

SOUTH WALES FIRE & RESCUE AUTHORITY

COMMITTEE: HR & Equalities

DATE: Monday 11 July 2011 at **1030 hours**

VENUE: South Wales Fire & Rescue Service
Headquarters, **Conference Room**, Forest View
Business Park, Llantrisant CF72 8LX

AGENDA

1. Roll Call and Apologies for Absence.
2. Declaration of Interests.

Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct

3. To receive the minutes of:
 - HR & Equality Meeting held on 11 April 2011 3
4. Human Resources Department Structure & Function 9
5. Training & Development Department Structure & Function 23
6. Forward Work Programme 2011/12 33

Signature of Proper Officer:



MEMBERSHIP

Councillors:

Cllr	S	Bradwick	Labour
Cllr	J	Daniel	Plaid Cymru
Cllr	D T	Davies	Labour
Cllr	D	Hando	Liberal Democrat
Cllr	K	Hyde	Liberal Democrat
Cllr	C	James	Labour
Cllr	S J	Jones	Labour
Cllr	J	Singh	Plaid Cymru
Cllr	R	McKerlich	Conservative
Cllr	W	Tomlinson	Labour
Cllr	G	Price	Independent
Cllr	V	Smith	Conservative
Cllr	G	Stacey	Labour
Cllr	E T	Williams	Conservative
Cllr	RJW	Greenland	Conservative

SOUTH WALES FIRE & RESCUE AUTHORITY
MINUTES OF THE HR & EQUALITIES MEETING
HELD ON MONDAY 11 APRIL 2011 AT
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

64. PRESENT:

Councillor	Left	Authority
R McKerlich (Chairman)		Cardiff
J Daniel		Rhondda Cynon Taff
D T Davies		Caerphilly
C James		Bridgend
S Jones		Rhondda Cynon Taff
G Price		Merthyr Tydfil
V E Smith		Monmouthshire
G Stacey		Rhondda Cynon Taff
E T Williams		Vale of Glamorgan

APOLOGIES:

S Bradwick		Rhondda Cynon Taff
L Ford (Vice-Chairman)		Cardiff
R J W Greenland		Monmouthshire
K Hyde		Cardiff
P Seabourne		Torfaen

ABSENT:

D Hando		Newport
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OFFICERS PRESENT:- ACO P Haynes – Director of People Services, Mr C Powell – Head of Business Support, Group Manager G Davies – Head of Training and Development, Mr A Peploe – HR Manager

65. DECLARATIONS OF INTEREST

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

66. MINUTES OF PREVIOUS MEETING

The minutes of the HR & Equality meeting held on 31 January 2011 were received and accepted as a true record of proceedings, subject to the following amendment:-

Item 59 – Delete ‘gender equality objectives’, and replace with ‘equality objectives’.

67. REPORT ON MEMBER CHARTER AND UPDATE ON PROGRESS

The HR Manager outlined to Members the progress made following the achievement and presentation of first level charter status to South Wales Fire & Rescue Service (SWFRS) November 2010.

RESOLVED THAT

Members unanimously agreed that:-

67.1 Fire & Rescue Service Authority Members continue commitment and support to the implementation of the Charter.

67.2 Fire & Rescue Authority Members commit to accessing support and development opportunities as identified during the support and expectation process.

67.3 Fire & Rescue Authority Members agree to the formalisation of the Institute of Leadership and Management Endorsed Award process.

68. REPORT ON FIRE AND RESCUE SERVICE OF WALES COLLABORATION – ESTABLISHING AN ALL WALES FIRE AND RESCUE SERVICE ORGANISATIONAL DEVELOPMENT STRATEGY

The HR Manager informed Members collaboration has taken place between the three Fire & Rescue Services in Wales to produce an All Wales Organisational Development Strategy.

The recommendation to establish an All Wales Strategy was made at the People and Organisational Development Group (PODG) in March 2010. The group consists of members from each of the Fire & Rescue Services in Wales, Skills for Justice, and the Welsh Assembly Government. The planned introduction of the Strategy is April 2011.

The adoption of the Organisational Development Strategy would ensure at strategic level there is consistency in the approach to People Development and Support across the three Fire & Rescue Services. The Strategy provides a framework for continued collaboration and partnership in the field of Firefighter and Support staff, technical, managerial and people skill development.

RESOLVED THAT

68.1 Members unanimously agreed to support the introduction and implementation of the All Wales Organisation Development Strategy.

68.2 Members agreed for formal commitment to be obtained from Authority Members for the adoption by South Wales Fire & Rescue Service of the All Wales FRS Organisational Development Strategy.

69. REPORT ON DISCIPLINARY DISMISSAL APPEALS

The ACO People Services reminded Members that under the existing Discipline Policy and Procedures of the Service, following dismissal from the Service all employees have the right of appeal to the Disciplinary Appeals Committee of the Fire & Rescue Authority.

The Finance, Audit and Performance Management Committee received an auditor's report which recommended that disciplinary appeals against dismissal should fall within the ambit of the Principal Officers' roles and responsibilities.

