

**Due to the current heightened security level at all our premises, Members are reminded to wear their identity badges whilst attending meetings. Any visitors must produce photographic identification at Reception.**

## **SOUTH WALES FIRE & RESCUE AUTHORITY**

**COMMITTEE:** HR & Equalities

**DATE:** Monday, 27 March 2017 at 10:30 Hours

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

### **AGENDA**

1. 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. Chairman's Announcements
4. To receive the minutes of:
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Signature of Proper Officer:



**Councillors:**

Cllr	G	Phillips	Cardiff
Cllr	B	Morgan	Rhondda Cynon Taff
Cllr	E	Galsworthy	Merthyr Tydfil
Cllr	D	Davies	Newport
Cllr	S J	Jones	Rhondda Cynon Taff
Cllr	S	Pickering	Rhondda Cynon Taff
Cllr	P	Seabourne	Torfaen
Cllr	A	Jones	Torfaen
Cllr	S	Bradwick	Rhondda Cynon Taff
Cllr	R	McKerlich	Cardiff
Cllr	C	Elsbury	Caerphilly
Cllr	M	Powell	Monmouthshire
Cllr	E	Hacker	Vale of Glamorgan
Cllr	P	Drake	Vale of Glamorgan
Cllr	J	Morgan	Blaenau Gwent
Cllr	C	James	Bridgend



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 16 JANUARY, 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**23. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S J Jones (Chair)		Rhondda Cynon Taff
A Jones (Deputy Chair)		Torfaen
C Elsbury		Caerphilly
E Galsworthy		Merthyr Tydfil
B Morgan		Rhondda Cynon Taff
G Phillips		Cardiff
S Pickering		Rhondda Cynon Taff
M Powell		Monmouthshire
P Seabourne		Torfaen
E Hacker		Vale of Glamorgan

**APOLOGIES:**

S Bradwick		Rhondda Cynon Taff
D Davies		Newport
C James		Bridgend
R McKerlich		Cardiff
P Drake		Vale of Glamorgan
J Morgan		Blaenau Gwent

**ABSENT:**

**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr C Powell – Deputy Monitoring Officer, Mr M Malson – Head of HR, AM I Greenman – Head of Training & Development, GM P Mason – Training & Development Team

The Chair extended a warm welcome to Group Manager Mason who was in attendance as an observer.

**24. DECLARATIONS OF INTEREST**

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

## **25. CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements.

## **26. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 17 October, 2016, were received and accepted as a true record of proceedings.

## **27. TRAINING AND DEVELOPMENT DEPARTMENT – PRINCIPLES OF WORKFORCE PROGRESSION**

The Head of Training & Development presented a report for Members to consider the ongoing project which considered all aspects of Principles of Workforce Progression within the Service.

A question and answer session took place, after which the Chair thanked the Head of Training & Development for a very informative report.

### **RESOLVED THAT**

Members agreed to note the contents of the report.

## **28. STRATEGIC EQUALITY PLAN – 1 APRIL 2015 TO 31 MARCH 2020**

The Head of HR informed Members that South Wales Fire & Rescue Service is required under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 to publish a Strategic Equality Plan. The current plan runs from 1 April 2015 to 31 March 2020.

Members received an update on the progress of the Strategic Equality Plan from 1 April 2015 to 31 March 2016.

### **RESOLVED THAT**

Members agreed to note the content of the report.

## **29. ANNUAL EQUALITY REPORT FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2020**

The Head of HR informed Members that South Wales Fire & Rescue Service was required under the Equality Act 2010 (Statutory Duties)

(Wales) Regulations 2011 to publish an Annual Equality Report for the period 1 April to 31 March every year.

The Annual Equality Report met the South Wales Fire & Rescue Service's legal duty to publish a report that demonstrated the progress and compliance against the General Equality Duty and Wales Specific Equality Duties, and was focused primarily on data as well as what the Service had done during the period 1 April 2015 to 31 March 2016.

After a question and answer session, particularly around smoke detectors, Members agreed to note the content of the report.

### **RESOLVED THAT**

Members agreed to note the content of the report.

### **30. SOUTH WALES FIRE & RESCUE AUTHORITY – ANNUAL PAY POLICY STATEMENT 2017/2018**

The ACO People Services informed Members that the South Wales Fire & Rescue Authority was required to publish a Pay Policy Statement for each financial year, which provided information for the following financial year.

The Fire & Rescue Authority at their meeting held on 6 February, 2012, adopted and published its first Pay Policy Statement. The Fire & Rescue Authority also determined that the HR & Equalities Committee should review the Pay Policy Statement, and report to the full Committee. In 2014 Welsh Government issued new guidelines with further amendments which determined the contents of the Pay Policy. The 2016/2017 Pay Policy Statement had been drafted for Members' consideration and recommendation to the Fire & Rescue Authority.

ACO People Services noted two errors at 9.1 of the report that will be amended.

### **RESOLVED THAT**

30.1 Members agreed to review the South Wales Fire & Rescue Authority's Pay Policy Statement for 2017/2018

30.2 Members agreed to recommend the 2017/2018 Pay Policy Statement to the Fire & Rescue Authority for endorsement and publication by 31 March 2017.

**RESOLVED THAT****31. ANNUAL REPORT OF HR & EQUALITY COMMITTEE**

The ACO People Services presented a report which informed Members of the work that the HR & Equalities Committee had undertaken during the Municipal Year 2015/2016.

**RESOLVED THAT**

Members agreed to note the work of the HR & Equalities Committee.

**32. FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2016/2017**

The ACO People Services informed Members that under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority is the recognised Scheme Manager for Firefighter Pension Schemes and as such needs to identify through which mechanism it intended to fulfil its role and obligations.

The Welsh Government issues regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These e-mails and circulars could cover a variety of areas, including all aspects of Firefighters Pension Schemes, and have to be noted or actioned as appropriate. The presented report set out the current requirement for Firefighters Pension Schemes managerial and administrative actions.

The Chair expressed concern in relation to the potential loss of knowledge about the various pension schemes. The ACO People Services wished to assure Members that there are capable Officers within the organisation with the required knowledge.

**RESOLVED THAT**

32.1 Members agreed to accept the content of the Welsh Government (Firefighters Pensions Scheme Circulars and e-mails) that had been received in the 2016/17 year.

32.2 Members agreed to note the actions that had been implemented for each of the circulars.

### **33. TRAINING AND DEVELOPMENT DEPARTMENT – THIRD PARTY INCOME GENERATION**

The Head of Training & Development presented a report which provided Members with an updated position on current and proposed Third Party Income Generation within the Training and Development Department for the Service during the current financial year.

The Chair thanked the Head of Training & Development and his team for all they doing in relation to income generation which is improving continuously.

#### **RESOLVED THAT**

Members agreed to note the content of the report.

### **34. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2016/2017.

The Chair encouraged Members to take up the offer of Welsh lessons, should they arise.

The suggestion of a visit to the Training and Development Centre was raised. The ACO People Services confirmed that a visit will be planned for Members, possibly to take place in September 2017.

#### **RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2016/2017.

### **35. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 or 2)**

There were no items of urgent business.



**SUMMARY OF THE NATIONAL ISSUES COMMITTEE – HUMAN RESOURCES AND TRAINING & DEVELOPMENT WORKSTREAMS**

**SUMMARY**

This report updates Members on the Fire & Rescue Services' All Wales National Issues Committee Human Resource Management and Training & Development work-streams for the Municipal Year 2016/2017.

