

SOUTH WALES FIRE & RESCUE AUTHORITY

COMMITTEE: HR & Equalities

DATE: Monday 31 January 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 18 October 2010 5
4. OHU Activity Report – 1st and 2nd Quarters 2010 9
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Signature of Proper Officer:

A handwritten signature in black ink, appearing to be 'D. Jones', written in a cursive style.

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	L	Ford	Plaid Cymru
Cllr	R	McKerlich	Conservative
Cllr	C	Beynon	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 18 OCTOBER 2010 AT
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

41. PRESENT:

Councillor	Left	Authority
R McKerlich (Chairman)		Cardiff
L Ford (Vice-Chairman)		Cardiff
C Beynon		Blaenau Gwent
J Daniel		Rhondda Cynon Taff
D T Davies		Caerphilly
D Hando		Newport
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
R J W Greenland		Monmouthshire
K Hyde		Cardiff

ABSENT:

OFFICERS PRESENT:- ACO P Haynes – Director of People Services, Mr M Malson – Head of Human Resources, Mr C Powell – Head of Business Support, Mr A Peplow – HR Manager, Training & Development

42. DECLARATIONS OF INTEREST

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

43. MINUTES OF PREVIOUS MEETING

The minutes of the HR & Equalities meeting held on 19 July 2010 were received and accepted as a true record of proceedings.

44. CHAIRMAN'S ANNOUNCEMENTS

New Members

The Chairman extended a warm welcome to new Member, Councillor Beynon, and to all the re-appointed Labour Councillors.

Fire Authority Meeting Dates

Members were informed the Finance Audit and Performance Management meeting scheduled for 6 December 2010, has now been changed to a Fire Authority meeting, and the Fire Authority meeting for the 13 December 2010, has now been changed to 17 December.

45. UPDATE REPORT ON CURRENT OCCUPATIONAL PENSION SCHEMES WITH SOUTH WALES FIRE & RESCUE SERVICE

The ACO People Services provided Members with details of the principle regulations relating to the three occupational pension schemes as they apply to the South Wales Fire and Rescue personnel.

RESOLVED THAT

Members noted the content of the report.

46. SICKNESS ABSENCE REPORT – QUARTER 1 2010

The Head of HR informed Members the sickness statistic for the first quarter of this year for all staff groups is 1.61% in comparison with the figure for the same quarter of last year 1.60%.

The projected end of year figure for all staff groups for this year is 6.44% based on the first quarter; this is well below the target set for this year (7.80%) and the actual figure for last year (7.78%).

RESOLVED THAT

Members noted the content of the report.

47. REPORT ON CURRENT ESTABLISHMENT STRUCTURES

The Head of HR provided Members with details on the current establishment figures and organisational structures of the Service.

RESOLVED THAT

Members noted the content of the report.

48. REPORT ON MEMBER CHARTER AND UPDATE ON PROGRESS TOWARDS IMPLEMENTATION

The HR Manager, Training and Development, informed Members a WLGA Peer Assessor Team visited South Wales Fire and Rescue Service on 15 September 2010 and carried out a first level Member Charter assessment.

South Wales Fire and Rescue Service and Authority Members have successfully achieved the first level Charter Status.

Achieving Charter Status recognises that South Wales Fire and Rescue Service are able to provide support, resource and development opportunities for Fire and Rescue Service Authority Members.

On behalf of the organisation, the HR Manager, Training and Development, wished to thank all Fire Authority Members for their contribution in helping to achieve the first level Charter Status.

Members wished to thank the HR Manager, Training and Development, for his great contribution in helping to achieve the first level Charter Status.

Members were informed Councillor McKerlich and Mann are to receive the award on behalf of South Wales Fire and Rescue Service.

RESOLVED THAT

Members agreed:-

48.1 Fire and Rescue Authority Members continue commitment and support to the implementation of the Charter.

48.2 To seek formal commitment from Authority Members to progress to the next stage of the Charter, Silver (Advanced Charter).

49. REPORT ON RECRUITMENT PROCESSES OF SOUTH WALES FIRE & RESCUE SERVICE

The Head of HR informed Members of the recruitment processes of the Service for the appointment of Wholetime (WDS) and Retained Firefighters (RDS), Control and Support Staff.

RESOLVED THAT

Members noted the content of the report.

50. 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. Additional reports will be presented to the April meeting to cover the implications on the Pension Scheme following the publication of the final Hutton Report, and a review of the People Plan.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 4

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE ASSISTANT CHIEF OFFICER – PEOPLE SERVICES

OHU ACTIVITY REPORT - 1st and 2nd QUARTERS 2010

SUMMARY

From 2005 South Wales Fire & Rescue Service Occupational Health Service (SWFRS OHS) activity reports have been submitted to the Fire & Rescue Authority. In 2010 it was decided that the reporting procedures for these activities would be more appropriately placed with the HR and Equalities Committee, in a revised format. The following report is the first submitted under the new arrangements.

RECOMMENDATION

That Members note the contents of this report and performance information.

1. OVERVIEW OF OH SERVICES

1.1 The activities of the OHU span a wide range of services as detailed in Appendix 1. Consultations and the work involved in progressing the investigation and treatment of incapacitating or potentially incapacitating medical conditions is the core element of services provided. The rationale for this being the substantial savings attributable to maintaining the health of the organisations employees and minimising the cost of sickness absence. Details of consultations and investigation/treatment services are provided below. The remainder of the report outlines other activities that have featured prominently during the first two quarters of the reporting year.

2. CONSULTATIONS

2.1 The table below provides a breakdown of consultation categories

CONSULTATION CATEGORY	1st quarter	2nd quarter	TOTALS
Routine Medical Surveillance WDS	88	70	158
Routine Medical Surveillance RDS	27	28	55
LGV Medicals	50	36	86
Pre-employment /transfers	16	26	42
Review appointments	106	112	218
Management referrals/sickness absence	17	23	40
Self-request appointments	63	48	111
Aids to vision	11	4	15
Health & Fitness Advisor referrals	4	3	7
Support Staff pre-employment	0	2	2
TOTALS	382	362	744

2.2 **Trend Analysis** A review of data for the first two quarters of this year in comparison with figures for the same quarters over the last 5 years, indicated that the figures are broadly comparable apart from a projected annual increase in the number of self-request consultations i.e. projected from the figures for the first two quarters of 2010 (*projected total of 220 for 2010 compared with 182 for 2009 representing a 20 % increase*). This fits with the general impression of more consultations in this category in recent years. The explanation appears to be an increasing reliance on SWFRS OH services in preference to NHS services to avoid delays in investigation and treatment.

3. INVESTIGATION/TREATMENT SERVICES

3.1 Collation of data on investigation and treatment services is carried out on an annual basis at the end of the financial reporting year (and will be reported in full detail to the Committee in April/May 2011). Surgical procedures represent the major proportion of services required and details of procedures undertaken in the first two quarters are given in the table below.

Operation	Number	Cost Ops(k)	Saving Est. (k)
Menisectomy	4	£10	£56
Shoulder surgery	3	£16.36	£42
Eye surgery	1	£3.1	£14
Totals	8	£29.37	£112

4. RELOCATION

- 4.1 At the end of October 2009 the SWFRS OHS moved to new accommodation at Nantgarw, which is shared with Cardiff Council Occupational Health Services (CC OHS). The relocation has resulted in improved facilities, a more central and accessible location for employees and consolidation of the SWFRS OH team. Both OH teams have settled in well and are keen to make optimum use of the new facility. Twelve months on, it is pleasing to report that feedback received from patients, employees, visiting health care professionals, and representatives of other organisations, has been very positive. On 10 December 2010 the new “Centre for Occupational Health Services” was officially opened by senior political and executive representatives of both organisations.

5. COLLABORATION

- 5.1 From 2006 SWFRS OHS and CC OHS have been working together on matters where interests overlap. In 2007, with the support of senior management, this cooperation was formalised with an agreed Framework. The Framework details the potential for collaboration of occupational health services. The key components of the Framework are:- A-Exchanging Advice; B-Sharing Policies; C-Partnerships; D-Case Referrals; E-Initiatives/New Policies. When both OH services needed to relocate, the option of sharing accommodation was seen as opportunity to cement the relationship and accelerate the collaborative agenda. Clear benefits of the move at practical and strategic levels are already apparent. Senior OH and HR representatives SWFRS have been meeting to ensure that within the development of each OH service, both organisations consider any potential for joint working. The success of this

approach is reflected in the remainder of this report as all of the activities outlined below involve an element of collaborative working.

6. WELSH AMBULANCE SERVICE AND HART

6.1 In December 2009 the Welsh Ambulance Service requested assistance from SWFRS in undertaking occupational health assessments for Hazardous Area Response Teams (HART). The teams are being established a part of the UK's mutual aid arrangements for terrorist and major incidents. With the new facilities, the involvement of our Health & Fitness Advisors and the back-up of staff availability from CC OHS we were able to accommodate the request. Preparations have been made to undertake OH fitness assessments on sixty applicants when the funding from the Ambulance Service comes through. It is noteworthy that in meetings over the arrangements both SWFRS and the Ambulance Service acknowledged the potential for further provision of OH services if the current initiative works well.

7. PHYSIOTHERAPY SERVICE

7.1 Early access to physiotherapy is important in achieving a speedy recovery from many musculo-skeletal conditions and injuries. To overcome NHS delays it has been cost-beneficial to refer patients to one of the three main centres of private services in South Wales. The new facilities together with combined resources of CC OHS have enabled us to invite tenders for on-site physiotherapy services on one day per week. We plan to have the services up and running for most of 2011. This initiative should reduce referral-appointment turn around times and result in a number of other significant benefits.

8. HEALTH & FITNESS ADVISORS

8.1 The Physical Training Advisors have recently been re-named Health and Fitness Advisors (HFAs) as the latter title more accurately reflects the various elements of their role. Their work complements and coincides with occupational health activities but until relocation it was not possible to work under the same roof. Now that the HFAs are firmly established in

the new centre with good facilities, the anticipated benefits of closer working are coming to fruition and many unexpected advantages are becoming apparent.

9. OCCUPATIONAL HEALTH PRACTICE MANUAL

9.1 A longstanding aim of our OH and HR departments has been the production of an OH practice manual. The objective is to produce comprehensive guidance on practice, policy and procedures, orientated to the needs of both disciplines. The Manual would enable sessional OH doctors and OH nurses to practice with a much reduced level of supervision. It would also provide the basis for an expansion of OH services across the emergency services and the wider public sector. A strategy for development of the SWFRS OHS which incorporates a plan for production of the Manual is currently under consideration (and will be reported to a future meeting of the HR & Equalities Committee)

10. STRATEGIC CONSIDERATIONS

10.1 In accordance with the on-going need to continue the development of the OHS to keep pace with changing circumstances there are a number of important objectives that must be considered.

- 1 Capitalising on the potential of the new accommodation
- 2 Progressing collaboration with CC OHS and on a wider front
- 3 Achieving substantial savings in response to current economic needs

10.2 In determining the best way forward an overriding consideration is the need to ensure that the considerable benefits and savings that the organisation gains on a corporate scale from OHS, will not be compromised by strategic changes.

10.3 Taking this into account, a target for income generation of £15,000 for the 2011-12 financial year has been agreed and a strategy which embraces all 3 of the above objectives will

be submitted to a future meeting of the HR & Equalities Committee.