Currently when an employee is dismissed from the Service and they subsequently appeal the dismissal to the Disciplinary Appeals Panel that they remain on full pay until the appeal is heard.

RESOLVED THAT

Following lengthy discussion, Members agreed for the report to be referred to the Fire and Rescue Authority for resolution.

70. SUMMARY OF THE OUTCOMES FROM THE REVIEW OF PUBLIC SERVICE PENSIONS

The ACO People Services informed Members that in June 2010 the Government appointed Lord Hutton of Furness to chair the Independent Public Service Pensions Commission to undertake a fundamental structural review of public service pension provision.

The Commission published an interim report on 7 October 2010 and a Final Report on 10 March 2011.

The Final Report's recommendations to the Government on pension arrangements focuses on long term sustainability and affordability, fairness to both the public service workforce and the taxpayer, and consistency with the fiscal challenges ahead, while protecting accrued rights. The recommendations have yet to be accepted by the Government.

RESOLVED THAT

70.1 Members noted the content of the report.

70.2 Members requested a Members Seminar is organised to discuss the Review of Public Service Pensions in greater detail.

71. DRAFT ANNUAL REPORT ON THE WORK OF THE HR AND EQUALITIES COMMITTEE

The ACO People Services introduced Members to a draft annual report on the work of the HR & Equalities Committee to be presented to the Fire & Rescue Authority at its meeting on 9 May 2011.

RESOLVED THAT

Members agreed for the draft report to be submitted to the Fire & Rescue Authority in May 2011.

72. FORWARD WORK PROGRAMME

The ACO People Services presented the Forward Work Programme.

RESOLVED THAT

Members accepted the Forward Work Programme for the HR & Equalities Committee 2010/11.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 4

HR & EQUALITIES COMMITTEE

11 JULY 2011

REPORT OF THE ACO PEOPLE SERVICES

HUMAN RESOURCES DEPARTMENT STRUCTURE AND FUNCTION

SUMMARY

This report details the current organisational structure and functions established within the Human Resources Department. It also covers the major objectives facing the Department that have been identified within the HR Directorate and Departmental Plans 2011/2012.

RECOMMENDATION

Members note the contents of this report and agree with the proposed future work programme and committee reports.

1. BACKGROUND

1.1 The purpose of this report is to inform Fire & Rescue Authority Members, of the HR & Equalities Committee, of the current structure and functions of the HR Department along with the major objectives and issues facing the Department in 2011/2012.

1.2 It is the Departments aim to ensure that the Service has the right number of skilled people in the right place and at the right time to deliver more “citizen focused” front line services that drives down the risk to life from fire and other emergency incidents.

1.3 The senior management structure is as follows:

ACO People Services	-	Philip Haynes
Head of Human Resources (HoHR)	-	Mark Malson

Occupational Health Physician (OHP) - Dr Will Davies

2. ISSUE

- 2.1 The Department is currently developing a more strategic approach to the way we deliver services by becoming more of a “business partner” in the addressing of operational and strategic HR solutions. We are working towards devolving more HR responsibilities to line management, to equip line managers with the skills to undertake HR activities and to improve HR performance management and reporting procedures.
- 2.2 We are developing standardised HR processes and procedures and consolidating HR administration. We have completed a major process review of the absence management process and successfully reduced the administrative procedures by half. This has allowed us to deliver a reduction of half a post from the department’s establishment. An expected improvement in the use of electronic reporting, a new attendance management policy and further training for line managers will allow us to further improve systems and make efficiencies over the next year.
- 2.3 All areas of the department will undergo similar process reviews over the next 18 months so that efficiencies and more effective procedures can be made to ensure that the department continues to deliver high quality and relevant services to the rest of the organisation.
- 2.4 We are looking to develop greater self-service HR via improvements in our use of ICT technology and to this end we are currently reviewing and utilising the present HR Information System (over 10 years old) to the best of our ability, with the assistance of the IT Department. Whilst it is acknowledged that the current system is not ideal, we are looking to purchase and develop a completely new IT system that is more relevant to our current needs and expectations in delivery of the HR function. We are looking to achieve this in collaboration with our colleagues in Mid and West and North Wales in the procurement of a relevant system and a capital bid is being prepared to support this joint venture.

- 2.5 We are continually revising and implementing new policies and procedures and have recently revised the number of OPPD's that are on the Service's intranet and will be streamlining these down to just seven main policies. We are currently developing our HR intranet site to ensure that all relevant guidance, policy and procedures are contained in one location and is maintained up to date and easily accessible to senior managers, line managers and staff accordingly. This will allow us to increase our support to line managers on a day-to-day and face-to-face basis.
- 2.6 Additionally continuous improvement in the HR administration will be achieved by developing greater continuity of service, and greater flexibility of our staff that will improve effectiveness and efficiency.
- 2.7 The Department consists of four teams.