**RECOMMENDATION**

That Members note the content of the work stream summary detailed in this report.

**1. BACKGROUND**

- 1.1 As Members may recall the inaugural meeting of the National Issues Committee was held on 17 July 2012, and since that time working parties and groups have been established to meet the work-stream conditions.
- 1.2 Members will also be aware that in addition to normal work commitments both the Training & Development and HR issues arising out of the National Issues Committee's Forward Work Plan will be brought to the HR & Equalities Committee for consideration and comment.
- 1.3 Some two years ago the leads on the relevant work-streams changed as identified below:-
  - CFO Simon Smith – Human Resources
  - CFO Chris Davies – Training & Development
- 1.4 The National Issues Committee has also redrafted its Forward Work Plan and although work is continuing on both the HR and Training & Development work-streams the primary focus of the Committee is now on other areas.

**2. ISSUES**

- 2.1 The report area is focused upon the National Issues Committee – Human Resource and Training & Development actions for all three Fire and Rescue Services.

- 2.2 All three Fire and Rescue Services are represented at group meeting which take place regularly throughout the year, namely the Personnel & Organisational Development Group (POD).
- 2.3 Human Resource Managers and Training & Development Managers also meet regularly to benchmark activities. Service delivery collaborations have also taken place to establish timelines against which progress can be evaluated.
- 2.4 The Human Resource related achievements that have taken place in 2016/2017 include:-
  - 2.4.1 Joint WDS recruitment that includes the development of on-line sifting tools and ability tests to reduce administration and speed up the process.
  - 2.4.2 The development of the All Wales online portal for use for all future recruitment campaigns including RDS recruitment
  - 2.4.3 Introduced the new Chief Fire Officers Association (CFOA) Fitness Standards to include the Drill Yard Assessment and the guidelines with regards to measuring upper body strength for operational fitness.
  - 2.4.4 The introduction of an All Wales Critical Incident Debriefing/Trauma Risk management policy and procedure.
  - 2.4.5 Drafted for consultation in 2017/2018 a new All Wales HR Strategy for 2018 to 2021 (that will be brought to this Committee later in 2017).
  - 2.4.6 Reviewed and continue with the provision of HR Support for employment law advice via XperHR on an All Wales basis to ensure legislative compliance.
  - 2.4.7 Collaborated on job evaluation processes and alignment of systems, policies and procedures.
  - 2.4.8 The provision of employee benefits and services through the National Procurement Framework of Wales (known as Bernie Benefits).
- 2.5 The Training & Development related achievements that have taken place in 2016/2017 include:-

- 2.5.1 Development of a new Breathing Apparatus (BA) standard to meet National Operational Guidance (NOG). This was a significant piece of work which required collaboration on an extensive basis. Training packs and presentations were developed and this was backed up with specific individual training on all stations and departments as well as the roll out of sector specific information via the Operational Skills Platform within SWFRS. Such collaboration enabled significant resource savings to be made in ensuring there was not duplication of work in each Service area.
- 2.5.2 A similar piece of work was completed in the area of Incident Command. National Operational Guidance was issued and SWFRS took the lead on developing the way forward. Following collaborations with the other two FRS's in Wales, again duplication of work was avoided. Similar rollout was achieved as with the BA NOG.
- 2.5.3 A new standard has also been developed this year in the Technical Papers for Supervisory and Middle Managers which form part of the promotion process for operational personnel. This is now a Skills for Justice (SFJ) accredited qualification which has a 5 year currency as opposed to the previous 2 year period. This has again been very much a collaborative effort which has resulted in not only an improved time period to develop managers of the future but has also seen sector specific accreditation been awarded as a result.

### **3. EQUALITY RISK ASSESSMENT**

- 3.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from this particular report.

### **4. RECOMMENDATIONS**

- 4.1 That Members note the content of the work-streams summary detailed in this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACO Philip Haynes Director of People Services	Fire & Rescue Services' All Wales National Issues Committee (Forward Work Plan)





CONSULTATION CATEGORY	QUARTERS				TOTAL (Figures for 2015)
	1	2	3	4	
Routine Medical Surveillance WDS	55 (43)	75 (59)	80 (70)	60 (48)	270 (220)
Routine Medical Surveillance RDS	28 (67)	31 (42)	34 (69)	16 (54)	109 (232) *
LGV Medicals	25 (20)	27 (24)	27 (32)	33 (23)	112 (99)
WDS and RDS Pre-Employment /Transfers	10 (26)	47 (37)	28 (25)	25 (10)	110 (98)
Review Appointments	85 (137)	102 (138)	99 (101)	92 (109)	378 (485)
Management Referrals/ Sickness Absence	24 (29)	33 (63)	54 (62)	53 (55)	164 (209)
Self-Request Appointments	0 (10)	1 (0)	2 (0)	0 (1)	3 (11)
Aids to Vision	2 (4)	4 (0)	1 (0)	3 (3)	10 (7)
Health & Fitness Advisor Referrals	5 (2)	3 (3)	3 (1)	2(2)	13 (8)
Routine Health and Fitness Assessments (conducted by Health and Fitness Advisors)	-	-	-	-	930 (871)
Corporate Staff Pre-Employment (incl D&A testing)	10 (5)	18 (8)	32 (10)	29 (7)	89 (30)
Scheduled Telephone Consultations	33 (21)	47 (56)	46 (35)	45 (26)	171 (138)
WAST Health & Fitness Reviews					15 (25)
Auxiliary Firefighter Medicals	0 (2)	0 (0)	0 (0)	25 (0)	25 (2)

*\*Explanatory note*

*The reduction in Routine Medicals for RDS is linked to staff availability to attend the Occupational Health Unit as a result of their full time employment commitments. To counter this, a mobile Occupational Health Unit vehicle was sourced with the intention to visit RDS stations for routine medicals to be completed. The figures were lower in the first quarter as it was anticipated that the mobile unit would be operational. Unfortunately, a delay until November was encountered in sourcing IT equipment for the mobile unit. Then in*

December, a fault was identified with the vehicle necessitating its return to the manufacturer. These unforeseen difficulties have had a bearing on the figures.

#### 4. INVESTIGATION/TREATMENT SERVICES

4.1 Since 2001 the Fire & Rescue Authority has agreed to allocate funds for a contingency initiative to reduce the costs to the Service arising from delays in NHS investigation and treatment services. Funds are used when the projected costs to SWFRS and ultimately the public of any NHS delay, are estimated to be considerably more than the cost of investigation or treatment that is available on a private basis.

4.2 The table below provides breakdown of the funds used for the main categories of healthcare services required.

**Table 2** below provides the Contingency Budget Expenditure

<b>SERVICE</b>	<b>NUMBER (Figures for 2015)</b>	<b>COST (£) (Figures for 2015)</b>
Surgical Procedures	30 (29)	£84,353 (£121,162) (Average cost per procedure £2,812) (£4,178)
Specialist Referrals	107 (91)	£10,753 (£14,043) (Average cost per referral £100.50) (£154.32)
Scans and X-Rays	80 (68)	£17,531 (£19,919.00) (Average cost per scan £219.14) (£292.93)
Physiotherapy	356 (371)	£21,796 (£21,609.14) (Average cost per session £61.23) (£58.25)
<b>TOTAL</b>	<b>573 (559)</b>	<b>£134,433 (£176,733.14)</b>

## **5. INITIATIVES**

### **WELSH AMBULANCE SERVICE**

- 5.1 A Service Level Agreement is agreed to provide health and fitness services to WAST employees in the South Wales area. The aim of this service is to help employees return to work more quickly following injury or to help employees maintain a healthy lifestyle thus minimising the risk of future sickness absences.
- 5.2 Initially, this support consisted of weight management and physical fitness advice along with injury rehabilitation support and musculoskeletal injury management.
- 5.3 This year has seen a reduction in the numbers of referrals received from WAST but SWFRS remains committed to providing this service.