11. RECOMMENDATION

11.1 That Members note the contents of this report and performance information.

PHILIP HAYNES **DIRECTOR OF HUMAN RESOURCES**

Background Papers:

None

Contact Officer:

Dr. W. Davies

Occupational Health Physician

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APPENDIX 1

OCCUPATIONAL HEALTH SERVICES

The Occupational Health Unit provides the range of services required by Fire and Rescue Authorities under Health and Safety Law, Employment Law, Pension Provisions and in accordance with directions issued by relevant government departments. Firefighting can be extremely demanding and hazardous occupation requiring high levels of medical and physical fitness. The prevention of unnecessary ill health and incapacitation are essential factors in our efforts to maintain optimum operational effectiveness and efficiency. A good quality occupational health service has a vital role to play. The range of services provided includes:

- Medical surveillance of all whole time firefighters on a 3-yearly cycle.
- Medical surveillance of all retained firefighters over 40 years of age on a 3 yearly cycle
- Physical fitness assessments of all whole time firefighters annually
- Pre-employment medical examinations of all whole time and retained firefighters
- Post-incident surveillance of firefighters exposed to toxic and hazardous substances
- Medical advice on fitness for employment and rehabilitation following illness, injury or identification of health problems during medical surveillance/fitness assessments
- LGV medical examinations
- Assessment of eligibility for ill health retirement and injury awards

- Medical advice and counselling for firefighters with work-related and other health problems, eg musculoskeletal disorders, post traumatic stress, alcohol problems, uncertainty/delays over diagnosis and NHS treatment
- Health education
- Specialist advice on the assessment and control of health risks associated with firefighting.
- Progressing the medical management of cases faced with NHS delays
- Self-request consultations when work may be adversely affecting health or vice versa

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 5

HR AND EQUALITIES COMMITTEE

31 JANUARY 2010

REPORT OF ACO PEOPLE SERVICES

SICKNESS ABSENCE REPORT – APRIL to NOVEMBER 2010

SUMMARY

For the period April to November 2010 the average number of days lost, for all staff is 8.3 days per employee.

For the period April to November 2010, of all absences recorded 78% (1007) were short term absences and 22% (278) long term absences.

RECOMMENDATION

That Members note the contents of this report.

1. BACKGROUND

1.1 Members of the HR & Equalities Committee ask for a report on the sickness absence statistics for:

- Each quarter of the financial year (showing comparisons with the equivalent periods of last year)
- A split of the statistics in terms of long-term and short-term absences
- An analysis of the H&S/accident figures that may relate to the sickness absence

1.2 The style of this report has been amended in an attempt to make the statistical analysis of the sickness absence data more meaningful to Members in terms of days lost to sickness, both short and medium term, rather than expressed in pure percentage terms.

- 1.3 Graphs have been included to show pictorially the sickness absence trends set against the equivalent period for the year 2009/2010.
- 1.4 Additionally following work undertaken by the Absence Management Team we can now include sickness absence figures for RDS personnel.
- 1.5 Unfortunately due to the timing of the HR & Equalities meeting it is not possible to collate the full third quarter figures in readiness for the reporting deadlines and all the figures relate to April to November 2010.

2. ANALYSIS OF SICKNESS STATISTICS FOR THE PERIOD APRIL TO NOVEMBER 2010

- 2.1 All figures relate to the number of working days/shifts lost to sickness absence per full time equivalent employee in accordance with the requirement of the Corporate Health Workforce Indicators (CHR) submissions to the Welsh Assembly Government.
- 2.2 An analysis in terms of the average number of days lost per employee, in each category of staff, for the period April to November 2010 is shown in Appendix 1. These figures are shown alongside the figures for the corresponding period in 2009. Appendix 2 shows these figures graphically for each category of staff.
- 2.3 On the basis of this analysis it is projected that the average number of days lost per employee for all categories of staff for the year 2010/2011 is 12.5 days per employee in comparison with 12.1 days per employee for 2009/2010.

3. ANALYSIS OF SHORT AND LONG TERM SICKNESS FOR THE PERIOD APRIL to NOVEMBER 2010

- 3.1 The definition of short-term and long-term absence is in accordance with the Corporate Health Workforce Indicators (CHR). Short-term equates to those individuals continuous period of sickness of 28 calendar days or less. Long-term equates to those individuals whose continuous period of sickness is more than 28 calendar days.

- 3.2 An analysis in terms of the short term and long term absences, for the period April to November 2010 is shown in Appendix 3. These figures are shown alongside the figures for the corresponding period in 2009. Appendix 4 shows these figures graphically for each category of staff.
- 3.3 On the basis of this analysis it is projected that 78.4% of absences will be short term and 21.6% long term absences, this is the exact same comparison with the previous year 2009/2010.

4. ACCIDENTS LEADING TO SICKNESS ABSENCES FOR THE PERIOD APRIL TO NOVEMBER 2010

- 4.1 An analysis of the accidents to staff during the period April to November 2010 has been undertaken. There were 7 accidents on duty all for WDS staff that necessitated absence from duty.
- 4.2 Of these 7 accidents one resulted in an injury to neck (2 days), ligament damage to right knee (61 days and on-going), cat bite to hand (17 days and on-going), 2 ankle injuries (6 and 2 days respectively), cut to hand (15 days and on-going), twisted leg (15 days and on-going).

5. RECOMMENDATION

- 5.1 That Members note the contents of this report.

PHILIP HAYNES
ACO – PEOPLE SERVICES

Background Papers:

None

Contact Officer:

Mr Mark Malson - Head of HR

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Tel: 01443 232024

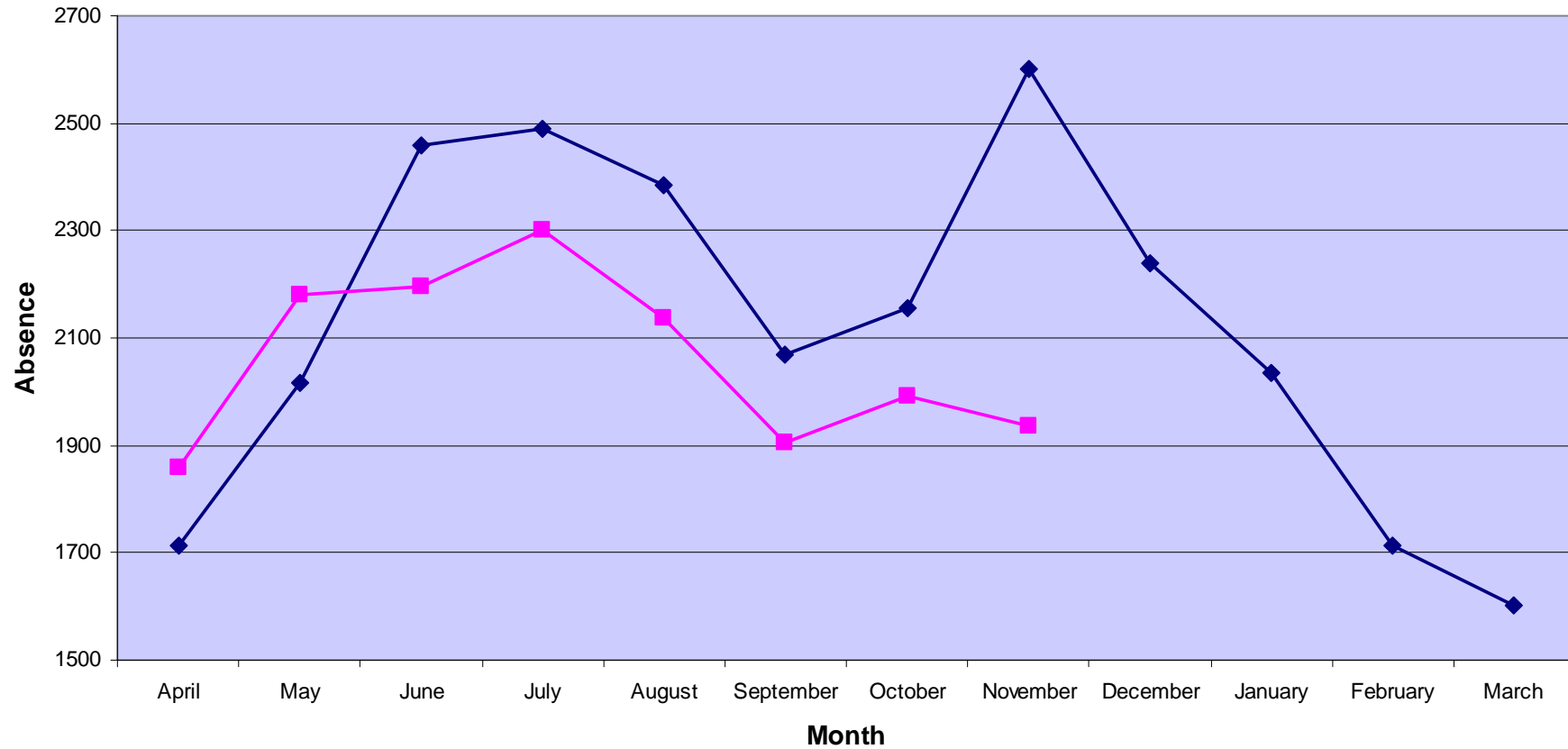
Appendix 1

AVERAGE NUMBER OF DAYS LOST PER EMPLOYEE FOR THE PERIOD APRIL TO NOVEMBER 2010

Category of Staff	Average No. days Lost – April to November 2010	Average No. days Lost – April to November 2009
All Staff	8.35	8.26
WDS Staff	8.50	9.48
RDS Staff	8.01	8.87
Control Staff	11.81	14.70
Support Staff	8.05	7.16