2.7.1 Absence Management

The Absence Management team are responsible for managing the attendance of employees and taking a proactive approach in implementing initiatives to reduce sickness absence levels throughout the Service. There is a close working relationship between the Absence Management team and the Occupational Health Unit in considering individual long-term ill health cases, ill health retirements and issues arising from the Equality Act (2010) in terms of reasonable adjustments in the workplace.

Additionally the team also manages the health and fitness of the Services employees via the Health and Fitness Policy by providing annual fitness assessments and advice and guidance on fitness and nutrition and the development of the Service's corporate health.

The team has rolled out Fitness Testing to all WDS and RDS personnel and after a programme of embedding these procedures within the operational structures and ensuring that each station has the appropriate and safe fitness equipment are now working towards ensuring that all operational personnel are tested for operational fitness once every two years.

We are working closely with the Cardiff Local Service Board (LSB) and its associate members to commence work towards the Welsh Government's, Corporate Health Award.

The team also provides a visible and readily available accessible point of contact to serving and retired members of the Service in terms of welfare and Firefighters Charity provisions.

The main objective for the Absence Management Team in 2011/2012 is to revise and simplify the Attendance Management Policy and Procedures across the Service and to devolve greater responsibility to line managers via improved support and training.

2.7.2 Pensions and Payroll

The Pensions and Payroll team is responsible for all of the Services pension and payroll administration.

The team provides pension advice and guidance for the Firefighters Pension Scheme (FPS), New Firefighters Pension Scheme (NFPS) and the Local Government Pension Scheme (LGPS) in pension provision, general enquiries, retirement and ill health retirement and maintains the Service Level Agreement with Rhondda Cynon Taff for the provision of pension services.

The Payroll team are responsible for ensuring that all procedures relating to the payment of salaries and expenses are implemented accurately, effectively and efficiently and ensuring that local and national terms of conditions of service are interpreted and applied consistently across all categories of staff, and for maintaining the Service Level agreement with Monmouthshire County Council for the provision of payroll services.

The main activity for this team in 2011/201 is a process review of the current expenses and overtime claims procedures that are all paper based. These procedures will be converted to electronic format to reduce the number of stages involved in authorisation and checking and will reduce the administrative burden on the Payroll Team. This will lead

to improvement in efficiencies that will be realised in the coming year and allowing us to reduced costs and reallocate resources to other areas within the department.

We will review the Service Level Agreements currently in place with RCT Pensions and Monmouthshire Payroll Services.

2.7.3 Recruitment & ADC Team

The team is responsible for adopting successful recruitment strategies and providing recruitment, selection and promotion processes to ensure that the Service maintains its establishment and is able to undertake its day-to-day activities in an effective and efficient manner.

The team is proactive in regard to encouraging under-represented groups to apply for posts throughout the Service with particular regard to increasing females and black and ethnic minorities.

The team is working tirelessly with the RDS Management Team to establish the objective of the Risk Reduction Plan 2008/2009 in the implementation of the move from Day-Crewed stations to RDS stations at Abercarn, Caldicot, Abertillery and Cowbridge and the recruitment to the appropriate staffing levels at these stations.

The team has aligned the RDS Recruitment process with the National WDS Recruitment process as per national expectations and guidance.

There are now in place tendered provisions for the employment of temporary staff and the advertising of job vacancies when required.

The team is also responsible for managing the Assessment & Development Centres which is the process of identifying staff with potential for future promotion. This process involves candidates undertaking a variety of exercises, where they are assessed and observed by trained assessors who evaluate performance against predetermined behavioural standards (Personal Qualities and Attributes).

The purpose of an Assessment Development Centre process is to:

- Identify a pool of candidates who have the potential to operate at the next level within the organisation
- Support individual candidates with career development advice through the identification of areas of strength and areas for development
- Inform Human Resource objectives such as succession planning, organisational and individual training and development needs

Assessment Development Centres are targeted at 3 key levels for Whole time Duty System (WDS), Retained Duty System (RDS) and Control staff.

The three levels of Assessment Development Centre are:

- Supervisory Management Assessment Development Centre
- Middle Management Assessment Development Centre
- Strategic Management Assessment Development Centre

The key objective for the team in 2011/2012 will be to review the assessment and development processes to encompass Support Staff Appointments and Promotion and simplify and streamline the internal recruitment and promotion processes to ensure that they effective and efficient and meet the ongoing needs of the Service.

2.7.4 Employee Relations

The Employee Relations team are responsible for providing advice and guidance on all National Joint Council (NJC) terms and conditions of service in relation to the contract of employment for all categories of staff and for ensuring that the establishment of the Service is managed and adequate forecasting is adopted to ensure full complement of employees at all times.

The team is responsible for monitoring the annual salary budget and providing monthly reports on the salary budget identifying over/under spends and for maintaining accurate information to allow for appropriate management of the Services salary budget by the Senior Management Team (SMT) and the Executive Leadership Team (ELT).

The team is also responsible for the reporting on a monthly, quarterly and annual basis all of the HR Directorates strategic and core performance management indicators by liaising with the appropriate Human Resource Officers.

The team is also developing an effective and robust performance management strategy by developing management information systems that provides managers with better and up to date management information.