## **6. PHYSIOTHERAPY SERVICE**

- 6.1 Musculoskeletal conditions and injuries are responsible for the majority of sickness absence and lost productivity in SWFRS. Early access to physiotherapy is important in achieving a speedy recovery from these Conditions and injuries.
- 6.2 SWFRS continues to benefit from on-site physiotherapy services on 1 day per week. The physiotherapist now has a wide range of experience relevant to the role of Firefighter and developed a good working relationship with the Occupational Health professionals and the Health & Fitness Advisors (HFAs). The on-site availability of a physiotherapist has improved the quality and efficiency of the services to staff. The Physiotherapist is also highly experienced in administering steroid injections. If this is required, the Physiotherapist will promptly see cases at the Spire Hospital Cardiff where facilities are more appropriate for this intervention.
- 6.3 The Senior Occupational Health Nurse has implemented a new arrangement whereby the Physiotherapist will hand-over any case updates to him at the end of each Physiotherapy clinic. The Senior Occupational Health Nurse will then update Attendance Management / the Line Manager / or relevant OH professional accordingly and this has maximised the opportunity to provide more efficient advice and case management.

## **7. STRESS AWARENESS AND COUNSELLING INITIATIVES**

- 7.1 Psychological ill health is the second most prevalent cause of reduced performance and sickness absence. SWFRS has benefitted from a long

standing partnership with the Department of Liaison Psychiatry at UHW, which has provided very effective treatment for firefighters affected by the traumatic aspects of Fire & Rescue Service duties. However a substantial amount of sickness absence is associated with non-occupational stressors, including family bereavement, relationship break-ups, caring commitments and difficulties in achieving a healthy work-life balance. Preventative measures focus on raising awareness of stress and the coping strategies.

- 7.2 The ability of individuals to deal with and overcome personal stressors can also be greatly enhanced with support from good quality professional counselling. Using the National Procurement Service (NPS) Framework, a new external provider has been appointed to ensure that this crucial service is able to continue. The new provider has provided an on-site counselling service 1 day per week since March 2016. The service includes drug and alcohol counselling. Table 3 provides a breakdown of the figures to date.

**Table 3** provides a summary of counselling referral numbers since 16 March 2016.

Number of counsellor days on site	<b>42</b>
Number of sessions offered 42x6	<b>252</b>
Number of clients seen	<b>42</b>
Number of sessions allocated	<b>224</b>
Number of DNA's (non attendance)	<b>7</b>
Number of late cancellations	<b>16</b>

- 7.3 As part of the Service's ongoing commitment to employee Health & Wellbeing, an Employee Assistance Programme (EAP) was launched from 1<sup>st</sup> December 2015.

7.3.1 SWFRS has signed up to this service to provide additional support to all employees through the NPS arrangements.

7.3.2 The EAP is an online resource that is available free of charge to all staff offering immediate information, answers and advice on a range of workplace and personal issues.

7.3.3 The EAP provides confidential, impartial advice and support 24 hours a day, 365 days a year and consists of:

- A free phone telephone service answered directly by a team of qualified and experienced counsellors.
- Professional information and advice services provided by a separate team of information specialists plus

- Access to a web based information service.

7.4 The combination of the above preventative steps and the professional counselling initiative will be important factors in improving the health and reducing stress-related sickness absence in SWFRS.

## **8. AWARENESS RAISING EVENTS**

8.1 Health promotion and awareness campaigns are undertaken at regular intervals. Promotions involve working with external agencies and the OH Nurse visiting various sites across South Wales to meet with staff.

8.2 Monthly newsletters are publicised on the Service's intranet promoting a variety of health education / health promotion messages.

## **9. FRAMEWORK FOR POST CRITICAL INCIDENT SUPPORT**

9.1 The nature of the work of a Fire and Rescue Service is such that attending traumatic incidents is an unavoidable aspect of the job. In addition to this, the involvement of fire crews on the FMR project has resulted in crews attending cardiac arrests in the community.

9.2 During this reporting period, the framework for Post Critical Incident Support was revised by the Senior Occupational Health Nurse. An educational booklet 'Understanding Reactions to Critical and Traumatic Incidents' was also completed. These documents are available on the Intranet.

9.3 The Senior Occupational Health Nurse has delivered a series of educational awareness sessions to TAC officers on how Incident Commanders can offer a positive contribution to crew welfare and what signs and symptoms to look out for that could indicate a potential problem.

9.4 Systems are in place to routinely notify the Occupational Health Unit of critical incidents and incidents involving fatalities so that incident follow up can be actioned catering for the welfare of those who attended.

9.5 Access to Specialist Services are promptly available if any individual is experiencing difficulties following a traumatic incident.

## **10. HEALTH AND FITNESS ADVISOR INITIATIVES**

10.1 During this reporting period, the Health and Fitness Advisors have contributed to the following initiatives / projects:

- Operational drill ground fitness test project
- Commencement of all Wales FRS fitness collaboration
- Replacement and upgrade of all resistance training equipment in WDS fire service gyms
- Bespoke Manual Handling Training for high risk departments (workshops / extinguisher maintenance)
- Collaboration with South Wales Police with the first joint Police / Fire Control fitness facility at Bridgend
- Continued collaboration with WAST by providing fitness support to injured paramedics.
- Functional assessments and fitness support to speed up firefighters returning from injury
- Bespoke fitness training guidance for female firefighter applicants
- Continued collaboration with Cardiff Metropolitan University with Health and Fitness Adviser work experience placements.
- Greater level of support for firefighters presenting with physical fitness issues.

## **11. STRATEGIC DEVELOPMENT**

- 11.1 We currently collaborate with Cardiff CC on sharing the Occupational Health Unit based at Nantgarw, Caerphilly. During the last twelve months there has been discussions with Cardiff around the relocation of the Unit as part of a wider streamlining of Cardiff CC's estate. Whilst to date there has been no identified premise to relocate to the Service is informed that Cardiff continue to look for alternative premises as part of a wider cost reduction exercise. The lease of the current premises at Nantgarw is due for renewal in 2019. With this in mind we are reviewing the options available to the Service going forward to ensure any move is planned and action with the least disruption to service delivery.
- 11.2 The Service has held initial discussions with South Wales Police, Gwent Police and Welsh Ambulance Service at the potential to establish a collaboration for one Emergency Services Occupational Health provision. The Committee will receive reports going forward on progress in establishing the collaborative opportunity.

## **12. EQUALITY RISK ASSESSMENT**

- 12.1 An Equality Risk Assessment has been undertaken to assess the potential impact, relative to the operational activity of the Occupational Health Unit.
- 12.2 The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from the services provided to the Fire & Rescue Service by the Occupational Health Unit.

**13. RECOMMENDATION**

13.1 That Members note the content of this report.

<b>Contact Officer:</b> Mark Malson Head of HR	<b>Background Papers:</b> None
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## **FOLLOW UP REPORT ON THE OCCUPATIONAL HEALTH REVIEW ACTION PLAN**

### **SUMMARY**

This report updates Members on progress following the review of Occupational Health Services in 2014 and reported to this Committee in January 2015. The report details progress on Occupational Health Physicians provisions, the Occupational Health management structure, the introduction of the Occupational Health Employee Charter and progress on the development of Occupational Health Service Level Agreements and Occupational Health Strategy and Business Plan.