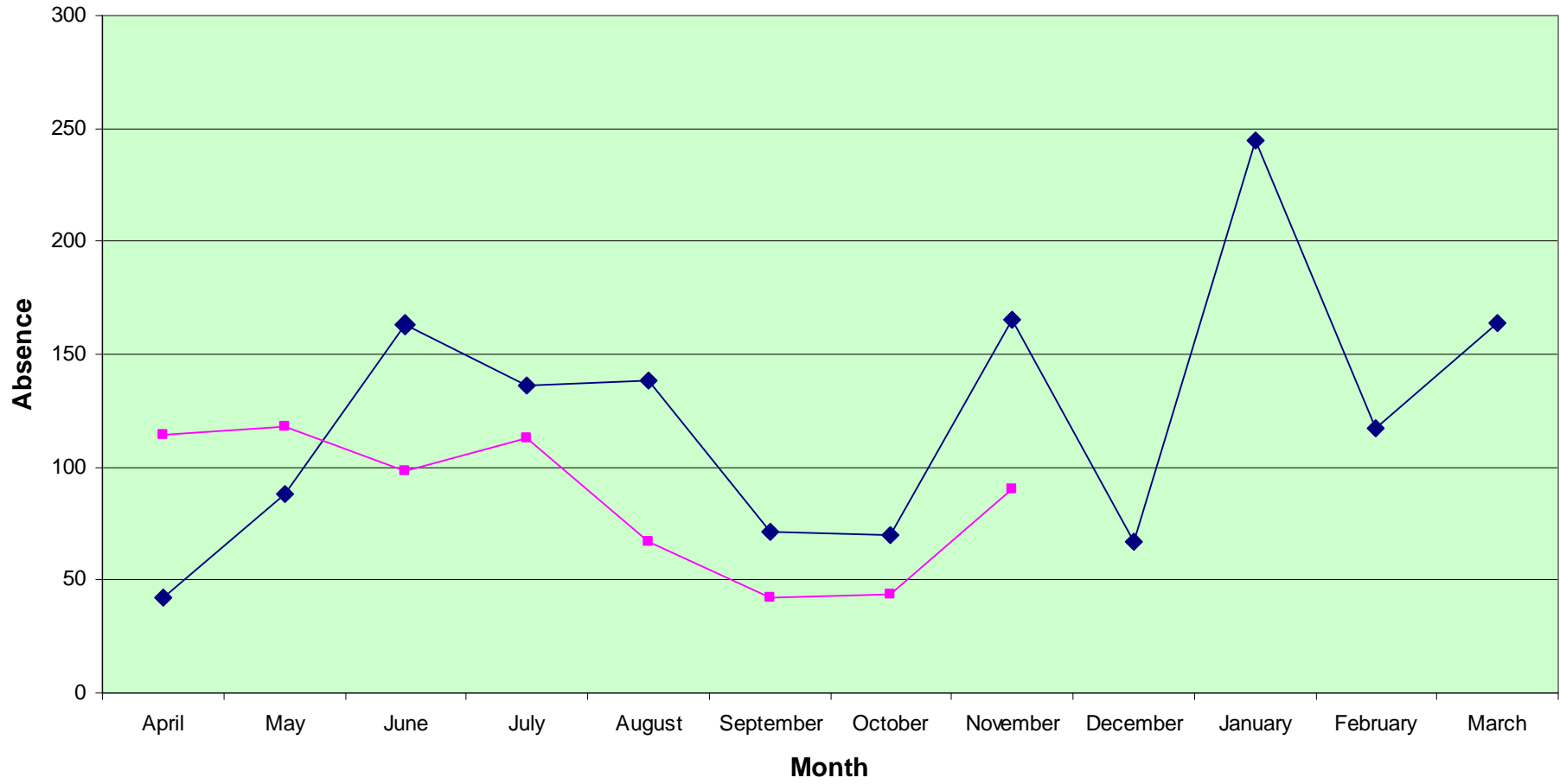
GRAPHS SHOWING THE AVERAGE NUMBER OF DAYS LOST PER EMPLOYEE FOR THE PERIOD APRIL TO NOVEMBER 2010 BY STAFF CATEGORY

All Staff Monthly Absence



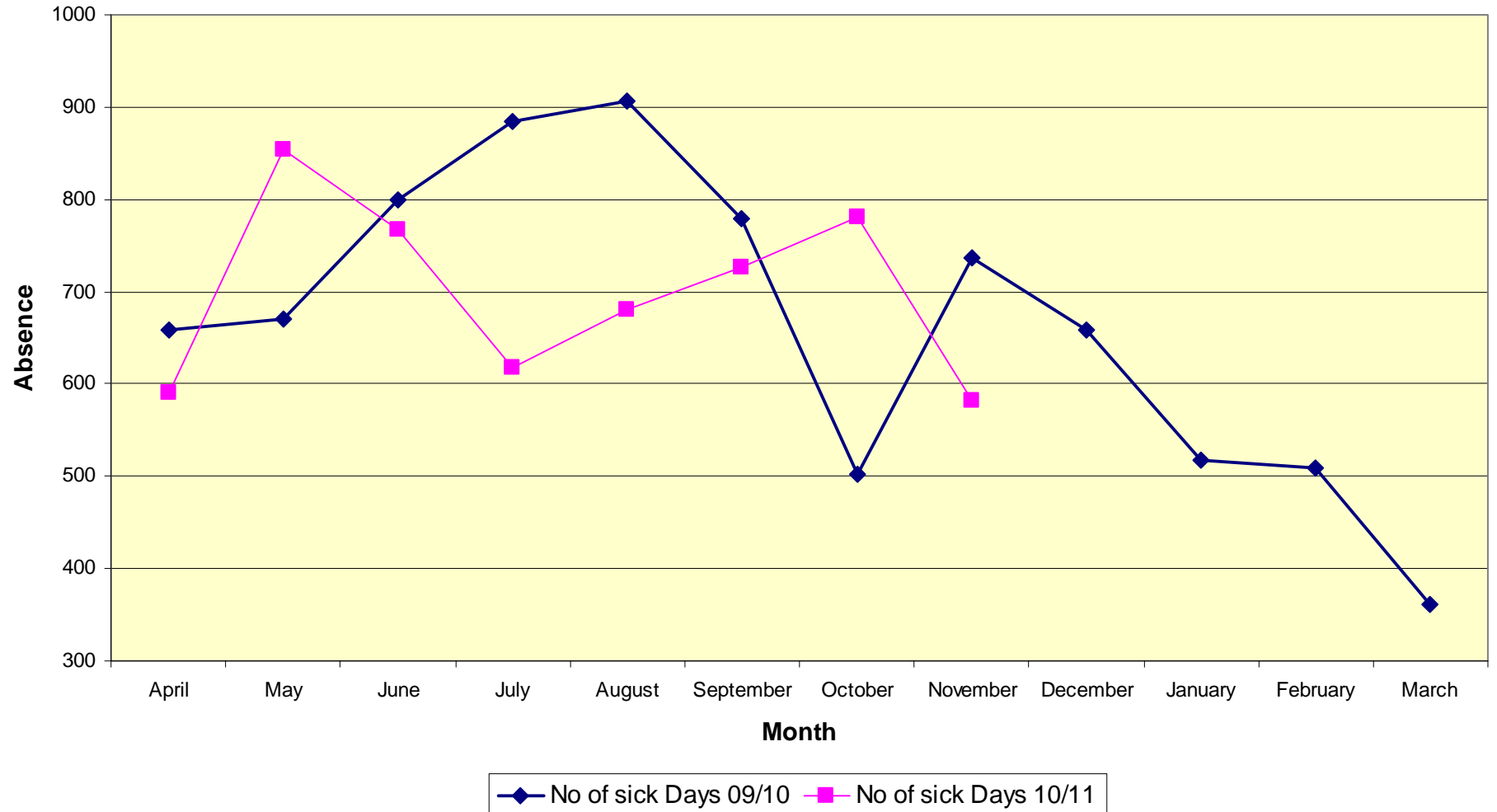
◆ All Staff Monthly Absence Graph Data Chart 5 No of sick Days 09/10
■ All Staff Monthly Absence Graph Data Chart 5 No of sick Days 10/11