Additionally the team consists of the Resolution Unit that undertakes investigations into breaches of discipline and grievances both internal and external.

The main objectives of the team during 2011/2012 are to Conduct and Equal Pay Review to ensure compliance with Equality Act (2010) and ensure that the pay strategies of the Service and maintained in accordance with the pressures on the salary Budget.

- 2.8 It is worth noting that since the last report to the HR & Equalities Committee on the structure and function of the HR Department in June 2009, there has been a reduction in the number of HR teams from 7 to 4.
- 2.9 The Policy & Administration team has been deleted from the structure with the administrative support staff from this team being absorbed into the remaining four teams. This has given the department the advantage of having dedicated administrative support to each team allowing more focused and improvement on the accuracy, speed and delivery of data information and more responsive provisions of advice and guidance to senior managers, line managers and members of staff. This change also allowed the role of the HR Manager (Policy & Administration) to be deleted from the structure (the cost savings are identified in 3 below).

- 2.10 The work of the HR Manager (Policy & Administration) in terms of reviewing, revising, developing and producing guidance on new initiatives, policy and employment legislation and how it impacts on the Service now falls to the remaining HR Managers and the Head of HR. This work includes liaising with principal and senior managers, trade union representatives and all other relevant parties.
- 2.11 The Recruitment Team was amalgamated with the Assessment & Development Team bringing these closely inter-related activities of recruitment and promotion into one team. This has given us additional resilience in terms of continuity of workflow and improved planning and delivery of each of these activities. There is now a diary of activity set at the start of each year for all of this team's activity that is published within the Service for all potential applicants to focus on. The move to place additional administrative support directly with this team adds resilience and continuity. This change also allowed the role of the HR Manager (Recruitment) to be deleted from the structure (the cost savings are identified in 3 below).
- 2.12 The third team removed from the structure was the Staff Development Team that was transferred en-bloc to work within the Training Department. This move did not realise any savings but did re-aligned the core activities and functions of the team to that of the operational Training Department and the delivery of these activities rests with the Head of Training.

2.13 **Occupational Health Department**

The responsibility for the provisions of the Services occupational health provisions also rests within the People Services Directorate and the Occupational Health Physician (OHP) reports directly to the Chief Fire Officer and ACO People Services.

The Occupational Health Unit moved to the new shared occupational health services unit with Cardiff Council at Nantgarw in November 2009. The unit has excellent facilities and provides a firm foundation for advancing

occupational health across emergency services and local authorities in South Wales.

The Unit provides the following services:

- Sickness absence management referrals
- Determinations of fitness for work
- Advising on rehabilitation
- Pre-employment assessments
- Advising on subsidised treatments
- Post critical incident support
- Stress education
- Stress counselling
- Immunisation
- Hand-arm vibration assessments
- Audiometry
- Health surveillance
- LGV medicals
- PSV/Taxi medicals
- Alcohol/substance abuse
- Smoking cessation
- Obesity

Also at the Unit we have a dedicated fitness and therapy suite. This provides the facilities that allow the delivery of a number of additional services to help support the work of the Service Medical Advisor and the Occupational Health Nurse. This holistic approach ensures that our fire-fighters will be given the most appropriate rehabilitation treatments at all times. With the therapy room, fire-fighters can be guided through specific exercises to help speed up their recovery and return to operational duties as soon as possible.

We have set ourselves a number of objectives to be achieved over the next two to three years. The main objective in the current year is to transform our occupational health services provision to SWFRS staff into an Occupational Health Nurse (OHN)/Managerial led service with sessional Physicians and co-opted specialist OHP's involvement according to requirements. This will allow us to reduce the operational and managerial costs of the unit going forward into the financial years 2012/13 and 2013/14.

Further objectives are to develop collaborative working with Cardiff Council and the opportunity for wider occupational health services collaboration with the other 2 FRS's in Wales and with other public sector bodies, such as, Unitary Authorities and other Emergency Services.

It is envisaged that any collaborative approach will provide the opportunity to develop shared areas of expertise such as:

- Exchanging advice, knowledge and experience in respect of difficult cases, Occupational Health issues, sourcing of guidance and mentoring and supervision.
- Sharing of policies around fitness for work, the Equality Act (2010), BBV prevention and control, private services and occupational causation.
- Partnerships in respect of stress management and post incident and trauma support.
- Case referrals on an individual and sessional basis.
- The development of an Occupational Health Practice Manual

All of these areas will be developed subject to costs, mutual benefits and prioritising to the best interests of all organisations.

3. FINANCIAL IMPLICATIONS

- 3.1 This report is written against a background of continuous restructuring and improvement of the department between 2007/10. This includes the removal of the Senior HR Officers role (Grade 16), Senior Resolutions Officer (Group Manager A), HR Manager (Payroll & Pensions) (Grade 14), HR Officer (Policy & Administration) (Grade 7), Administrative Officer (Grade 5) and a Payroll Officer (Grade 6) a saving of £259,000 approximately.
- 3.2 For the financial year 2011/12 we have removed the two posts of HR Manager, Recruitment and Policy & Administration and a Part Time Administrative Officer (Absence Management) realising a savings of £96,791. These savings have been reported to and agreed with the Finance Working Group (FWG).

