

7.8 MB noted that the review of the RRU's would be completed by September 2019 and the outcomes would be taken to the SFRS Board thereafter.

7.9 The Committee recognised efforts in reducing staff absences/managing attendance and noted the important of being mindful of absences in Control/Support. An update on the situation with Control was requested. Benchmarking against other public bodies was suggested.

ACTION: GC

7.10 The Committee commented on the increase in violence against personnel and vehicle accidents. Discussions had taken place at the National Health and Safety Board and the Driving Safety Group were previously tasked to focus on vehicular accidents which resulted in a decrease. However, due to the recent increase this would be revisited. LB noted that there were an additional 71 drivers within the Service. This was due to the revised training programme and rebalancing the workforce. An update would be brought back to the Committee.

ACTION: LB/KL

7.11 The Committee commented on the Operational Core Competencies data and asked for an update to be provided in the next report to the Committee. The update should outline the statutory/legal compliance for competence, what the Service is doing to achieve this and appropriate benchmarking.

ACTION: LB/PS

7.12 **The Committee noted the report.**

8 UPDATE: WORKING TOGETHER FRAMEWORK

8.1 *Update from Employee Partnership Forum (EPF)*

8.1.1 FM advised the Employee Partnership Forum held a meeting on 21 February 2019 and highlighted the following key points:

- Terms of Reference reviewed.
- Streamlining of issues (clear escalation route) being brought to the EPF.
- Align scheduling of meetings with the Partnership Advisory Group.
- Update on Staff Survey and National Action Plan development.
- Feedback on Red Phase Dual Contract requested.
- Policy Forward Plan to be submitted to all future meetings.
- Future Chair, Employer's side, would be a Board Member and not the Chair of Staff Governance Committee.
- Deputy Chair to be appointed.
- Agreed that the EPF would not be the appropriate forum for scrutiny of the performance data. Scrutiny of performance data was the remit of the Staff Governance Committee.

8.1.2 The Committee noted the update report.

9 RDS RECRUITMENT (TARGETED APPROACHED RECRUITMENT)

9.1 JS referred the Committee to the report providing an update on HR/OD plan to progress RDS/VDS staffing element of the recently published Workforce and Strategic Resourcing Plan. He noted the current review took cognisance of the transformation programme, close working relationship with the Programme Office Board, RDS Steering Group's action plan, and progression into business as usual streams by the strategic and tactical working groups which would have their own terms of reference.

9.2 Clarification was provided to clarify that there are 2 work streams (process review and overall RDS/VDS) arising from the original review.

9.3 JS confirmed that one of the actions was to capture feedback from all staff groups when they enter and exit the Service.

9.4 To improve and streamline the process for RDS personnel joining the Service, the engagement has been pushed back to local managers to try to improve the process and avoid administrative challenges. It was noted that a review of the effectiveness of RDS recruitment with a view to renewing/refreshing the process was progressing.

9.5 The Committee suggested that a recognition event dedicated for RDS personnel should be considered.

9.6 Brief discussion took place on the Grey Book (contracted hours) regulations attributed to RDS personnel.

9.6 **The Committee noted the report.**

10 CONTRACTS AND SCHEDULES OF EMPLOYMENT – REDUNDANCY MODIFICATIONS ORDER (RMO) - UPDATE

10.1 SL updated the Committee (SGC) regarding the Strategic Leadership Team's (SLT) recent decision in relation to the Redundancy Payments (Modification) Order 1999 (RMO) and the agreement to continue the indemnity on an ongoing basis. She noted that there has been no change to the current position.

10.2 **The Committee noted the report.**

11 FURTHER AND HIGHER EDUCATION (QUALIFICATION) POLICY

11.1 AW presented a report to the Committee providing an update on development and implementation of the Scottish Fire and Rescue Service (SFRS) Further/Higher Education (Qualification) Policy. The policy underpins the Leadership and Development Framework.

11.2 The Committee commented on the Executive Leadership Level qualification being categorised as CMI Level 8 Diploma which could be misleading. Following discussions, LB agreed that the wording would be reviewed and adjusted as necessary.

ACTION: LB

11.3 Clarification was provided on the Service's recognition of other prior (external) learning and the appeals process.

11.4 **The Committee noted the report.**

12 FIREFIGHTERS' 2015 PENSION SCHEME – ACTUARIAL VALUATION 2016

12.1 AD presented a report to the Committee of the 2016 actuarial valuation of the Firefighter's Pension Schemes (Scotland) provided by the Government Actuary's Department (GAD) and to provide an update on the subsequent work undertaken by the Firefighters Pension Scheme Advisory Board (SAB) in relation to the results. He reminded the Committee of the McCloud/Sargeant legal challenge and the subsequent indefinite hold on remedial action to address the cost cap breach. It was noted that there would be no detrimental impact on employees, and that the financial impact would be borne by the Pensions Account, which is a separate budget held by Scottish Government

12.2 The FF Pension Scheme (England) Advisory Board's Fire Scheme Valuation, which contains an explanation of Cost Cap, is to be circulated to the Committee.