Control Monthly Absence

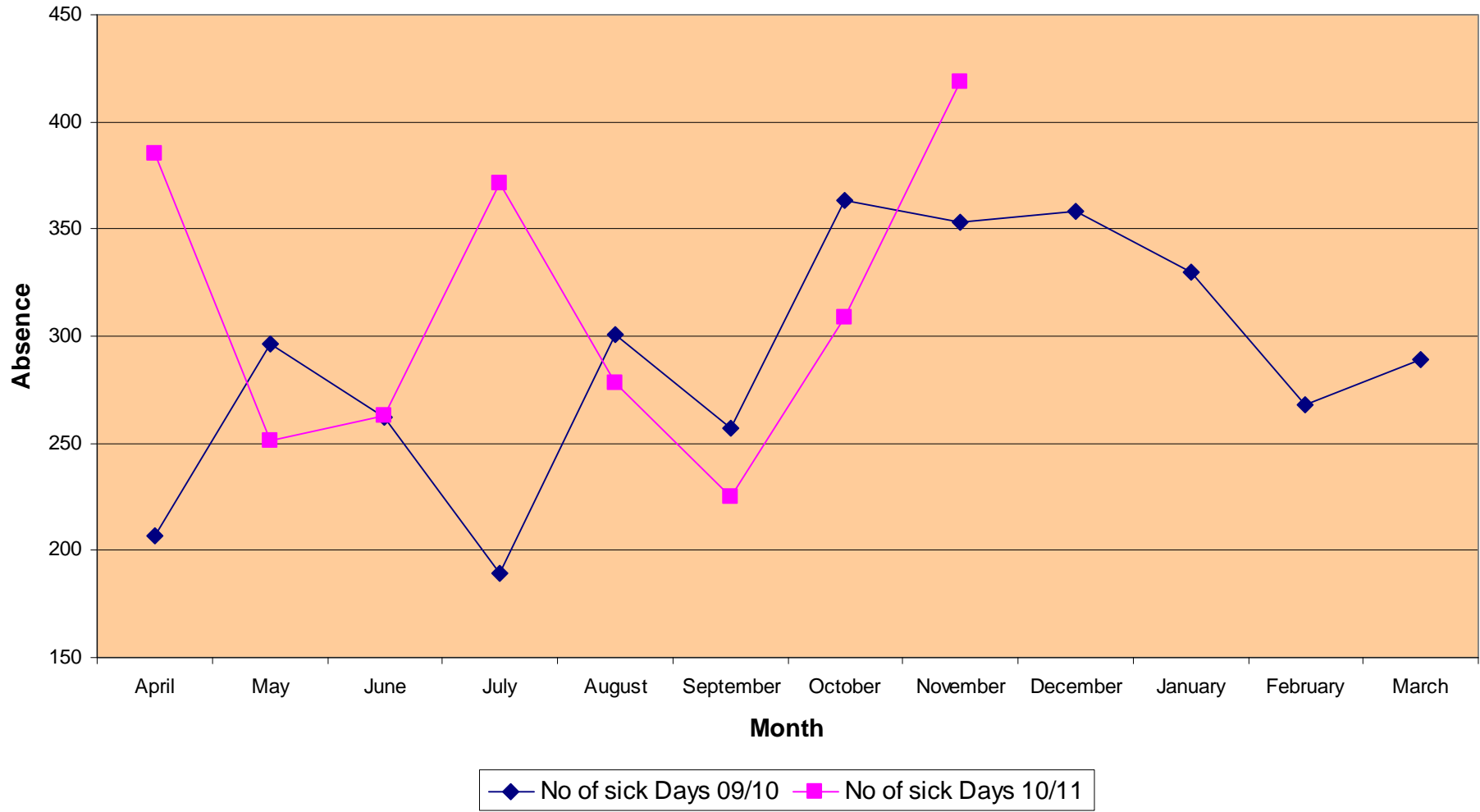


—◆— No of sick Days 09/10 —■— No of sick Days 10/11

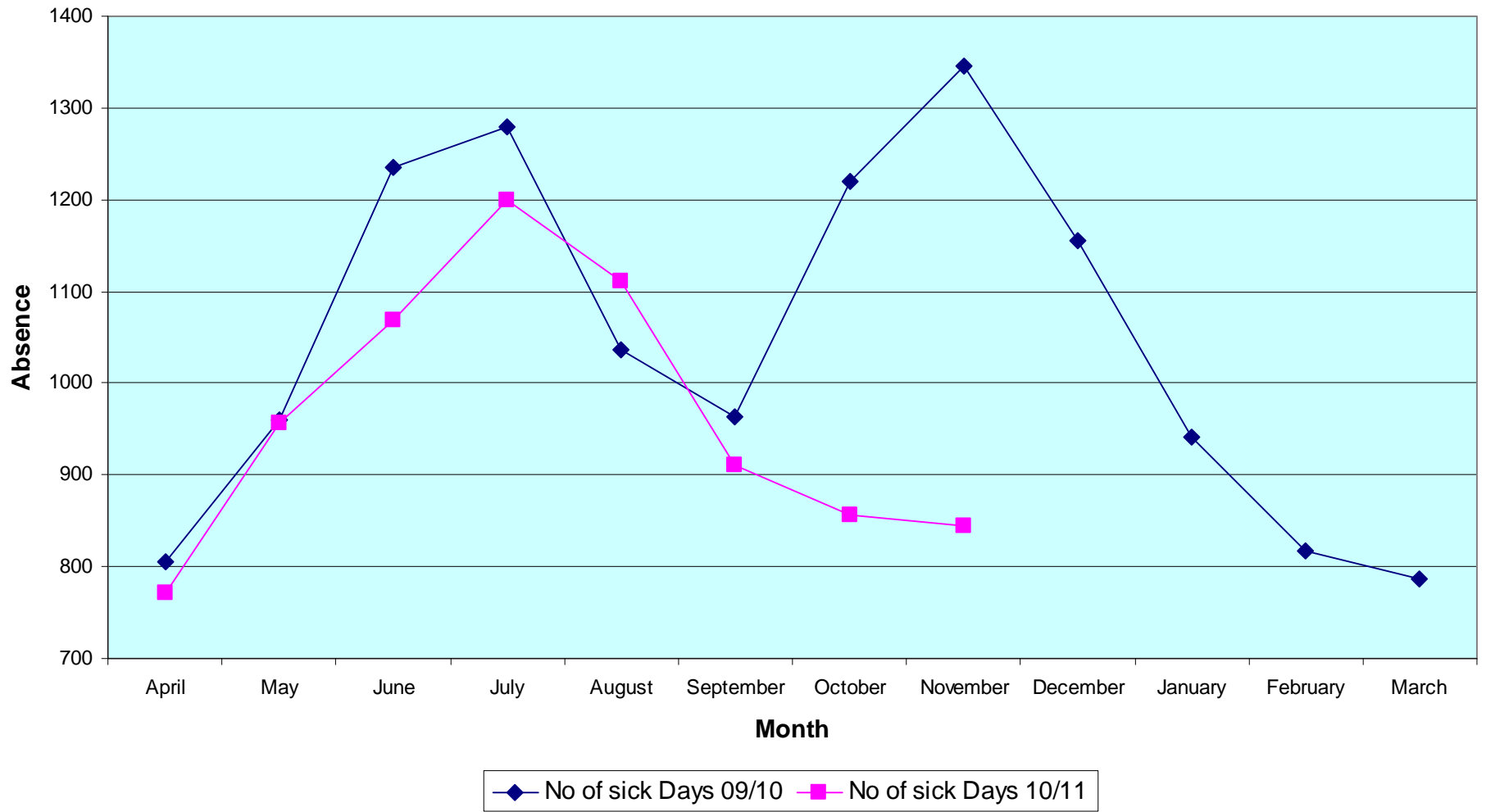
Retained Monthly Absence



Support Staff Monthly absence



Wholetime Monthly Absence



APPENDIX 3

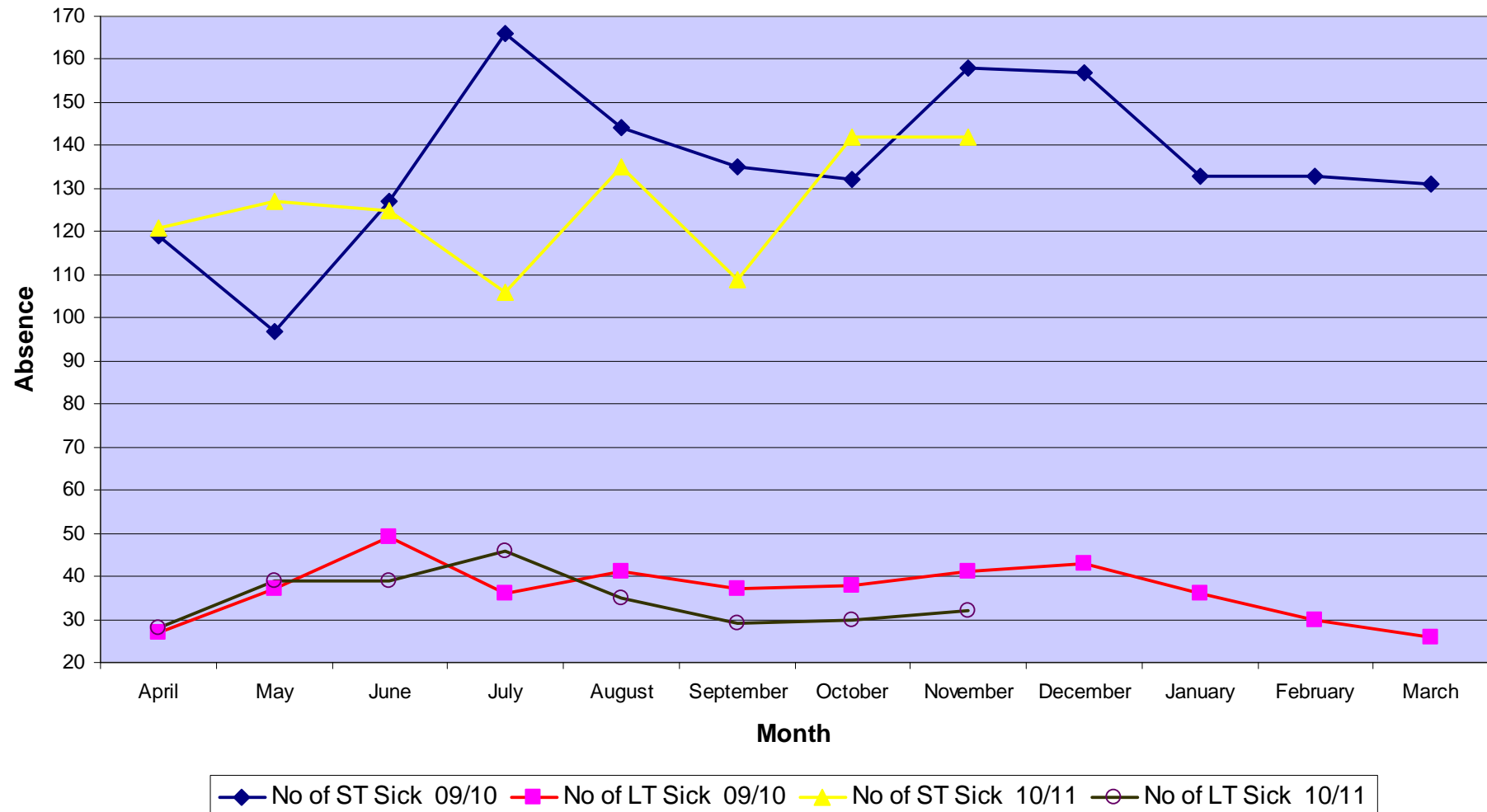
**ANALYSIS OF SHORT AND LONG TERM ABSENCES FOR THE PERIOD APRIL TO NOVEMBER 2010
BY STAFF CATEGORY**

(NB. Figures in Brackets are for the Period April to November 2009)

Staff Category	Short Term		Long Term	
	No. of Absences	Percentage	No. of Absences	Percentage
All Staff	1007 (1384)	78.37 (77.89)	278 (306)	21.63 (22.11)
WDS Staff	460 (500)	78.10 (76.92)	129 (150)	21.90 (23.08)
RDS Staff	310 (295)	76.73 (72.48)	94 (112)	23.27 (27.52)
Control Staff	40 (64)	76.92 (82.05)	12 (14)	23.08 (17.95)
Support Staff	197 (219)	82.08 (87.95)	43 (30)	17.92 (12.05)

GRAPH SHOWING THE ANALYSIS OF SHORT AND LONG TERM ABSENCES FOR THE PERIOD APRIL TO NOVEMBER 2010 FOR ALL STAFF

All Staff LT/ST Absence



SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 6

HR & EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE ACO – PEOPLE SERVICE

REPORT ON DISCIPLINARY DISMISSAL APPEALS**SUMMARY**

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 and Rescue Authority.

Finance and Audit 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.

RECOMMENDATION

Disciplinary dismissal appeals should be heard by Members of the Executive Leadership Team (CFO, DCFO and ACO's).

The practice of continuing to pay employees after dismissal but whilst awaiting their appeal should be ceased.

Where the employee is reinstated on appeal they would be reimbursed their loss of earnings from their original dismissal date.

Members endorse the proposals as detailed in this report and recommend to the Fire and Rescue Authority that Officers enter into consultation with the Representative Bodies.

1. BACKGROUND

- 1.1 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 and Rescue Authority.
- 1.2 Employees may appeal on one or more of the following grounds:
 - They think the dismissal is unfair or unreasonably harsh
 - New evidence comes to light
 - They think the disciplinary procedures were not used correctly
- 1.3 It is current practice that 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.
- 1.4 The appeal hearing is conducted as a review, or in the case of new evidence coming to light, as a re-hearing. Those members of the Disciplinary Appeals Committee elected to sit on the Appeals Panel receive all documents presented to the original dismissal panel along with a copy of the decision taken by the dismissal panel.
- 1.5 The Disciplinary Appeals Panel of the Fire and Rescue Authority hearing the appeal will reach findings based on the documentation and evidence presented at the appeal hearing from both representatives of the Service and the employee and/or their representative.
- 1.6 The outcome of the appeal will be for the Disciplinary Appeals Panel to uphold the case against the employee in whole or in part, in which case the sanction will then be to confirm the dismissal or award a lesser penalty than dismissal, e.g. final written warning.

- 1.7 Disciplinary Appeals Panel decisions, notes, all documentation and reasoning are subject to examination and review in the event of a claim being submitted to an Employment Tribunal. Participants and Disciplinary Appeals Panel members may be called to make statements and give evidence.

2. ISSUES

- 2.1 The current procedure of employees' appealing their dismissal from the Service to the Disciplinary Appeals Panel of the Fire and Rescue Authority is not a statutory requirement placed on the Fire and Rescue Authority under employment legislation.
- 2.2 An internal audit review of the disciplinary and appeals process recommended to the Finance Audit and Performance Management Committee (FAPM) that disciplinary appeals against dismissal should fall within the ambit of the principal officers' roles and responsibilities. The FAPM findings are for referral to the Fire and Rescue Authority together with those of the HR & Equalities Committee.
- 2.3 With the ever increasing commitments of Fire and Rescue Authority Members that are elected as members of the Disciplinary Appeals Panel of the Fire and Rescue Authority it is becoming difficult to form a panel within an acceptable period of time following the original disciplinary hearing. This could lead to findings of unfair dismissal at any subsequent Employment Tribunal.
- 2.4 It is believed that in order to reduce the burden placed on members of the Disciplinary Appeals Committee that all future disciplinary dismissal appeals should be heard by three members of the Executive Leadership Team (CFO, DCFO and ACO's).
- 2.5 Additionally the practice of continuing to pay employees after dismissal but whilst awaiting their appeal is not a statutory requirement placed on the Fire and Rescue Authority under employment law. It is recommended that this practice should be ceased. However, should the employee be reinstated on appeal then they shall be reimbursed their loss of earnings from their original dismissal date.

- 2.6 These amendments to the disciplinary policy and procedures will also align our dismissal and appeals procedures with those of Mid & West and North Wales Fire & Rescue Services and other employers both in the public and private sectors.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial savings in those cases where on appeal the employee is not reinstated due to the fact that they will not have received full pay whilst waiting their appeal to be heard.