### **RECOMMENDATIONS**

That Members of the HR & Equality Committee note the contents of this report.

## **1. BACKGROUND**

- 1.1 The HR & Equalities Committee received a report on the Review of Occupational Health Services at its meeting held on 25 January 2016. A copy of the report is attached at Appendix 1 of this report.
- 1.2 The previous reports aim was to establish the most efficient and effective provisions of occupational health services to all employees of the Service and at the same time to improve capacity of service provision. The review also included an analysis of the clinical and administrative models that were in place and how these interacted with each other and to develop how this could be improved.
- 1.3 The purpose of this report is to update Members on implementation of the previous reports recommendations and identified development opportunities.

## **2. ISSUE**

### **2.1 Occupational Health Physicians**

- 2.1.1 The report identified that the Senior Occupational Health Physician and the two Occupational Health Physicians were on temporary contracts of employment. The Committee agreed with the recommendation that all three of these contracts be substantiated. This was formalised and completed with effect from 1<sup>st</sup> February 2016.

2.1.2 At the time of reporting Members were informed that the Senior Occupational Health Physician was employed under a collaborative agreement with Cardiff CC for 18.5 hours per week (9.25 hours for SWFRS).

2.1.3 Towards the end of 2016 Cardiff CC took the decision to withdraw from the collaborative agreement due to rationalisation of their provisions. This presented an opportunity for discussions to be held with the Senior Occupational Health Physician on increasing his hours of work for SWFRS to 18.5 hours. This was agreed with effect from 1 December 2016 by the Executive Leadership Team. The additional funding will be absorbed into the Human Resources salary budget at a cost of £31,335 p.a. including on costs.

2.1.4 The advantage of these increased hours is that we now have improved service delivery in terms of pre-employment and routine medicals, absence management referrals and quicker and more focussed case management of complicated medical cases.

## **2.2 Organisational Structure**

2.2.1 The report also recommended that the organisational structure within Occupational Health be amended so that the Senior Occupational Health Nurse should undertake the line management responsibility for the Senior Medical Secretary and Senior Health & Fitness Advisor, removing this responsibility from the HR Manager (Attendance Management).

2.2.2 The committee agreed with this recommendation and this was formalised and implemented with effect from 1 June 2016, providing everyone working in Occupational Health with a clear and consistent management structure and areas of responsibility. The new structure is attached at Appendix 2 to this report.

## **2.3 Occupational Health – Employee Charter**

2.3.1 The report outlined that the development of an Occupational Health – Employee Charter would clearly set out the aims and objectives of the OH provisions and expectations of how OH services are able to support the health and wellbeing of employees and line managers.

2.3.2 The Employee Charter has been developed and published across the Service. A copy is attached at Appendix 3 to this report. The Employee Charter was promulgated throughout the Service via the

Spark Magazine, emailed to all employees and placed on the intranet page of Occupational Health.

## **2.4 Occupational Health – Service Level Agreements**

2.4.1 The report outlined the need to develop Service Level Agreements to demonstrate the level of performance against requirements and the achievements of Occupational Health services core activities.

2.4.2 The development of these Service Level Agreements has not been progressed due to workloads being experienced by staff at present. This will be addressed by incorporating this action into the Occupational Health Strategy (see 2.5 below).

## **2.5 Occupational Health Strategy and Business Plan**

2.5.1 The report detailed the need to develop an Occupational Health Strategy and Business Plan aligned to the SWFRS strategic and improvement objectives alongside the Chief Fire Officers Association (CFOA) Occupational Health Framework. This strategy should also include the opportunity to develop further collaboration with other Emergency Services and Public sector bodies.

2.5.2 This objective has been incorporated into the People services Business Plan but unfortunately due to workloads has not been progressed. The action will be rolled over into the business plan for 2017/2018.

2.5.3 There has however but some progress in developing the opportunities for further collaboration with other Emergency Services with initial meetings with South Wales Police and the scoping out of a collaborative draft document outlining the basis of a collaborative approach to developing “Emergency Services Joint Occupational Health Services”.

2.5.4 These discussions are now expanding to potentially include both Gwent Police and Welsh Ambulance Service. Whilst this work is in its infancy there are encouraging signs of the potential for developing a collaborative service. Further reports will be brought forward to this Committee as appropriate.

## **3. FINANCIAL IMPLICATIONS**

3.1 There are no financial implications from this review other than those detailed above.

#### 4. EQUALITY RISK ASSESSMENT

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there were no adverse impacts on any individual or protected characteristic arising from this report.

#### 5. RECOMMENDATIONS

- 5.1 That Members of the HR & Equality Committee note the contents of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of Human Resources	HR & Equalities Committee Report – Review of Occupational Health Services – dated 25 January 2016.

**APPENDIX 1**

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
 HR & EQUALITIES COMMITTEE  
 REPORT OF THE ACO PEOPLE SERVICES

AGENDA ITEM NO 12  
 25 JANUARY 2016

**REPORT ON THE REVIEW OF OCCUPATIONAL HEALTH SERVICES****SUMMARY**

The aim of the review was to establish the most efficient and effective provisions of occupational health services to all of the employees of SWFRS and Cardiff CC and at the same time improve the capacity of the service provision to allow for greater collaboration between SWFRS, Cardiff CC and other public sector bodies.

The review included an analysis of the clinical and administrative models currently in place and how these interact with each other and to develop how this can be improved.

Whilst it was initially the intention to incorporate a review of these provisions for Cardiff CC and to review the interaction between both SWFRS and Cardiff CC this was not develop over the period of the review. Therefore, this report focuses on the improvements made and development opportunities identified in respect of SWFRS only.

**RECOMMENDATIONS**

That Members note the improvement and efficiencies achieved throughout the review and the development opportunities contained within this report.

That Members approve the Senior Occupational Health Physician and two Occupational Health Physicians on to the SWFRS establishment on a permanent basis.

That Members agree to take further reports on progress on the development opportunities identified through out 2016/2017 to ensure these are delivered against.

**1. BACKGROUND**

- 1.1 The aim of the review was to establish the most efficient and effective provisions of occupational health services to all of the employees of SWFRS and Cardiff CC and at the same time improve the capacity of the service provision to allow for greater collaboration between SWFRS, Cardiff CC and other public sector bodies.

- 1.2 The review included an analysis of the clinical and administrative models currently in place and how these interact with each other and to develop how this can be improved.
- 1.3 Whilst it was initially the intention to incorporate a review of these provisions for Cardiff CC and to review the interaction between both SWFRS and Cardiff CC this was not develop over the period of the review. Therefore, this report focuses on the improvements made and development opportunities identified in respect of SWFRS only.

## **2. SATISFACTION SURVEY**

- 2.1 As part of the review a satisfaction survey was undertaken with both employees and line managers. Overall the feedback received from employees was positive with employees (46% return rate) giving an overall rating of the occupational health services they received as excellent, 96%.
- 2.2 Line managers (45% return rate) stated that the occupational health advice they received to allow them to make managerial decisions was excellent, 87%, and 81% stated that the service and advice received assisted them in supporting the employee.