3.3 The overall allocated salary budget for the HR Department in 2011/12 is £1,105,287, as per the attached Organisational Chart in Appendix 1.

3.4 The Department is responsible for one revenue budget in respect of a general HR budget of £182,140.

4. EQUALITIES AND DIVERSITY IMPLICATIONS

4.1 The Department embraces the commitment to challenge when appropriate the culture of the Service and to embrace the spirit of real commitment to equality and fairness in our determination to ensure our workforce replicates the community we serve and that equality and diversity is embedded throughout the organisation in all activities undertaken.

4.2 The Department continues to make several inroads regarding equality, all applications forms for employment and promotion are monitored by race, disability, gender including transgender and sexual orientation, the data for our recruitment processes is analysed in order to inform future campaigns and advertising. Implications for the EU Directives on age, sexual orientation and religion and belief have been integrated into Employment policies and procedures. Monitoring mechanisms have been established and data is currently being analysed in compliance with the equality legislation.

4.3 We continue to work with Community Groups to raise the awareness of the Service and the career opportunities that exist. By way of demonstration we deliver regular "Access Days" for women and ethnic minority groups and take work placements for Women Connect First.

4.4 The Department is dedicated to the aims and objectives of the South Wales Fire and Rescue Service Welsh Language Scheme, supports the Linguistic Skills Strategy, and is proactive in staff recruitment advertising and regularly monitors data sets.

5. FUTURE WORK PROGRAMME

- 5.1 It is proposed that the Committee receive future reports on the following aspects of the department's work as contained in the attached table at Appendix 2, alongside any additional reports that the Committee request on specific work streams, e.g. pensions etc.

6. RECOMMENDATION

- 6.1 That Members note the contents of this report and agree with the proposed future work programme and committee reports.

PHILIP HAYNES
ACO – PEOPLE SERVICES

Background Papers: None

Contact Officer:

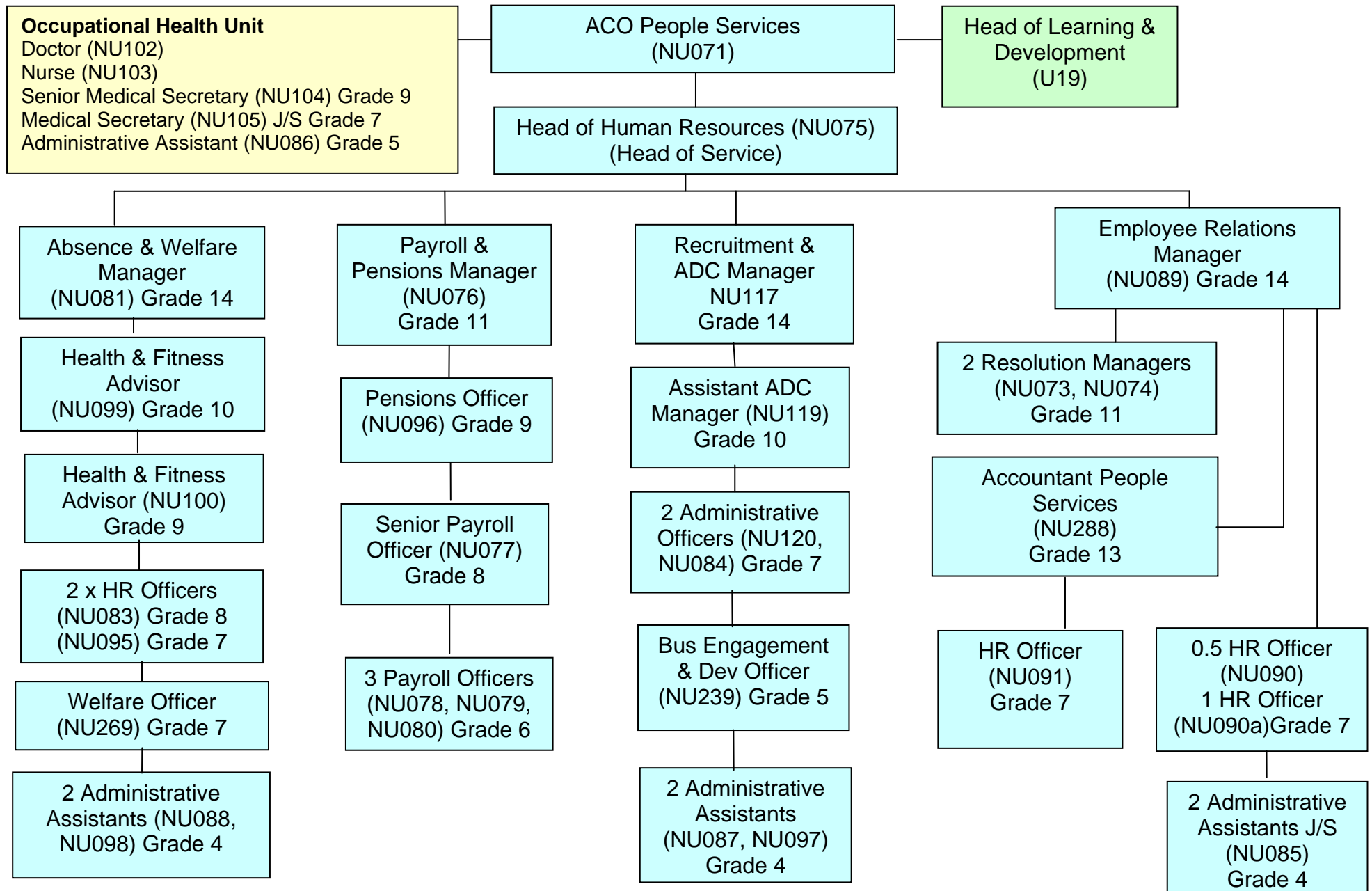
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People Services - HR