4. REPRESENTATIVE BODIES IMPLICATIONS

- 4.1 The Representative Bodies have continued to maintain that they would prefer the appeals to be heard by Fire and Rescue Authority Members and that employees continue to be paid full pay whilst awaiting their appeal to be heard. It can be expected that they will disagree with these proposed amendments.

5. RECOMMENDATION

- 5.1 Disciplinary dismissal appeals should be heard by members of the Executive Leadership Team (CFO, DCFO and ACO's).
- 5.2 The practice of continuing to pay employees after dismissal but whilst awaiting their appeal should be ceased.
- 5.3 Where the employee is reinstated on appeal they would be reimbursed their loss of earnings from their original dismissal date.
- 5.4 Members endorse the proposals as detailed in this report and recommend to the Fire and Rescue Authority that Officers enter into consultation with the Representative Bodies.

PHILIP HAYNES
ACO – PEOPLE SERVICES

Background Papers:

None

Contact Officer:

Mr Mark Malson – Head of HR

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 7

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE ACO – PEOPLE SERVICES

ASSESSMENT AND DEVELOPMENT CENTRES

SUMMARY

This report details the assessment processes of the Service for the identification of Wholetime (WDS), Retained Firefighters (RDS), and Control staff, to be considered for promotion.

RECOMMENDATION

That Members note the content of this report.

1. BACKGROUND

1.1 Members have requested a report detailing the assessment processes of the Service for the identification of Wholetime (WDS) and Retained Firefighters (RDS), and Control, to be considered for promotion.

2. THE ASSESSMENT & DEVELOPMENT PROCESS

2.1 The Recruitment and Assessment Team are responsible for managing the process of identifying staff with potential for future promotion.

2.2 This process involves candidates undertaking a variety of exercises, where they are assessed and observed by trained assessors who evaluate performance against pre-determined behavioural standards (Personal Qualities and Attributes – PQAs).

2.3 The purpose of an Assessment Development Centres 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, organisation and individual training and development needs.

3. ADC LEVELS

- 3.1 Assessment Development Centres are targeted at 3 key levels for Wholetime Duty System (WDS), Retained Duty System (RDS) and Control staff.
- 3.2 The three levels of Assessment Development Centre are:-
- Supervisory Management Assessment Development Centre
 - Middle Management Assessment Development Centre
 - Strategic Management Assessment Development Centre
- 3.3 The exercises are developed by an Occupational Psychologist, and reflect the current themes within the Service.
- 3.4 During the 12 months to July 2010, 251 members of staff showed an interest in attending the ADC process, from which 56 candidates have been identified as having a potential for future promotion.
- 3.5 Psychometric instruments are deemed to have a lifespan of 12-24 months. With this in mind, all passes at a SW ADC remain valid for a period of 2 years.
- 3.6 Those candidates who have been successful at ADC, and who have undertaken a period of temporary promotion, and/or undertaken duties commensurate with the next managerial level (i.e. Supervisory, Middle and Strategic),

may apply to have their ADC Pass extended for a period of 2 year.

- 3.7 It is anticipated that in the future, the ADC process will be accessible by support staff.

4. VALIDATION OF SW ADC MODEL

- 4.1 South Wales Fire and Rescue Authority have been operating an Assessment Development Centre process for about 10 years.

- 4.2 A decision was taken 5 years ago not to use the National ADC Toolkit, partly due to the cost implications, and to develop a SW ADC in line with the British Psychological Society Best Practice Guidelines. The result has been a more cost efficient process that delivers results at a high standard, identifying those staff with potential for future promotion.

- 4.3 SW has the added advantage that the exercised are changed annually, thus avoiding knowledge of the exercise, and ensuring that topics to be addressed reflect current issues. The National Toolkit is updated periodically.

Verification

- 4.4. In 2006, the Quality and Standards (Q&S) Unit at the Fire Service College (FSC) validated the South Wales System of Assessment Development Centres for the selection of personnel for management roles.
- 4.5. The information provided enabled the evaluating team to come to a judgement in the process of 'verification' against a set of British Psychological Society's guidelines for best practice.
- 4.6. The evaluating team came to a judgement that the South Wales Assessment Development Centre System was fit for purpose.

Validation

- 4.7 The next stage was to obtain external validation of the SW ADC process. This took place during the end of 2009 and early 2010, and was undertaken by Capita Resourcing, a reputable organisation that has worked closely with other FRS.
- 4.8 The analysis carried out at Supervisory and Middle Management level has identified that:-
- “the current ADC process successfully distinguishes between poor and strong candidates for both management levels”.
 - “all exercises and PQAs are correlated with the ADC score for both management levels”.
- 4.9 The completion of the validation of the SW Model for ADCs will help SW achieve this objective as set by WAG, bringing a step closer the possibility of working with MAWW and NW in the identification of staff with potential for promotion.
- 4.10 It is anticipated that external validation will greatly assist in achieving recognition outside SW for the ADC process undertaken by the staff of SWFRS.

5. THE WAY FORWARD

- 5.1 It has been intimated that currently there is no appetite within CFOA to develop National ADC tools. The current thinking being that Services should be allowed to operate independently, as long as they adhere to broad, nationally set principles. These principles have been developed and are currently being integrated with IPDS. The existing National toolkit of ADCs is proving costly, and a number of Fire and Rescue Services’ are looking at alternatives.
- 5.2 South Wales has been contacted by a number of other Fire and Rescue Services interested in the approach adopted here. In November, a meeting was held at Cardiff Gate Training & Development Centre, attended by representatives

of 12 FRS and the Occupational Psychologist employed by SW to discuss the process and procedures that are used.

- 5.3 There was some intimation that the Welsh Fire and Rescue Services would consider collaboration, using the Occupational Psychologist to develop materials which are relevant to all.
- 5.4 There was some discussion in relation to the role of Skills for Justice and how they can support the further development of ADCs within the Fire Service. It was suggested that Fire and Rescue Services' should help shape the services available through identifying what support is wanted. The following was identified:-
- Accredit/Endorse the approaches of different services to allow transferability.
 - Negotiate the purchase of resources – collaborative rates.
 - Facilitate a National Seminar.
- 5.5 All present were in agreement that collaboration is important. It was recognised that despite the fact that Services may choose to use different processes and approaches, working together to share learning, best practice, and possibly costs is of benefit to all.

6. RECOMMENDATION

- 6.1 That Members note the content of this report.

PHILIP HAYNES
ACO PEOPLE SERVICES

Background Papers:-

Appendix 1 – Stages of the ADC

Appendix 2 – Supervisory Management ADC

Appendix 3 – Middle Management ADC

Appendix 4 – Strategic Management ADC

Appendix 5 – Welsh Assembly Government

Contact Officer:-

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HR Manager

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Appendix 1

STAGES OF THE ADC SM & MM ADC

- ❑ Stage 1 – multiple choice questionnaire. Successful completion provides access to:
 - ❑ Stage 2 – ADC, comprising of a 90 minute written exercise and 2 x 15/20 minutes simulation exercises (role plays)
 - ❑ Stage 3 - Operational candidates who are successful at the ADC will access the Command Development Program through the Interventions Directorate
 - ❑ Stage 4 - Candidates who are unsuccessful Stage 1 or Stage 2 will be invited to attend a PQA Workshop.
- All candidates who attend the ADC will be offered verbal feedback on their performance on all parts of the process.
- During the feedback session, a range of development opportunities will be discussed, which candidates may choose to consider with their Line Manager and use to inform their PDR. Individual written feedback will be provided to those candidates who attend.

Supervisory Management ADC

The SMADC is undertaken during the first half of the year.

SMADC 2010

	WDS	RDS	CONTROL	TOTAL
Extensions				
Extensions Requested	4	4	1	9
Extensions Granted	4	3	1	8
Extensions Declined	-	1	-	1
Applications				
No of Applications Requested	82	68	4	154
No of Applications Returned	78	59	4	141
No invited to SJT	64	53	3	120
Bye re Pass at SJT in 2009	14	6	1	21
SJT				
No attended SJT	60	52	3	115
No w/drew Application	4	1	-	5
Results of SJT				
Successful at Stage 1	32	20	2	54
Unsuccessful at Stage 1	28	32	1	61
Results of ADC				
No Invited	46	26	3	75
No withdrew	4	1	-	5
Successful at ADC	24	9	2	35
Unsuccessful at ADC	18	16	1	35
Feedback				
No attended feedback following ADC	21	13	1	35
Successful Candidates	11	6	-	17
Unsuccessful Candidates	10	7	1	18

Appendix 3

Middle Management ADC

The MMADC takes place during the second half of the year.

However, after careful consideration it was been decided that the **MMADC would not be held in 2010**. This decision reflects the current and anticipated business needs of SWFRS in the coming 12 months. The next MMADC will commence in September 2011.

At present there are a significant number of personnel with a current MMADC pass, but as yet have not secured promotion. This number is far greater than the anticipated number of vacancies. Therefore to further increase the pool of potential candidates, coupled with the associated costs of running an ADC, particularly in the current economic climate, would not serve the best interests of the organisation.

MMADC 2009

	WDS	RDS	EXTERNAL	CONTROL	TOTAL
Extensions					
Extensions Requested	9	-		2	11
Extensions Granted	8	-		2	10
Extensions Declined	1	-		-	1
Applications					
No of Applications Requested	76	-	16	5	97
No of Applications Returned	61	-	7	3	71
No invited to SJT	32		7	2	41
Bye re Pass at SJT in 2008	29	-	-	1	30
SJT					
No attended SJT	30	-	7	2	39
No w/drew Application	2	-	-	-	2
Results of SJT					
Successful at SJT	11	-	3	2	16
Unsuccessful at SJT	19	-	4	-	23
Results of ADC					
No invited	40	-	3	3	46
No withdrew/ removed from ADC	4	-	-	-	4
Successful at ADC	18	-	2	1	21
Unsuccessful at ADC	18	-	1	2	21
Feedback					
No attended feedback following ADC	26	-	2	2	30
Successful Candidates	9	-	2	1	12
Unsuccessful Candidates	17	-	-	1	18

STRATEGIC MANAGEMENT ADC

Strategic Management ADCs are usually held every 2 years. The last All Wales Strategic ADC was held in 2009, and was managed by South Wales. A decision is yet to be made as to when the next Strategic ADC will be run. As existing successful candidates may be able to extend their pass for a further 2 years, and coupled with the anticipated limited number of vacancies at strategic level, it might be possible to delay until 2012. This would also allow for a pattern of alternating the Middle and Strategic ADCs on a bi-annual basis.

Appendix 5

WELSH ASSEMBLY GOVERNMENT

The Welsh Assembly Government Fire and Rescue Services Framework, 2008 stipulates that Fire and Rescue Authorities will:

- Use a verified Assessment Development Centre (ADC) approach to progression based on identifying potential. ADCs must be recognised by other Fire and Rescue Authorities to ensure transferability and interoperability of skills and competencies.

COLLABORATION

“Collaboration is at the heart of a new vision for Fire and Rescue Services in Wales” as stated by Minister for Social Justice and Local Government, Dr Brian Gibbons when launching a consultation on the new three-year Fire and Rescue Services Framework in 2008. The Minister said that combining the talents of three Welsh fire services and of other public bodies would create levels of service that could not be achieved in isolation.