## **3. REVIEW OF STANDARD PROCEDURES**

- 3.1 A review of the standard procedures that relate to the core activities of the OH services provided including, but not exclusively, 3 Yearly Medicals, LGV Medicals, Referrals, Case Management, Pre-Employment Medicals, Ill Health Retirement, Medical Surveillance, Fitness Testing, Immunisation/Vaccinations, Education and Guidance, Other Specialist Services and Policy Guidance, was undertaken.
- 3.2 As part of this review a number of process reviews were undertaken and changes introduced that have impacted positively on the core activities and other related service delivery areas of the OH service. The following are examples of the major improvements made. These include:
  - Reduced timeframes for the receipt of the outcome of pre-employment medicals that has positively impacted on the overall recruitment process through aligning working practices, improved communications between OH and Recruitment and medicals being allocated in advance of the recruitment process commencing.
  - An increase in the number of two yearly Health & Fitness Reviews with the average number of reviews per station visit increasing from 3.6 to 6.1.

- An increase in the number of three yearly Surveillance Medicals from 2014 (192 medicals) to 2015 (308 medicals) by amending the notification procedures to employees and their line managers to ensure that medicals are booked and attended.
- A significant improvement in the timeframes for the receipt of the OH medical report by Attendance Management and the Line Manager due to the introduction of secured emailing of reports from up to 7 days by post to within 24 hours.
- A reduction in non-attendance for medical appointment from 174 in 2012/13, 122 in 2013/14 to 64 in 2014/15 by the introduction of procedures to inform line managers of failure to attend appointments and a process of escalation to senior management for persistent offenders.
- Appointment slots are now allocated dependent on the complexity of the medical review ranging from 60 minutes for stress management issues to 45 minutes for complex medical conditions to 30 minutes for routine medical referrals.
- The introduction of an electronic diary system supported by the installation of wifi and the purchase of a tablet that allows greater flexibility for the booking of appointments as the diary allows for multiple access and the printing of appointment letters directly for the employees instead of them having to be typed and sent out after the appointment has been made.
- The introduction of an electronic filing system for OH reports where previously all electronic correspondence was filed by date, clinician's name and individual name making it virtually impossible to locate and therefore reliance on paper copy. Now the electronic correspondence is filed by individual name and date, stored in one location and easily accessible when required.

3.3 All of the above has delivered improved lines of communication between Occupational Health, HR and the other departments of the Service. The changes made have had a positive effect on working practices, increased efficiencies, reduction and the removal of activity that does not add value, reduced paper documents and improvement in the use of the IT systems and communications.

#### **4. REVIEW OF CLINICAL, ADMINISTRATIVE AND MANAGEMENT STRUCTURE**

4.1 The review also evaluated the clinical model that currently exists in terms of its effectiveness in delivering the best services and included how the Senior Occupational Health Physician (SOHP), Occupational Health Physicians, Senior Occupational Health Nurse (SOHN), Occupational Health Nurse (OHN) and the Health & Fitness Advisors (HFA's) integrate as a team.

- 4.2 The review also looked at how effective the administrative support function in terms of process review, methods of working and the procedures applied supported the work of the clinicians and how they interacted with each other.
- 4.3 This part of the review also included a review of the current management structure of the OH services and its provisions and a review of the temporary contractual position of the SOHP and the two Occupational Health Physicians.
- 4.4 The current organisational structure for Occupational Health is shown in Appendix 1. The SWFRS currently employs under a collaborative agreement with Cardiff CC a Senior Occupational Health Physician for 18.5 hours per week (9.25 hours for SWFRS) giving the Service 7 appointments per week. To support this provision SWFRS also employ on a temporary basis two Occupational Health Physicians at 12 hours per week (6 hours per doctor). SWFRS also permanently employs full time, a Senior Occupational Health Nurse and an Occupational Health Nurse. This clinical team is supported by a part time Senior Medical Secretary, two part time Medical Secretaries and a part time Administrative Officer.
- 4.5 The reporting lines for the Senior Occupational Health Physician and Senior Occupational Health Nurse are to the Head of Human Resources. The Senior Medical Secretary and Senior Health & Fitness Advisor, whilst based at the Occupational Health Unit, report to the HR Manager (Attendance Management) who is based at Fire & Rescue Service Headquarters.
- 4.6 The review confirms that the current provision of doctor availability is appropriate at the present time for the SWFRS requirements and therefore it is proposed that the temporary contracts of the three Occupational Health Physicians be substantiated on to the establishment of the Service. There are no financial implications for this as the current salary provisions are incorporated into the HR Directorates annual salary budget.
- 4.7 It is also proposed that the organisational structure be amended to reflect that the role of the Senior Occupational Health Nurse shall undertake the line management responsibilities for both the Senior Medical Secretary and Senior Health & Fitness Advisor. See Appendix 2.
- 4.8 This change will provide all those working at the Occupational Health Unit with a clear and consistent management structure and areas of responsibility and reduces any ambiguity that currently exists within the structure.

## **5. IDENTIFIED DEVELOPMENT OPPORTUNITIES**

- 5.1 During the review process there are a number of areas identified that should be developed in order to enhance the Occupational Health Services delivery model and give greater clarity and direction to both the Occupational Health Team, Senior Managers, Line Managers and Employees. These are as follows:
- 5.2 The development of an Occupational Health Employee Charter to clearly set out the aims and objectives of the OH provisions and expectations of how the OH Services are able to support the health and wellbeing of employees and line managers.
- 5.3 The development of Service Level Agreements to demonstrate the level of performance against requirements and the achievement of the Occupational Health services core activities.
- 5.4 The development of an Occupational Health Strategy and Business Plan aligned to the SWFRS strategic and improvement objectives alongside the Chief Fire Officers Association (CFOA) Occupational Health Framework. This strategy should also include the opportunity to develop further collaboration with other Emergency Services and Public Sector bodies.
- 5.5 An action plan has been drafted to undertake these additional areas of work as part of the People Services Directorate Plan for 2016/2017.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are no financial implications from this review.