ACTION: BST

12.3 **The Committee noted the report.**

13 STRATEGIC RISK REGISTER

13.1 The Strategic Risk Register was tabled and a Spotlight Report was presented by FM.

13.2 *Spotlight Report Risk CR6.2 Failure to develop and maintain a positive/transparent working culture and climate that is aligned with SFRS Values.*

13.2.1 FM reminded the Committee that a key priority of the Service is to be an employer of choice noting the importance of a positive working culture to retain and encourage staff to the Service. The following key areas of risk were noted:

- Potential significant impact financially, poor attendance and performance of employees.
- Reputational risk with partners and negative employee relations.

13.2.2 FM noted a key mitigation action included the development and undertaking of the staff survey which had been a positive engagement tool. A National Action Plan 2019/20 has been developed and would be implemented. Directorate workshops have been scheduled in order to engage and discuss the findings of the survey and gather more information for further analysis.

13.2.3 A further key mitigation action was to progress the Balancing the Workforce Plan. An action plan was developed over 18 months ago and has a clear action to develop a more diverse and inclusive culture. A further recruitment and selection action plan has been developed to ensure the process is inclusive and transparent.

13.2.4 The key focus was improving the working environment, addressing culture issues, balancing the workforce profiles and creating a more diverse workforce.

13.2.5 FM indicated that the risk rating was appropriate at this time.

13.2.6 The Committee commented an appropriate level of management participation in recruitment/selection process. FM noted that the process was being reviewed and areas such as the selection processes, makeup of the interview panel, quality assurances, etc. were being looked at.

13.2.7 The Committee noted the good response to the recent staff survey, however, were self-critical for its part in delaying the undertaking of the staff survey, primarily due to the ongoing T&C's negotiations.

13.2.8 The Committee thanked FM for the spotlight risk and noted that the feedback from the survey was already being acted upon. It was noted that a report on the Action Plan would be brought back to the Committee, when appropriate, and should include milestones, dates, etc. as well as any key themes.

13.2.9 **The Committee noted the update.**

14 REVIEW OF TERMS OF REFERENCE

14.1 AC presented a report to the Committee outlining the proposed amendments to the Terms of Reference following the annual review.

14.2 The Committee commented on the appropriateness of attendees only for their specific items, include approx. timings on agendas, streamlining information being presented and the introduction of agenda setting meetings.

14.3 The following revisions were requested:

- Reference to the "Executive" and "SLT" be standardised.
- Reference to dismissal appeals be amended to "Consider appeals as appropriate".

ACTION: BST

14.4 **The Committee noted the report.**

15 SFRS STAFF GOVERNANCE MATTERS

15.1 Policy Forward Planning Schedule

15.1.1 GC presented a report to the Committee providing an update on the ongoing work in relation to HR/OD policies and procedures. She noted that a number of new policies had gone live since the publication of this report and highlighted the policies which would be brought to the Committee for approval in due course.

15.1.2 The Committee discussed the appropriateness of the governance route and the routine annual review of policy governance route. It was agreed that for future meeting, policies would be brought forward for noting only. Using their delegated authority, the Chair could raise the policy on the agenda if deemed appropriate.

15.1.3 **The Committee noted the report.**

16 FORWARD PLANNING

16.1 Committee Forward Plan Review

The Committee agreed Risk 5.3 (Failure to ensure compliance with Health, Safety and Welfare Legislation) would be spotlighted at the next meeting.

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

Recommendation that other Committees adopt the practice of routine items/reviews to be brought forward for noting.

17 ANY OTHER COMPETENT BUSINESS

17.1 There were no other competent business.

18 DATE OF NEXT MEETING

18.1 The next meeting is scheduled to take place on Thursday 6 June 2019 at 1300 hrs in the Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.

18.2 There being no further matters to discuss, the public meeting closed at 1510 hrs.

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETING: 6 DECEMBER 2018

19.1 The minutes of the private meeting held on 6 December 2018 were approved as a true record of the meeting.

20 PRIVATE ACTION LOG

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

21 RANSC UPDATE

21.1 The draft minutes of the RANSc meeting on 12 December 2018 had been circulated to the Committee. The Committee noted the last meeting of RANSc was held earlier today (7 March 2019).

22 KEY CASE UPDATE – Q3

22.1 KL presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 3 2018/19.