The draft framework sets out key areas where further collaboration could lead to more effective services including community safety, procurement, climate change and sharing resources and information.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 8

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE ASSISTANT CHIEF OFFICER – PEOPLE SERVICES

TRAINING PROGRAMME UPDATE

SUMMARY

An update for Members about the Training Programme for 2010/11 & 2011/12.

RECOMMENDATION

That Members note the contents of the review and support the ongoing training programmes.

1. BACKGROUND

- 1.1 The PFI project for the Cardiff Gate Training & Development Centre was signed off in July 2004. The service commencement date started in September 2005. The first courses run out of the Cardiff Gate Training & Development Centre occurred on 18 September 2005.
- 1.2 The PFI project is determined by the Project Agreement. Scheduled within the project agreement is the output specification. The basis of the training programme is captured within the output specification of the project agreement. The output specification identifies the training & development activity at the Training Centre. The training programme is agreed with Babcock (formally VT Group) three months prior to the start of the new training year (In line with financial year start)
- 1.3 Before the training programme commences, the forthcoming programme is agreed and signed off with Babcock in relation to the number of training points utilised on an annual basis.

Each activity placed on the training programme generates training points that have a financial value.

- 1.4 The full utilisation of the training point volume is necessary to achieve Value for Money for the Fire and Rescue Authority through the PFI project. The initial output specification (2005) predicted the full utilisation of the training point annual volume. This was based on the annual delivery of three 12-week wholetime initial courses, with up to 20 students per course. In addition to the 12-week courses would include a range of practical and theoretical courses.
- 1.5 The training point volumes are based on a take or pay and standard pay thresholds. The values of the two thresholds are as follows:
 - Take or Pay threshold 40,000
 - Standard pay threshold 47,000
- 1.6 During the first three years of operation the take or pay thresholds were achieved due to the fact that in the main three 12 week courses were programmed. If the standard volume thresholds were not achieved, there is ability to roll-on the unused points for three years. If however the roll-on credits were not utilised within the three years then the points would be lost.

2. TRAINING POINT UTILISATION FOR 2010/11 & 2011/12

- 2.1 The training programme for the above two years has not identified 12-week initial wholetime courses. The Training & Development department in consultation with the Operations Department has identified other training needs to be addressed in the absence of wholetime 12-week courses. The majority of the agreed training needs are focused on operational competence.
- 2.2 The focus on operational competence has addressed new areas of specialist training. In addition operational competence is evaluated through identifying incident themes against an exercise programme, which is run independently by Training & Development staff for station based personnel at the Cardiff Gate Training & Development Centre.

2.3 In addition it has been formally agreed with Babcock to broaden the scope of the training point utilisation to include other external sites. These are sites and facilities within the Babcock infrastructure.

3. RECOMMENDATION

3.1 That Members note the contents of the review and support the ongoing training programmes.

PHILIP HAYNES
DIRECTOR OF HUMAN RESOURCES

Background Papers:

None

Contact Officer:

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 9

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE CHIEF FIRE OFFICER

SINGLE EQUALITY SCHEME UPDATE

SUMMARY

An update for Members about the Equality Act and the Public Sector Equality Duties in Wales and progress relating to SWFRS Equality Plan.

RECOMMENDATION

That Members note the contents of the report.

1. BACKGROUND

- 1.1 The Equality Act came into effect Friday, 1 October 2010. It repeals all the primary discrimination legislation (including the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and the Regulations concerning protection from discrimination on grounds of sexual orientation, religion or belief and age) as well as many secondary pieces of legislation, bringing equality laws under one Act.
- 1.2 The Equality Act 2010 introduces a new general public sector equality duty that will come into force in April 2011. The Act makes provision for the Welsh Ministers to be able to make regulations that impose specific public sector equality duties on relevant Welsh public authorities listed in Part 2 of Schedule 19 to the Act. The purpose of these new specific equality duties is to improve performance of the general duty by the public sector.

- 1.3 SWFRS must have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 1.4 The Equality and Human Rights Commission will monitor compliance.
- 1.5 The nine “protected characteristics”, are; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In April 2011 legislation will be brought in that ensures that public bodies, including Fire and Rescue Services, will have a duty to promote equality on eight of these grounds (not marriage or civil partnership).
- 1.6 The Act also provides definitions of: direct discrimination; discrimination arising from disability; indirect discrimination; harassment; and victimization.
- 1.7 The Welsh Assembly Government has uniquely drafted specific equality duties for the public sector. The duties focus on setting equality objectives through the process of engagement (staff and community); ensuring the objectives and equality data is accessible and employment data is collected and reported this includes pay information. The duties require a focus on assessing the impact of equality in making decisions, developing projects, policy, financial considerations and public procurement.
- 1.8 Consultation on the proposals ended on 17 December 2010, the outcomes report of the consultation responses is due January 2011, they will be submitted for plenary debate in March and the duties will come into force 6 April 2011. The public sector equality duty will require public bodies to publish informed equality objectives, data and actions by April 2012.

2. SWFRS Present Position

- 2.1 SWFRS has drafted an equality action plan that addresses the specific duties 12 months in advance of the statutory deadline. This has allowed us to carry out meaningful consultation and engagement and to trial the plan for a year allowing adjustments to be made to ensure compliance with the Act.
- 2.2 The Equality Task Group has assisted the Diversity Unit in engaging and involving approximately 1000 people including staff and the community who are representative of the equality protected characteristics. The data and information was analysed and presented to a group of 40 people which included external organisations such as the Coalition of Disabled People, Stonewall Cymru, Age, Cymru, BVSNW, Novas Scarman as well as the senior management team, union representatives and members of the equality task group. From the data the group prioritised 18 areas to explore during 5 action learning set days. The action learning sets discussed the issues and produced the draft action plan attached.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications until 2014 when the Equality Plan will require a review and community and staff involvement.

4. RECOMMENDATION

- 4.1 That Members note the contents of the review and support the ongoing gender equality objectives.

ANDY MARLES
CHIEF FIRE OFFICER

Background Papers:

Contact Officer:

Vicky Gregory

Diversity Unit

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South Wales Fire and Rescue Service Draft Equality Plan

Our Community					Protected characteristic						
Outcome	Evidence	Action	Lead	Resources And Timeframe	Age	Disability	Gender reassignment	Race	Religion / Belief	Sex	Sexual Orientation
Risk reduction information and delivery is accessible to all communities and tailored to their needs	<p>Older and Disabled Peoples Involvement Days Cardiff and Merthyr 2010</p> <p>BAEM Fun Days Cardiff and Newport 2010</p> <p>Mardi Gras Survey 2009/2010</p> <p>Critical Friends Sessions 2010</p> <p>ALS Our Community</p>	<p>Identify and tailor key community safety messages to the community via information, involvement days or attending events prioritizing those most at risk. Specific consideration to be made regarding child poverty, domestic violence and the lesbian, gay, bisexual and transgender community.</p> <p>Continue to monitor the profile of business owners in relation to legislative fire safety and tailor information accordingly</p>	<p>DCFO Service Delivery (AM Risk Reduction)</p> <p>(GM Fire Safety)</p>	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

	ALS Our Community	Run Major Case reviews on 'near misses' as well as deaths to supply data on what 'risks' were in play in the incident	DCFO Service Delivery	To be confirmed (TBC)								
	Critical Friends Sessions 2010 Identified during service delivery data analysis	Station Commanders and staff will use all data available to them to map the diversity of their station area. This information will be accessible to all staff by publishing it on the website and intranet and a used to inform risk reduction and community safety activity. Information will be updated as community profiles change or at least annually.	DCFO Service Delivery (AM Risk Reduction & AM Operations)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
Tailored, coordinated and sustainable community engagement activity will foster trust and inform improvements in service delivery. The community feels empowered and confident engaging with us knowing that we are listening organisation.	Critical Friends Session 2010 Older and Disabled Peoples Involvement Days Cardiff and Merthyr 2010 BAEM Fun Days Cardiff and Newport 2010 Mardi Gras Survey 2009/2010	Review SWFRS attendance at community meetings such as PACTS and asses if attendance could offer development opportunities for station and junior staff	DCFO Service Delivery (AM Operations & AM Risk Reduction)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

	ALS Our Community ALS Sustainability																		
	Staff Survey 2010 ALS Our Community	Target influential people in the Service to promote key community safety messages and to engage and enthuse frontline staff	DCFO Service Delivery (AM Operations & AM Risk Reduction)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Older and Disabled Peoples Involvement Days Cardiff and Merthyr 2010 BAEM Fun Days Cardiff and Newport 2010 Mardi Gras Survey 2009/2010 Critical Friends Sessions 2010 ALS Our Community	Community safety will facilitate 10 workshops at stations engaging frontline staff in the development of creative ideas for engaging the community and tailoring key safety information. Good practice will be shared across the Service. Link in with Equality Task Group Members	DCFO Service Delivery (AM Risk Reduction & AM Operations)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Older and Disabled Peoples Involvement Days Cardiff and Merthyr 2010 BAEM Fun Days Cardiff and Newport	Community Safety partnership officer to maintain relationships with equality organisations	DCFO Service Delivery (AM Risk Reduction & AM		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

	2010		Operations)									
	ALS Our Community											
	Older and Disabled Peoples Involvement Days Cardiff and Merthyr 2010	Active campaign to promote SWFRS facilities, buildings and meeting spaces available for community use.	DCFO Service Delivery	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
	BAEM Fun Days Cardiff and Newport 2010		(AM Operations)									
	Critical Friends Sessions 2010											
	ALS Our Community											

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South Wales Fire and Rescue Service Draft Equality Plan

Our People					Protected characteristic						
Outcome	Evidence	Action	Lead	Resources And Timeframe	Age	Disability	Gender reassignment	Race	Religion / Belief	Sex	Sexual Orientation
Staff feel valued and have equal access to development opportunities	Staff Survey 2010 ALS Our People	Identify a clear organisational message about how we will meet staff needs through exposure to developmental opportunities that will enable them to carry out their role most effectively. Develop the personal development review process (PDR), to capture, values and beliefs and evidence of activity carried out to promote and mainstream equality and diversity and substantiates equality and diversity qualities and attributes.	Director People Services	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		<p>Provide training, coaching and mentoring to managers to ensure they are used as a development tool.</p> <p>Examine the processes and structures involved in identifying development needs, simplify and communicate to ensure consistence</p>										
Staff Survey 2010 ALS Our People		<p>Publish as part of People Services Improvements the real spend available for development training and opportunities per staff member. The publish actual spend disaggregating by role, gender, race, disability to start</p>	Head of Training	To be confirmed (TBC)		✓		✓		✓		
Staff Survey 2010 ALS Our People		<p>Conduct 4 workshops with female support staff grades 2-13 in order to explore their response to the staff survey about their experiences at work to inform organisational practice (PDR/Assessment Centre)</p>	Director of People Services & Diversity Unit	To be confirmed (TBC)							✓	