## **7. EQUALITY RISK ASSESSMENT**

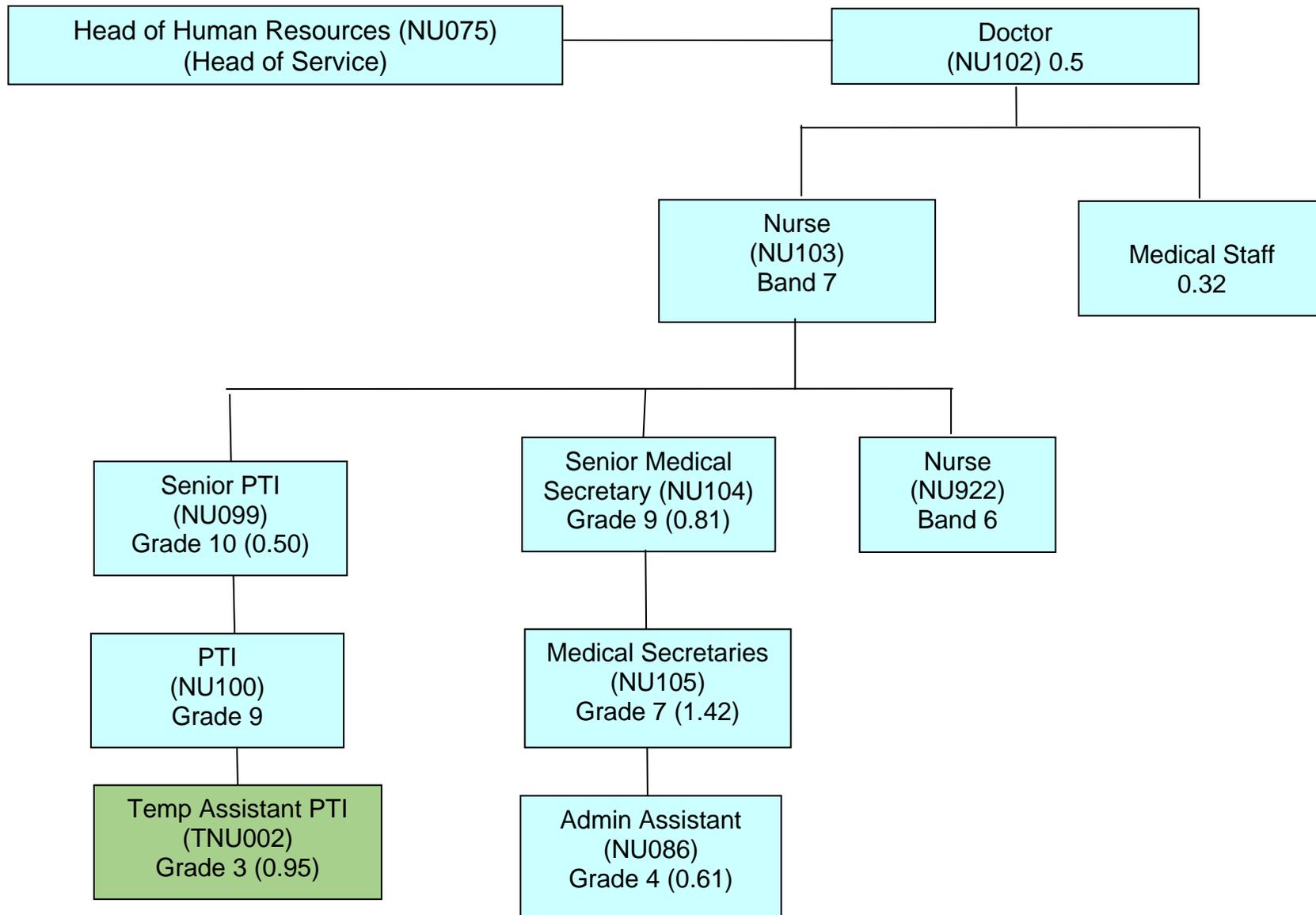
- 7.1 An Equality Risk Assessment has been undertaken on the potential impact of the review for those with a protected characteristic and concluded that there is no immediate adverse affect on any individual or group arising from this review.

## **8. RECOMMENDATIONS**

- 8.1 That Members note the improvement and efficiencies achieve throughout the review and the development opportunities contained in this report.
- 8.2 That Members approve the Senior Occupational Health Physician and two Occupational Health Physicians on to the SWFRS establishment on a permanent basis.

8.3 That Members agree to take further reports on progress on the development opportunities identified through out 2016/2017 to ensure these are delivered against.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACO Philip Haynes Director of People Services	None







**South Wales**  
Fire and Rescue Service



Gwasanaeth Tân ac Achub  
**De Cymru**

### South Wales Fire and Rescue Service

#### Vision:

“To make South Wales safer by reducing risk”

## OCCUPATIONAL HEALTH UNIT, CLIENT CHARTER

### Occupational Health Aims and Objectives:

To maximise the health, wellbeing and efficiency of staff and to minimise the risks to which staff are exposed as a result of working practices and the working environment.

To identify the most appropriate, suitable and cost effective means of delivering Occupational Health Services which meet the needs of South Wales Fire and Rescue Service in an efficient way and adopt a measured and supportive stance towards genuine absence to ensure where possible, our people are able to remain employed.



### **Our Promise to You:**

To treat all our clients with dignity and respect and in compliance with the Equality Act 2010.  
To maintain all records in accordance with the Data Protection Act 1998.  
To follow the professional and ethical standards advanced by the relevant authoritative bodies, including the Nursing and Midwifery Council, General Medical Council, Faculty of Occupational Medicine, Health and Safety Executive.  
To maintain a confidential service, with any disclosure of personal information subjected to informed consent.

### **What We Expect in Return:**

To speak first with your Line Manager if you feel that a referral to the Occupational Health Unit may be appropriate.  
Operational staff to ensure compliance with their contractual and statutory duty to attend the Physical Fitness Test and Surveillance Medical.  
Co-operate with any treatment/ supportive interventions that are made available.  
Attend appointments on time.  
To provide as much notice as possible when it is necessary to cancel or re-arrange an appointment.  
To respect the privacy of others when visiting the Occupational Health Unit.



### What happens if I don't turn up for my Appointment:

When ever a member of staff fails to attend for an appointment or lets the OHU know at short notice that they cannot attend, the time with the Doctor, Nurse, Physio, Counsellor or Liaison Psychotherapy at the UHW is lost, but still has to be paid for by the service.

The costs can be quite considerable when you take into account salary payments, overheads and costs for the services of the external provider. Some FRS charge staff for non-attendance. It also means that someone who needed to have an appointment and that need may be urgent, has been delayed on their road to recovery. That person could be you.

If you fail to attend for a Health and Fitness Review or Surveillance Medical, your Station Commander and Group Manager will be informed as this presents a risk to the FRS as OH is unable to confirm your fitness for operational firefighting.

If you fail to attend for a referral appointment with the Doctor, Nurse, Physio, Counsellor or Liaison Psychotherapy at the UHW, Attendance Management and your Line Manager will be informed. In all instances, your Manager will be asked to look into the reason for non-attendance.

Depending on the circumstances a further appointment may be offered and/ or non attendance could result in a disciplinary investigation being undertaken.

The availability of these services to SWFRS staff is an initiative designed to offer supportive intervention to employees to maximise their health and wellbeing and to assist with minimising sickness absence. So we ask that you show respect for the OH services provided by SWFRS at a time where accountability is paramount for the spending of public money.



## Core Activities undertaken at the OHU to help us achieve our Aims and Objectives:

- Pre-Employment Medical Questionnaires and Examinations where appropriate, for Corporate Staff
- Pre-Employment Medical Questionnaires and Examinations for Control Staff
- Pre-Employment Medical Questionnaires and Examinations for Operational Staff
- Assessment of Physical Fitness every 2 years for our Operational staff
- Surveillance Medicals every 3 years for our Operational staff
- Surveillance Medicals for some specialist roles e.g. Paint Sprayers
- LGV Medicals for our Fire Appliance drivers
- Support following Critical Incidents
- Referrals from Attendance Management:
  - On the notification of sickness absence due to stress

or

  - On the notification of sickness absence due to muscular skeletal issues

or

  - After 28 days sickness absence
  - Managerial Referrals for staff in work, where it may be possible to avoid a period of sickness absence
- Following a consultation with the Occupational Health Physician or Nurse, if deemed appropriate a referral may be made for the following:
  - Sports Massage
  - Physiotherapy
  - Counselling
  - Psychotherapy
  - Specialist Advice
  - Scans and/ or X-Rays
  - Medical Procedures
- Health Promotion Campaigns