Appendix 2

FUTURE WORK PROGRAMME 2011 to 2012

Report	Committee Date
The establishment of a Joint Consultative Committee	October 2011
Occupational Health Activity Report for Year 2010/11	October 2011
Sickness Absence Report for Year 2010/11	October 2011
Sickness Absence Report April 2011 to September 2011	January 2012
Occupational Health Activity Report April 2011 to September 2011	January 2012
Discipline and Grievance Report April 2011 to September 2011	January 2012
Establishment and Workforce Planning Overview	April 2012
Pensions Overview	April 2012
Occupational Health Activity Report for Year 2011/12	April 2012
Sickness Absence Report for Year 2011/12	April 2012
Discipline and Grievance Report for Year end 2011/12	April 2012

Head of Training & Development	-	Gareth J Davies
People Development Manager	-	Dewi Rose
Technical Delivery Manager	-	Ian Greenman

2. ISSUE

- 2.1 The Department currently operates a more strategic approach to the way we deliver services by operating as a “ business partner “ approach, in addressing operational and strategic solutions. The previous re-structure of the department has enabled more T&D responsibilities to line managers, to equip line managers with the skills to undertake T&D activities and to continuously improve management and reporting procedures.
- 2.2 The Department operates within a public/private partnership with Babcock Ltd. The project agreement, which has operated since September 2005, is currently being scrutinised through a “value for money” review. The Authority and Babcock have agreed the parameters of the review and external financial advisors are working on behalf of the Authority to ensure the first VfM review sets the benchmark for subsequent reviews.
- 2.3 The Department has developed an ambitious plan for 2011/12 to strive for continuous improvement and achieve value for money principles in operation. The Department Plan has been agreed and signed off with all Heads of Services to confirm that the Department is addressing the Organisational needs for 2011/12. In addition to the initial consultation with the Heads of Services a further department plan approval will take place in October to capture any emerging Organisational needs.
- 2.4 Within the Departmental plan is a number of objectives to achieve increased collaboration with the other Welsh FRS's. The All Wales Learning & Development Strategy established and agreed in March 2011 has enabled the first step towards developing the all Wales Core Pathways. The Core Pathways are in the process of being developed for both uniform and support staff to identify vertical progression within the service.

The Pathways are on track to be adopted by the 3 Welsh FRS's in the autumn of 2011.

- 2.5 A major challenge for the Department in 2011/12 is the implementation of the "flexible rostering system". The implementation of FRS has a number of implications in the T&D Department's ability to develop personnel. A Training & Development Strategy has been developed to support the implementation of the flexible rostering system. The strategy is being continually developed as we achieve a greater understanding of managing the new system.
- 2.6 The department consists of two main aspects, which are technical delivery and people development.

2.6.1 **Technical Delivery**

The Technical Training Delivery Team is responsible for the delivery of technical skills training associated with the role of operational personnel. Training is delivered by qualified instructors who have primary responsibility for a number of core subjects and have a secondary reference in support of other subjects that include: Initial Training of trainee firefighters, use of Breathing Apparatus (BA), use of Positive Pressure Ventilation (PPV), Light Goods Vehicle Licence Acquisition, dealing with incidents involving Hazardous Materials, Response Driving, Technical Rescue (water, boat and rope), Large Animal Rescue, Incident Management, Road Traffic Collision (RTC) training, New Dimensions and Trauma Care training.

Teams deliver initial training in all of the subject areas listed above and re-qualification course to assess and maintain the competence of workforce skills to support our statutory requirements.

Current re-qualification courses support our Breathing Apparatus Wearers, Road Traffic Collision Operators, Emergency Fire Appliance Drivers, First Aid/Trauma Care Operators, Rope Rescue Operators and Automatic External Defibrillators Operators.

2.6.2 Breathing Apparatus Training

The BA team continues to assist the Service in ensuring firefighter and casualty safety by development of BA, Tactical Ventilation and PPV training. Linked to corporate objective 1 - reducing deaths and injuries from fires and RTC's.