South Wales Fire and Rescue Service Draft Equality Plan

	ALS Our People	Publicise staff career and progression stories in Spark magazine	SMT to encourage all staff		✓	✓	✓	✓	✓	✓	✓
	Staff Survey 2010 Critical Friends Sessions ALS Our People	Widen access to the Assessment and development centre for all staff with a focus on the development aspect for support staff so staff feel valued and able to reach their potential.	Director o People Services (Head of HR)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
	Open, honest and multi directional communication that fosters trust, builds relationships and informs improvements	Establish an infrastructure for staff development via mentoring and secondment opportunities accessible to all staff – explore via PDR	Head of HR	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
	Staff Survey 2010 Critical Friends Sessions ALS Our People	Relevant training activity will be attended by both operational and support staff in order to share knowledge and understating of the wider FRS.	Head of Training	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		Regularly update staff regarding current issues relating to organisational and staff reviews and budget position	ACO Corporate Services	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
Equality Act 2010 Specific duties for Wales ALS Our People		Publish on the website and intranet the work carried out to date relating to equal pay and conditions of service by protected characteristic. Identify and explain any differences. Ensure that all staff have access to all conditions of service.	Director of People Services	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
ALS Our People		Staff reviews will inform the positioning of operational posts in appropriate departments and assess operational necessity for those posts.	Director of People Services (Head of HR)	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
ALS Our Organisation		Publish results of staff survey 2010	Director People Services and Diversity Unit	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
Staff Survey 2010 ALS Our People		Explore further opportunities for work experience placements and apprenticeship schemes	Head of HR	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
Staff Survey 2010		Carry out Wales wide training needs analysis for	CFOA Equality	To be confirmed	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

	ALS Our People	equality and diversity	Group & People and organisational Development Group	(TBC)							
Staff conflict is resolved quickly	Staff Survey 2010 Critical Friends Sessions ALS Our People	Review conflict policy and procedures to ensure simplicity, flexibility and consistency. Introduce conflict management awareness sessions for staff	Head of HR & Head of Training	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
Opportunities for flexible working enable staff to balance work and life	Critical Friends Session 2010 Staff Survey 2010 ALS Our People	Establish a procedure linked to OPPD 24 to ensure corporate application of changes to work patterns whether temporary or permanent	Director People Services	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
Staff and the community understand and able to implement equality and diversity objectives	All ALS	Key equality and diversity messages are identified, delivered and understood		To be confirmed (TBC)							

South Wales Fire and Rescue Service Draft Equality Plan

Our Organisation					Protected characteristic						
Outcome		Action	Lead	Resources And Timeframe	Age	Disability	Gender reassignment	Race	Religion / Belief	Sex	Sexual Orientation
Staff and the community understand and able to implement equality and diversity objectives	All ALS	Key equality and diversity messages are identified, delivered and understood	CFO DCFO ACO Planning and Development ACO Corporate services ACO People Services	July 2011	✓	✓	✓	✓	✓	✓	✓
Leaders are confident in promoting equality messages and leaders in equality and diversity throughout the organisation are equipped to continue their good work	Staff Survey 2010 Critical Friends Sessions 2010 ALS Our Organisation	Via personal development review process identify potential leadership skills and foster them to include exposure to equality and diversity unit and key equality issues for example secondment opportunities to the diversity unit,	Head of Training and All Managers Diversity Unit	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		community engagement activity etc.										
The practical benefits of carrying out an Equality Impact Assessment are understood by all staff and they are carried out at the beginning of any activity, decision, and project or policy development.	<p>Critical Friends Session 2010</p> <p>Equality Act 2010</p> <p>EIA Audit 2010</p> <p>ALS Our Resources</p>	<p>Work collaboratively across Wales to simplify one EIA process and roll out face to face training. The training should</p> <ul style="list-style-type: none"> • emphasis the benefits that have arisen from carrying out such assessments in the FRS such as in ORM, Fire Safety and HR • be focused on using the process appropriately • emphasise the importance of consultation and engagement with a range of communities • market and promote it to all staff focusing on benefits • be accessible to all staff • develop a mindset for use in all FRs activities such as decisions, projects, policies etc 	<p>CFOA Equality Group & People and Organisational Development Group</p> <p>CFOs</p>	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
Transparent reporting of equality and diversity	Critical Friends Session 2010	All departments to report progress in equality and	DCFO Service Delivery	To be confirmed	✓	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

successes and challenges		diversity as part of the Improvement planning process, sharing departmental and local business plans.	Head of Policy and Planning All Departments	(TBC)								
An Authority that is willing to reengineer existing and traditional ways of working to embrace the opportunities of the current economic climate to re focus the way it attracts and trains its staff.	Critical Friends Sessions 2010 ALS Our Organisation	Explore the benefits of modular initial fire fighter training and combine training and development activity across Wales	Head of Training & Head of HR	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
An Authority that seeks out improvements	ALS Our Community ALS Our Organisation	Carry out an EIA in conjunction with the diversity unit when implementing systems thinking to organizational practice.		To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
	ALS Our Community	Equality and diversity will feature on all meeting agendas for feedback and updates.		To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
Equality data is collated, analysed and used to inform improvements		Map and publish what employment and service delivery data the Service currently collates, analyses and has used to inform improvements by protected characteristic and identify	Diversity Unit HR Officer GM Fire Safety	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		gaps. Liaise with Fire Policy Unit at Welsh Assembly Government													
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South Wales Fire and Rescue Service Draft Equality Plan

Our Resources					Protected characteristic						
Outcome		Action	Lead	Resources And Timeframe	Age	Disability	Gender reassignment	Race	Religion / Belief	Sex	Sexual Orientation
SWFRS uses public money in a fair and equitable way and our procurement process will ensure accessibility to SMEs, local business and the third sector	Critical Friends Session 2010 ALS Our Resources	Increase the tender limit to 40K which will decrease the tender bureaucratic burden currently experienced by SMEs, local business and the third sector	ACO Corporate Services	June 2012	✓	✓	✓	✓	✓	✓	✓
		Develop a simple and accessible process that incorporates the pre qualification questionnaire and elements of a full tender		June 2012	✓	✓	✓	✓	✓	✓	✓
		Pilot new process and involve internal budget holders as well as SMEs, local business and third sector organisations		June 2012	✓	✓	✓	✓	✓	✓	✓
		Make recommendations of improvements to the Fire Authority to agree changes to the procurement process.		December 2011	✓	✓	✓	✓	✓	✓	✓
		Establish a marketing strategy to promote agreed changes to procurement process internally		February 2013	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		and externally via leaflets, posters, awareness raising campaigns, procurement week, cards inviting new suppliers that operate with the same values as SWFRS to work with us and bid for work.																	
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South Wales Fire and Rescue Service Draft Equality Plan

Sustainability					Protected characteristic						
Outcome	Evidence	Action	Lead	Resources And Timeframe	Age	Disability	Gender reassignment	Race	Religion / Belief	Sex	Sexual Orientation
Internal and external communications that recognise the diversity and needs of staff and the community	Staff Survey 2010	Review existing internal and external communications mechanisms by engaging staff and the community. Identify key staff to promote key messages by targeting people throughout the Service who are influential and are listened to Adopt and implement an inclusive Communications Strategy that is informed by an equality impact assessment. Establish a voluntary network of staff willing to represent SWFRS at festivals and events in order to facilitate public relations consider Equality Task	Communications Manager	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
	Critical Friends			To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
	ALS Our People			To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓
	ALS Sustainability ALS Our Community			To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		group members. Managers host informal discussion forums to explore current issues and advertise via the intranet	AM ORM AM Operations AM Risk Reduction Head of Training Head of Finance Head of HR Head of Performance Planning Head of Business Support Head of ICT									
	ALS Sustainability	Review website, identifying improvements and responsibilities	Communications Manager Head of ICT	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓
	Critical Friends Sessions ALS Sustainability	Community Safety and station staff will promote and report on good news stories of the outcomes of community engagement via business plan updates and the good news section of the intranet.	AM Operations	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

<p>Achievements and successes will be celebrated and promoted internally locally and nationally.</p>	<p>Older and Disabled People Involvement Days Cardiff and Merthyr 2010</p> <p>BAEM Fun Days Cardiff and Newport 2010</p> <p>Mardi Gras feedback</p> <p>Staff Survey 2010</p> <p>Critical Friends Sessions 2010</p> <p>ALS Sustainability</p>	<p>Celebrate success and promote the work of the Service to include equality and diversity success via internal and community newsletters, press releases, open days, attending events, national and internal magazines.</p>	<p>Communications Manager</p> <p>AM ORM</p> <p>AM Operations</p> <p>AM Risk Reduction</p> <p>Head of Training</p> <p>Head of Finance</p> <p>Head of HR</p> <p>Head of Performance Planning</p> <p>Head of Business Support</p> <p>Head of ICT</p>	<p>To be confirmed (TBC)</p>	✓	✓	✓	✓	✓	✓	✓
<p>Internal Equality Group developed, positioned and resourced will continue to mainstream equality and diversity across the Service</p>	<p>ALS Sustainability</p>	<p>Building on successes of the Equality Task Group establish, via consultation the new remit of the group, considering it as a communications vehicle and how more staff can be involved in its work, especially front line and junior staff, how a regular</p>	<p>Diversity Unit</p>	<p>July 2011</p>	✓	✓	✓	✓	✓	✓	✓

South Wales Fire and Rescue Service Draft Equality Plan

		contact with our external critical friends can be integrated into the performance management of this equality action plan.										
	ALS Sustainability	Explore amalgamating the outward facing equalities forum chaired by the Director of People Services with critical friend's sessions twice a year	Director of People Services	To be confirmed (TBC)	✓	✓	✓	✓	✓	✓	✓	✓

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 10

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE CHIEF FIRE OFFICER

ANNUAL REPORT TO WELSH LANGUAGE BOARD

SUMMARY

The document supporting this report gives an update of progress against the targets set out in the Authority's Welsh Language Scheme 2010 - 2013.

RECOMMENDATION

That the Fire & Rescue Authority note the contents of this report.

1. BACKGROUND

1.1 As Members will be aware, the Fire & Rescue Authority approved a new Welsh Language Scheme for 2010 – 2013 that states how the Authority will ensure that in the conduct of public business in Wales, it will treat the English and Welsh languages on the basis of equality. The implementation of Welsh Language Schemes by public bodies is monitored by the statutory body created under the auspices of the Welsh Language Act 1993 and known as the Welsh Language Board. As part of the Welsh Language Board's monitoring process, all public bodies in Wales are required to submit an Annual Report that states progress against the targets that the Fire & Rescue Authority has agreed with the Welsh Language Board and has published in its Welsh Language Scheme. This report contains information for Members on how and when the agreed targets are being met.

2. ISSUE

The Authority's current Welsh Language Scheme has agreed six targets with the Welsh Language Board that will be

implemented during the period 2010 - 2013. These targets are in addition to the ongoing mainstreaming of Welsh language into the Authority's core business which was the primary focus of the 2007 – 2010 Scheme. The challenge for the Authority in the period 2010 – 2013 will be to continue to provide the high quality Welsh language services that have been developed and embedded during the previous seven years, given the financial constraints currently operating within the public sector. The Welsh Language Officer is confident that the measures taken to establish the Welsh language across all areas of business in previous Welsh Language Schemes are sustainable into 2011 within existing and projected budgets.