### Myths and Realities – What the OHU can and cannot do:

Myth	Reality
1. Staff can access OH and use in the same way as their GP Surgery	<i>No, you cannot. Your GP is your primary health care provider and should be consulted in the first instance for any health and/ or well being issues. OH does not aim to diagnose or treat disease, but may be able to ensure that you are receiving the right medical tests or treatment.</i>
2. OH will arrange for you to have private medical treatment	<i>To overcome NHS delays and enable staff to return to fitness more quickly, OH may be able to assist staff in obtaining specialist referrals, medical investigations and medical/ surgical treatment. Assistance will be considered upon the individual case satisfying appropriate priority and cost/ benefit criteria and the availability of funding. Please be aware that some medical treatments provided via the service may be deemed as a 'Benefit in Kind' by HMRC and therefore attract a tax liability.</i>
3. OH is part of management and on matters concerning an individual must do as instructed.	<i>This is not the case. OH act independently of management, whilst taking into consideration the requirements of the FRS and the individual. OH aims to provide fair, independent and objective advice to both the service and the individual.</i>
4. Managers have to follow OH advice.	<i>A Manager's responsibility is to consider the advice given. If not pursued, Managers need to either provide an acceptable alternative or justify the reason for no action.</i>
5. OH will stop you from working.	<i>OH in conjunction with your Manager will try and facilitate working within your capability.</i>
6. OH will make Managers do all that an employee wants.	<i>OH does not interfere with a Manager's right to decide.</i>
7. OH can be used to abdicate managerial responsibilities	<i>No, they cannot. See Point 5 above.</i>
8. OH records are not confidential	<i>They are confidential and treated as Medical Records and therefore afforded the same status as your GP and Hospital records.</i>
9. OH decides if you can get Ill-Health Retirement	<i>An individual's eligibility for Ill-Health Retirement is decided by an Independent Qualified Medical Practitioner (IQMP). OH's role is to provide whatever evidence is available as part of a wider bundle including managerial reports, to assist the IQMP.</i>



## Our Team:

Role	Name	Contact Details
Senior Occupational Health Physician	Dr Huw Rees	02920 788537/ 6
Occupational Health Physician	Dr Kate Griffiths	02920 788537/ 6
Occupational Health Physician	Dr Mandy Reynolds	02920 788537/ 6
Senior Occupational Health Nurse Lead	Lyndon Davies	02920 788537/ 6
Occupational Health Nurse	Ruth Hazell	02920 788537/ 6
Senior Medical Secretary	Chris Cureton	02920 7885376
Medical Secretary	Emma Witts	02920 788537
Medical Secretary	Angharad Van de Walt	02920 788537
Medical Administrator	Linda Love	02920 788553

## Further Information:

For further information regarding the Occupational Health Unit and such things as “under what circumstances would I be given an appointment and invited to attend OH”, “what will happen when I attend the OHU” and “what information will be sent to my Manager”, etc., please follow the links below:

OP-01.001 Occupational Health Services

[http://fshqsp:10000/Library/Document%20Library/brigade\\_orders/bo\\_5\\_occupational health\\_services.htm](http://fshqsp:10000/Library/Document%20Library/brigade_orders/bo_5_occupational_health_services.htm)

HR Bulletin 2015 (01) Self Referrals to OH

[http://fshqsp:10000/Library/Operational%20Bulletins/HR%20Bulletin%202015%20\(01\)%20Self%20referrals%20to%20Occupational%20Health.pdf](http://fshqsp:10000/Library/Operational%20Bulletins/HR%20Bulletin%202015%20(01)%20Self%20referrals%20to%20Occupational%20Health.pdf)

Webpage

<http://fshqsp:10000/staff/Occupational%20Health/Pages/OccupationalHealth.aspx>

## Enquiries:

General Enquiries Tel: 02920 788537/ 6

Appointment Enquiries Tel: 02920 788553

e.mail: [Occupational Health, Reception/ ohs@southwales-fire.gov.uk](mailto:Occupational_Health_Reception@ohs@southwales-fire.gov.uk)

## **ANNUAL TRAINING PROGRAMME**

### **SUMMARY**

This report considers the Annual Training Programme for 2016/2017 and the activities which have taken place during the year both at Cardiff Gate Training and Development Centre (CGTC) and at other locations.

### **RECOMMENDATION**

That Members note the contents of the report.

## **1. BACKGROUND**

- 1.1 The purpose of the report is to inform Fire & Rescue Authority Members of the HR & Equalities Committee of the training activities which have taken place in the previous 12 months both at CGTC and other training venues.
- 1.2 It is the Department's continued aim to ensure that the significant investment made in frontline personnel is used effectively and efficiently, so that the Service has a competent and highly skilled workforce that is able to drive down the risk to life from fire and other emergency incidents through effective intervention, whilst meeting the requirements of relevant legislative and guidance documents. The training delivered ensures that fire-fighter safety is paramount and all frontline personnel are highly competent in all aspects of risk critical training.

## **2. ISSUE**

- 2.1 South Wales Fire & Rescue Service employs approximately 1800 members of staff, all of whom require different training courses and development in relation to their role and location.
- 2.2 In 2016/2017 the Training and Development Department Annual Training Programme delivered over 600 courses. There were just under 50 different course types and over 10,000 individual student days achieved. These training events were facilitated by just under 50 members of the Training and Development Team.
- 2.3 Courses are provided 7 days a week.

- 2.4 Each course is supported by a policy that states:
- Who must receive the training?
  - When and how frequently they must receive the training.
  - The structure of the course (duration, maximum and minimum attendees, etc).
  - Informing legislation and documents.
- 2.5 Each year, to ensure that the needs of the Service are met and relevant training is programmed, comprehensive consultation is undertaken with various partners which include all departments within SWFRS and our Private Finance Initiative (PFI) partner, Babcock International. This ensures that we continue to meet the needs of the Service and that we remain at the forefront of any new guidance and learning nationally from other FRS's. This takes place in September and creates a twelve month training plan which will run from the following April.
- 2.6 Courses are provided at a variety of venues both on and off South Wales Fire & Rescue Service premises. These include Cardiff International White Water Centre and Water Rescue training in Menai Straits in North Wales. The vast majority of courses are facilitated at Cardiff Gate Training and Development Centre in partnership with Babcock International.
- 2.7 As in recent years, the flexible rostering system continues to provide a challenge in the way that operational staff are available to be allocated to courses. The Training Department continues to work with the Operations department to identify the best way to make courses accessible and monitors course structures regularly to ensure the minimum impact on station crewing. This has had a significant effect especially in the last 12 months following the `Shaping Our Future` review into the `Flexible Rostering System`.
- 2.8 The nomination of staff to attend courses on the planner is undertaken by the Staffing team within Operations. Training Department Managers work very closely with the Staffing team to ensure that expectation is delivered and maintained as well as dealing with any difficulties as they arise. This enables the staffing team to monitor the work location, role and specialist skills of each person. This then informs how often and which course personnel are required to attend.
- 2.9 The department structure consists of three main functions, which are Training Delivery, Operational Development Review & Incident Command and Commercial Business & Personal Development.

### **3. TRAINING DELIVERY**

3.1 The Training Delivery Team is responsible for the delivery of core and technical skills training associated with the role of operational personnel. Training is delivered by qualified instructors who are multi skilled in a range of core subjects.

3.2 Teams deliver a wide range of training which includes initial training, re-qualification training and specific training which is required under the Chief Fire Officer Association (CFOA) Operational Competency Model, which has been adopted by SWFRS. This ensures that Instructors can assess the competence of workforce skills to support our statutory requirements.

#### **3.3 Initial Fire-fighter Training and Vocational Qualification Team**

- The Initial Fire-fighter and Vocational Qualification team has continued to support the initial training requirement of the Service as required in 2016/2017. There have been 4 Wholetime Duty System (WDS) courses facilitated at CGTC in the previous 12 months. 3 courses have been for SWFRS employees and one solely for Cambridgeshire FRS. The 3 SWFRS courses have resulted in a total of 47 trainees graduating. There have also been a total of 6 Retained Duty System (RDS) courses facilitated both at CGTC and at Aberbargoed fire and rescue station. A total of 73 RDS trainees have joined the Service.
- This last year has seen all new trainees signed up to complete a new Fire-fighter Development Award awarded from Skills for Justice.
- This team has overseen the roll out of the new award and continues to manage the transition from the old qualification to the new one.