During 2010/11 the team has delivered Breathing apparatus initial and re-qualification courses to meet the needs of the Service. In consultation with the Intervention Department and the 'Development and Review Team', a key objective for the Breathing Apparatus Team will be to develop a new Breathing Apparatus re-qualification course for 2010-12 that is fit for purpose.

As part of the strategy for the phased introduction of Positive Pressure Ventilation fans, the team will deliver and co-ordinate sufficient training events to enable crews to move to a position where they can operate fans in an offensive mode of operation.

Key to meeting the Service's needs during 2011/12 the team will be identifying and delivering training solutions that emerge as a result of the procurement of a new Breathing Apparatus set for the Service.

2.6.3 Driver Training

As part of the contract with Babcock for the provision of Cardiff Gate Training and Development Centre, two Large Goods Vehicles driving instructors employed by Babcock support the driver training team.

The main objective for the driver training team has been to deliver all driver-training courses in support of front-line service delivery. They will continue to deliver Driving Standards Agency licence acquisition tests in relation to Large Goods Vehicles and review the need to deliver tests for trailers and mini-buses. In addition, to improve efficiency, they will be investigating ways of delivering 4x4 vehicle familiarisation

courses and driving workshops using network instructors and Babcock driver trainers.

The driver training team has gained accreditation for driving courses with the Institute of Advanced Driving. They have also continued to deliver driver-training courses to non-uniformed staff with an aim of making all personnel safer and more economic drivers.

2.6.4 First Aid and Immediate Emergency Care Training

The First Aid training team will continue to deliver sufficient First Aid at Work courses to ensure the Service complies with Health and Safety requirements. They will maintain sufficient qualified personnel to ensure the availability of Automatic External Defibrillators on all front-line appliances and at all Fire Service locations.

In support of the Service's corporate objective 1 - reducing deaths and injuries from fires and RTC's and to improve the skills of firefighters, they have developed and will deliver an Immediate Emergency Care course that focuses on acquisition of key first aid/ trauma care skills associated with the role of a firefighter.

2.6.5 Incident Management Training

The Incident Management/Command Training Team will deliver sufficient incident management courses to ensure identified operational personnel are competent to perform the role of incident commander. This will be achieved using local resources and through collaboration with the other FRS's within Wales for level one – supervisory manager training.

Key to the delivery of incident management training a Hydra Minerva Incident Command training suite has now been established at Cardiff Gate Training and Development Centre. During 2010/11 the team has designed, developed and delivered realistic Command training scenarios for all levels of the Service, including multi agency exercises.

2.6.6 Initial Firefighter Training

The Initial Firefighter training team will continue to support the initial training requirement of the Service. The team maintains strong links with the retained management team and have a flexible approach to support the specific needs associated with the move from day-crewed stations to stations crewed by Retained Duty Staff.

In respect of the delivery of Initial Firefighter training, the team will investigate areas of best practice across the UK to inform and improve the training it delivers to initial firefighters on Retained and Wholetime contracts.

2.6.7 Road Traffic Collision and Transport Training

The team continues to deliver initial Road Traffic Collision Operator courses to all firefighters. They will also deliver technician courses to personnel who crew Rescue Tenders and selected firefighters who have the role of supporting the development of RTC skills at station level. These initiatives have assisted the Service in achieving its corporate objective of reducing deaths and injuries from fires and Road Traffic Collisions.

In support of the technical rescue working group the training team will develop their skills and knowledge to support the delivery of ship firefighter training to all levels of the Service. They will also develop an aviation course to meet the needs of identified tactical officers and station personnel.

As part of a training need identified by the Transport Working Group, ship firefighter training has been delivered to selected Watch and Crew Managers through collaboration with our partners Babcock.

2.6.8 Technical Rescue Training

In consultation with the Technical Rescue Working Group, the Water Rescue training team will be developing and delivering

training modules to support the Service's water rescue capability. It is anticipated that the team will next have to develop suitable training in respect of combining the use of boats and rope systems to affect a water rescue.

The team co-ordinates service wide delivery of training for the new 'Ladder Rescue System' being introduced across the Service.

2.6.9 New Dimension Training

As part of the Department Plan and in support of the relocation of Incident Response Units, the team has trained sufficient personnel to ensure the Service's capability in respect of mass decontamination. They will also collaborate with the USAR training co-ordinator to make efficient and effective use of the Service's training facilities to deliver Urban Search and Rescue training activities.

The team will be developing a suitable training solution to support the relocation of Environmental Protection Units.

2.7 People Development

2.7.1 Learning & Development Team

The L&D team are responsible for the development of Leadership and Management skills of SWF&RS personnel. The team ensure that individual learning needs are addressed as identified through the "personal development review" process. The team manage the following learning and development programmes:

- IOSH programme
- Institute of Leadership and Management
- Managing People modules
- Post graduate degree and master degree programmes
- Team building
- Presentation skills development

- Control personnel development
- Conflict management
- Tactical officer development programmes
- Development of technical assessments
- Membership development programmes
- Report writing

2.7.2 Training Support Unit

The Training Support Unit develops training materials, multimedia resources and provides innovative training packages to support trainers within the SWFRS. It is at the forefront of providing interactive multimedia training facilities in a blended learning approach supporting all members of the organisation. The team operates within a quality management system (ISO 9000/1) to ensure all publications are produced to the highest of standards.