3. FINANCIAL IMPLICATIONS

3.1 All measures contained within existing budget.

4. RECOMMENDATION

4.1 That the Fire & Rescue Authority note the contents of this report.

ANDREW MARLES
CHIEF FIRE OFFICER

Background Papers:

Update on Welsh Language Scheme targets 2010 – 2013

Contact Officer:

Cath Baldwin

Welsh Language Officer

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Update on Welsh Language Scheme Targets December 2010

Scheme Ref	Target	Target Date	Update
2.1.6	Develop a summary of the Scheme for staff	31.03.11	Work has begun on creating an Intranet guide for staff on the main points of the Scheme. On schedule to achieve target date.
2.3.3	Conduct a mystery shopper exercise	31.12.10	Work to be undertaken by a third sector organisation on behalf of the Service, now postponed until January 2011 due to inclement weather.
3.2.4	Eight posts in Control to be designated as Welsh essential by 2013	31.03.11	Seven posts already designated and filled by Welsh speakers. On target to designate eighth post by target date.
4.3.1	Rolling programme to replace existing monolingual signage	31.03.11	Rolling programme devised and on schedule to achieve replacement by target date.
5.1.3	Develop policy for increased use of Welsh internally	31.03.12	Work scheduled to commence on this in June 2011.
5.8.2	Submit Annual Report to Welsh Language Board	30.06.10	Annual Report submitted to Welsh Language Board on target date.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 11

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE CHIEF FIRE OFFICER

WELSH ASSEMBLY GOVERNMENT APPROVAL OF WELSH LANGUAGE (WALES) MEASURE**SUMMARY**

This report contains a summary of the recent developments with regard to the Welsh Language (Wales) Measure approved by the Welsh Assembly Government on 7 December 2010.

RECOMMENDATION

That Members note the information contained within this report.

1. BACKGROUND

1.1 As Members will be aware, during 2010 the Welsh Assembly Government gained the power to legislate on Welsh language matters. The Welsh Language (Wales) Measure approved by the Assembly on 7 December 2010 sets out principles that will be adopted with regard to the use of the Welsh language in Wales, including the creation of a system to place duties on public sector organisations with regard to employment and service delivery.

2. ISSUE

2.1 As yet it is too early to predict with any certainty how the approval of the Measure will impact upon the Authority's business practices, the Welsh Language Officer will maintain a watching brief and inform Members of any developments as they become apparent.

The Authority's Welsh Language Scheme 2010 – 2013 has been designed to maintain the high standard of Welsh

language service provision currently offered during this period of change in legislative requirements, and it is not anticipated that there will need to be any changes made to the Scheme to accommodate approval of the Measure.

The main points of the Welsh Language (Wales) Measure as approved are:

- Confirmation of the official status of the Welsh language
- Creation of a new system of placing duties on bodies to provide services through the medium of Welsh
- Creation of a Welsh Language Commissioner with strong enforcement powers to protect the rights of Welsh speakers to access services through the medium of Welsh
- Establishment of a Welsh Language Tribunal
- Allows individuals and bodies the right to appeal decisions made in relation to the provision of services through the medium of Welsh
- Creation of a Welsh Language Partnership Council to advise Government on its strategy in relation to the Welsh language
- Allows for an official investigation by the Welsh Language Commissioner of instances where there is an attempt to interfere with the freedom of Welsh speakers to use the language with one another

Early indications are that:

- the Welsh Language Board will be abolished and replaced by the Office of the Welsh Language Commissioner
- Welsh Language Schemes will be phased out and replaced by Welsh Language Standards – there are no further details on how this may be implemented at present
- there will be a duty to monitor progress and report against specific Welsh language targets - again, no further detail on this at present

3. FINANCIAL IMPLICATIONS

3.1 All measures contained within existing budget.

4. RECOMMENDATION

- 4.1 That Members note the information contained within this report.

ANDY MARLES
CHIEF FIRE OFFICER

Background Papers: None

Contact Officer:

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 12

HR AND EQUALITIES COMMITTEE

31 JANUARY 2011

REPORT OF THE CHIEF FIRE OFFICER

WAG STRATEGIC DOCUMENT: A LIVING LANGUAGE: A LANGUAGE FOR LIVING**SUMMARY**

To update Members on the main points contained within the WAG draft strategic document A Living Language: A Language for Living that will replace Iaith Pawb.

RECOMMENDATION

That Members note the content of this report.

1. BACKGROUND

- 1.1 The Welsh Assembly Government (WAG) has produced the consultation document A Living Language: A Language for Living that will ultimately replace the current document, Iaith Pawb, as the WAG strategic plan for securing the future of the Welsh language in Wales.

2. ISSUE

- 2.1 New standards will be imposed upon public bodies as a replacement for Welsh Language Schemes which will slowly be phased out over the next few years. The aim of the standards will be to ensure the success of the WAG strategic plan in regard to its Welsh language objectives. The key objectives of A Living Language: A Language for Living have been identified in the accompanying briefing paper.

3. RECOMMENDATION

- 3.1 That Members note the contents of this report.

ANDY MARLES
CHIEF FIRE OFFICER

Background Papers:

A Living Language: A Language for Living Briefing Paper

Contact Officer:

Cath Baldwin

Welsh Language Officer

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South Wales Fire and Rescue Authority Briefing Paper: Main points arising from the Welsh Assembly Government Consultation Document A Living Language: A Language for Living – December 2011

Vision

Focus on increasing the use of Welsh in the community, amongst children and young people, in the workplace and in services to the citizen.

Summary of Key Areas

- To create *Language Development Areas* across Wales in partnership with local authorities, the mentrau iaith and other organisations.
- To develop a *Bilingual Town and Cities* project to promote the use of the language in urban settings.
- To explore the potential of developing *Regional Language Resource Centres* where several organisations working to promote and facilitate the Welsh language can be located together.
- To develop a *Welsh Language Delivery Plan* for the 0-5 age group.
- To work with local authorities to identify and advertise more Welsh medium childcare opportunities with the aim that provision meets the demand.
- To further develop the initiative where local authority youth workers and those employed by other agencies to raise awareness of Welsh in school and community settings.
- To work with partners to develop language awareness as an integral element in the training of youth workers.
- To introduce the Welsh Language Board project *Supporting Young People's Language Practices* in more school and community settings across Wales.
- To develop with partners a varied activity scheme in the community specifically for 9-13 year olds.
- To publish a Strategic Framework for Health and Social Care which will aim to strengthen bilingual services in the sector.
- For Welsh Assembly Government directorates and each Assembly Government Sponsored Body to mainstream the Welsh language into policy and service development.
- When we award grants and contracts we will include conditions, where relevant, with regard to the use of Welsh. In doing this, we will be guided by the Welsh Language Board's guidelines on awarding grants *Awarding*
- *Grants Loans and Sponsorship*, and the principles set out in its forthcoming guidelines on awarding contracts.
- To review and reissue Technical Advice Note (TAN) 20 with a view to allowing local authorities to use Language Impact Assessments for planning purposes in areas of housing pressure.

- With local authorities and others, to consider responding to the links between the local economy, employment, housing, migration and the Welsh language.
- For the Welsh Language Board, in the short term, to begin work to ensure that 1500 businesses will have voluntary Welsh language policies in place by March 2015*.
- For the Welsh Language Board to consider developing a charter-mark to recognise achievement in the use of the Welsh language in business.
- To establish a Stakeholder Working Group to develop a strategic framework to put the proposals in the field of Welsh in the workplace into effect.
- To encourage the development of targeted Welsh for adults programmes for workplaces to provide support and increase confidence in the use of the language.
- By 2016 to operate Welsh in the workplace action plans across all of our offices based on best practice adopted in our offices in Llandudno and Aberystwyth.
- To consider developing additional interactive digital media resources in Welsh with a focus on the needs of children and young people.
- To support the development of Welsh language broadcasting on all platforms and to collaborate with broadcasters to ensure that their content can contribute to the delivery of our strategy.
- To consider the possibility of increasing the provision of Welsh language programming on commercial radio stations across Wales.
- To establish a National Standardisation Body for the Welsh Language.
- To explore the introduction of an accreditation and regulation structure, including a charter mark, to ensure the standards of translators offering a Welsh/English language translation service.
- To consider establishing a pilot project in partnership with a range of organisations to develop a community translation scheme.
- To invite the Welsh Language Board to develop a long-term Language Technology Action Plan to ensure that Welsh has a sustainable presence in this field.
- To explore the possibility of installing Welsh language software and interfaces on all workstations in every school, college and university in Wales.
- Standards will be created that will impose duties on organisations to:
 - provide services in Welsh
 - consider the effect of policy decisions on the Welsh language
 - promote the use of Welsh in the workplace
 - promote and facilitate the use of Welsh more widely
 - keep records of compliance with standards and of complaints

*Responsibility for the Welsh Language Board's work will be transferred to the Welsh Language Commissioner for the Welsh Assembly Government when the Board is abolished.

**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2010/11**

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Update on Implementation of the Welsh Language Scheme	To advise Members of progress against scheme requirements	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Cath Baldwin	19 July 2010 31 Jan 2011	Initial report presented to Committee on 19 July
Update on the preparation and Implementation of the Single Equality Scheme	To advise Members of progress against scheme requirements	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Vicky Gregory	19 July 2010 31 Jan 2011	Initial report presented to Committee on 19 July

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Update on Occupation Health Unit Activity & the Operation of the Collaboration	To provide Members with an understanding of the work of the unit and the progression of the collaboration	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Dr W. Davies	31 Jan 2011	Initial report presented to Committee
Report on Sickness across the Service	To inform Members of sickness data for the Service	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Jan Nancarrow	18 Oct 2010	Initial report presented to Committee on 18 October 2010
Consideration of the draft People Strategy	To seek Members agreement to the draft strategy for reporting to Fire and Rescue Authority	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Phil Haynes	19 July 2010	Update report presented to Committee on 19 July Strategy recommended to Fire and Rescue Authority for

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
					adoption on 27 September 2010
Report on current establishment structures	To inform members of the establishment	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Mark Malson	18 Oct 2010	Initial report presented to Committee on 18 October 2010
Report on Members Charter and update on progress towards implementation	To advise Members about the Charter and the Organisations progression towards achieving it	Attract and Develop our People Organisational Improvement	ACO CS Contact Officer: Alan Peploe	19 July 2010 18 Oct 2010 11 April 2011	Initial report presented to Committee on 19 July Updated report presented to Committee on 18 October 2010

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: disciplinary	To update Members on the policy review and to seek the approval of the committee for the revised policy	Attract and Develop our People Organisational Improvement		19 July 2010 31 Jan 2011	Draft policy and guidelines subject to consultation with all Trade Unions Update report presented to Committee
Policy Review: Recruitment	To update Members on the policy review and to seek the approval of the committee for the revised policy	Attract and Develop our People Organisational Improvement		18 Oct 2010	Initial report presented to Committee on 18 October 2010
Policy Review: Assessment & Development Centres	To update Members on the policy review and to seek approval of the committee for the revised policy	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Jackie Edwards	31 Jan 2011	Report presented to Committee

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	11 Apr 2011	
Report outlining release strategies	To advise Members of the different methods of release of staff from an organisation	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Phil Haynes	19 July 2010	Update report presented to Committee on 19 July Application of extended provisions endorse by Fire and Rescue Authority at meeting held on 27 September 2010

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 of Training Programme	To update Members on the training programme	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Gareth Davies	31 Jan 2011	Report presented to Committee
Review of PFI Contract	To update Members on the outcome of the 5 year review of the PFI contract	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Gareth Davies	31 Jan 2011 11 Apr 2011	Deferred to April 2011 pending 5 year review.
Review of Pension Implications following publication of Hutton Report	To update Members on the potential implications arising from the final report of the Pensions Review Committee	Attract and Develop our People Organisational Improvement	ACO PS Contact Officer: Phil Haynes	11 Apr 2011	

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