The team is also responsible for the development of the Firefighter Development and PDR-pro programme through the UK PDR-pro working group.

During 2010/11 the team review its workload in consultation with its main internal customers (Operations Department) to determine its priorities in supporting and maintaining firefighter competence and risk critical training. They will be establishing a 'presentation site' for Service wide access to all training materials.

To maintain a record for all staff of individual competence, the team will investigate how PDR-pro can be introduced for senior roles, day-duty and non-uniformed staff. They will also undertake a Service wide review of training facilities and provision at all of the Service's locations to inform future budget requirements.

2.7.3 National Vocational Qualification Team

The National Vocational Qualification Team is responsible for the programme of NVQ modern apprenticeships in line with the BTEC qualification. The team is also responsible for the verification element of development to competent process.

The NVQ team has gained Approved Centre Status for verification of NVQ processes. During 2010/11 forty-one Retained and Wholetime Duty Staff have completed their NVQ Level 3 - Operations in the Community.

In support of the development of Retained Duty Staff (RDS) working towards a NVQ qualification, the team has successfully facilitated additional training modules that allow for evidence gathering. These have proved popular and demonstrate a commitment to enhancing the development opportunities of RDS. Firefighters complete the full modern apprenticeship in Emergency Fire Service Operations supporting their NVQ qualification with a BTEC and Key Skills award.

Key to success for 2010/11 the team will ensure all newly recruited firefighters complete their Modern Apprenticeship within a two-year timeframe (Wholetime Duty System) or four-year timeframe (Retained Duty System).

In support of sustainability issues and in a move to greater use of Information and Technology, the team will be developing a suitable database for tracking the progress of new entrants through their Modern Apprenticeship. They will also aim to introduce computer based (soft portfolios) for use by all NVQ candidates.

3. **FINANCIAL IMPLICATIONS**

- 3.1 This report is written against a background of continuous restructuring and improvement of the department between 2008/10. This includes the removal of the Commercial Manager (Grade16), Technical Support post (Grade 7) and a Watch Manager post within the structure.

3.2 For the financial year 2011/12 an analysis is being conducted on the NVQ team to identify a change from a uniform to a non-uniform post.

4. RECOMMENDATION

4.1 That Members note the contents of the report.

PHILIP HAYNES

ACO – PEOPLE SERVICES

Background Papers: None

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**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2011/12**

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Welsh Language Scheme Update	To advise Members of progress against scheme requirements	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Cath Baldwin	October 2011	
Single Equality Scheme Update	To advise Members of progress against scheme requirements	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Vicky Gregory	October 2011	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Review People Strategy	To supply Members on the activities that have taken place in support of the FRS	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Phil Haynes	October 2011 April 2012	
Occupational Health Unit Activity Report April 2011 to September 2011	To provide Members with an understanding of the work of the unit and details on the mid year position	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Dr W. Davies	October 2011	
Update on Occupation Health Unit Activity & Activity Report for Year 2011/12	To provide Members with an overview of the work of the OHU and collaboration activities that have taken place throughout the year	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Dr W. Davies	April 2012	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Sickness Absence Reports: <ul style="list-style-type: none"> □ Report for Year 2010/11 □ April – September 2011 	To inform Members of sickness data for the Service	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Jan Nancarrow	October 2011	
Sickness Absence Report for Year 2011/12	To inform Members of sickness data for the Service	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Jan Nancarrow	April 2012	
Report on Members Charter and update on progress	To advise Members about the Charter and the Organisation's progression	Attract and Develop our People Organisational Improvement	ACO CS Contact Officer: Alan Peploe	October 2011 April 2012	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Policy Review: Learning and Development Strategy	To update Members on the policy review and to seek approval of the revised strategy	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Alan Peploe	October 2011	
Review of Training Programme	To update Members on the training programme	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Gareth Davies	January 2012	
Review of PFI Contract	To update Members on the outcome of the review of the PFI contract	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Gareth Davies	October 2011	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
The establishment of a Joint Consultative Committee	To inform the Members of the issues relating to the establishment of a JCC	Organisational Improvement	ACO PS Contact Officer: Mark Malson	October 2011	
Discipline and Grievance Report April 2011 to September 2011	To inform Members of Discipline and Grievance data within the Service	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Mark Malson	October 2011	
Discipline and Grievance Report for Year end 2011/12	To inform Members of Discipline and Grievance data within the Service	Organisational Improvement	ACO PS Contact Officer: Mark Malson	April 2012	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Establishment and Workforce Planning Overview	To provide Members with data relating to the Service's establishment	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Mark Malson	January 2012	
Review of Public Sector Pension Schemes changes	To update Members on the progress against the IPCS recommendations	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Phil Haynes	January 2012	

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