#### **3.4 Breathing Apparatus (BA) Training**

- The Breathing Apparatus Team trains operational staff to ensure fire-fighter safety in all aspects of BA training. This includes Compartment Fire Behaviour, Tactical Ventilation, Use of Guidelines and Positive Pressure Ventilation (PPV) training.
- Every operational member of staff has attended a course facilitated by the Breathing Apparatus team in 2016/2017. This has taken place at either Cardiff Gate Training Centre (CGTC) or at Cardiff Airport. Positive Pressure Training was carried out at CGTC and

Compartment Fire Behaviour Training has taken place at the airport and this has ensured that the legislative requirement of 2 days BA training every 2 years has been complied with.

- In addition to the courses above, the Breathing Apparatus Team also facilitated additional training on request from stations to use the training facilities at CGTC, the fire house at Pontyclun as well as the recently re-furnished Satellite Training facilities at Merthyr, Tonypany and Caerphilly Fire and Rescue Community fire stations.

### 3.5 Driver Training

- The driver training team provide both initial and re-qualification courses on the extensive range of different vehicles that are used within the Service.
- The team has delivered just under 250 courses in 2016/2017, ensuring operational members of staff receive training in support of front-line service delivery and corporate staff undertake training with an aim of making all personnel safer and more economic drivers. In support of these courses the driver training team has gained accreditation for driving courses with the Institute of Advanced Driving.
- In addition to providing courses they have continued to deliver Driving Standards Agency licence acquisition tests in relation to Large Goods Vehicles, trailer towing and mini-buses.
- As part of the PFI contract with Babcock International for the provision of Cardiff Gate Training and Development Centre, two Large Goods Vehicles driving instructors employed by Babcock International have continued to support the driver training team. They carry out all Initial Large Goods Vehicles (LGV) training for SWFRS operational personnel.
- This last year has also seen the Driving team continue the roll out of Crane operator training for the new `Next Generation` Heavy Rescue Tenders which are now operational within the Service area.

### 3.6 Immediate Emergency Care (IEC) Training

- The IEC training team has delivered 34 initial and re-qualification courses in 2016/2017, ensuring members of staff are receiving

trauma related training in support of front-line service delivery and to maintain sufficient qualified personnel to ensure the availability of Automatic External Defibrillators on all front-line appliances and at all Fire & Rescue Service locations.

- The IEC course has been developed in partnership with the Welsh Ambulance Service and eminent Pre-Hospital Care Doctors to ensure that it focuses on the acquisition of key trauma care skills associated with the role of a firefighter and the range of operational incidents they attend. The course is regularly reviewed by our key partners and it is quality assured on a regular basis by Paramedic Trainers from the Welsh Ambulance Service Trust (WAST).
- There has also been a requirement for 'Fire Medical Response' (FMR) training to be completed for SWFRS personnel within the last 12 months. This has been for 2 WDS and 8 RDS stations and has been part of a national roll out of enhanced medical training for Firefighters to assist Ambulance Trusts in a set criteria of medical emergencies. These include heart attacks, choking, catastrophic bleeding and unconsciousness. This trial ended in February 2017 and a decision is being awaited from the Fire Brigade Union (FBU) regarding its future within the UK FRS.

### **3.7 Road Traffic Collision (RTC)**

- The Road Traffic Collision Training team have provided both initial and re-qualification courses to operational personnel. These courses ensure crews are aware of the latest vehicle technology, equipment and techniques that can be utilised to deal safely, quickly and effectively with these types of incidents.
- They have also delivered enhanced skills such as Large Goods Vehicle (LGV) RTC and Technician courses to personnel who crew Rescue Tenders and selected fire-fighters who have the role of supporting the development of RTC skills at station level.
- 2016/2017 has seen the continued roll out of training to crews who have received one of the state of the art Heavy Rescue Tenders (HRT`s). This involves an extensive training programme delivered to HRT station personnel to ensure crews are fully aware and competent in all the latest equipment and techniques as well as the new crane facility which will be available on selected HRT`s.

### **3.8 Technical Rescue Training**

- The Technical Rescue Training team have continued to provide initial and re-qualification training to rope and water teams based at specialist stations within the Service area. This has included the continuation of Rope Initial courses at CGTC and Water related courses at both Menai Straits in North Wales and continued use of the Cardiff International White Water Centre (CIWWC). The former is the venue utilised by the Service to train our Water Rescue Boat Operators (WRBO) personnel who are based at Ebbw Vale, Malpas, Barry and Penarth Fire & Rescue Stations. The CIWWC venue is utilised for continued Royal Yachting Association (RYA) courses and Swift Water Rescue qualifications
- The Technical Rescue Training team has continued to deliver Large Animal Rescue (LAR) training to station personnel who have the requisite specialist equipment on their station. There are three stations within the SWFRS area with such a capability. This training takes place at CGTC and at Usk College.
- SWFRS Rope Rescue teams have continued working with multi-agency partners to develop their awareness and skills sets at CGTC. These include the Welsh Ambulance Service Trust (WAST) Hazardous Area Response Team (HART), the Military and South Wales Police. This all contributes to the wider collaboration agenda that SWFRS are positively working towards.

### **3.9 National Resilience Training**

- Training for Incident Response Units (IRU) & High Volume Pumping Unit (HVP) crews are regularly facilitated by Training and Development staff at CGTC.

## **4. OPERATIONAL DEVELOPMENT REVIEW AND INCIDENT COMMAND**

### **4.1 Operational Development and Review Team (ODRT)**

- The integration of ODRT into Incident Command Management has enhanced the team's ability of identifying and addressing national trends and the development of relevant courses to address any training needs or risks to the organisation. They continue to work very closely with the Operations Department and are heavily involved with all aspects of the ongoing Incident Command Framework Training program.

- The recent change in the work pattern of the ODRT team has seen 24/7 coverage now being implemented across the Service which allows for monitoring of all incidents as opposed to the previous sampling. This has proved to be a great success for the Service. 6 personnel now ensure that themed incidents are attended on every occasion which ensures all relevant information from incidents is fed back into the system to ensure continued learning for all concerned. The ODRT role now allows accident investigation to be carried out by a dedicated team and health and safety issues encountered at incidents are also facilitated by the team.

## **4.2 Incident Command Training**

- The Incident Command (IC) Team has facilitated Incident Command assessments for all the Service's commanders in 2016/2017. These assessments have been credited by Skills for Justice (SFJ) and were obtained by approximately 450 plus Incident Commanders within SWFRS from levels 1 - 4.
- The four levels of incident command management training is in line with national guidance. These courses ensure that our Incident Commanders are competent and skilled in dealing with operational incidents safely and effectively. To date we are the only FRS in the UK to complete such a task.
- Recent extensive investment in the Incident Command training facilities at Cardiff Gate Training Centre continue to provide a unique immersive environment for all operational personnel. The Service's Multi Media technician continues to develop case studies based on national incidents of a significant nature to ensure that lessons learnt are captured in a manner which all personnel can effectively learn from.

## **5. COMMERCIAL BUSINESS & PERSONAL DEVELOPMENT**

### **5.1 Commercial Business**

- 2016/2017 has seen some significant Third Party Income (TPI) generated for the Service through training 20 firefighters from Cambridgeshire FRS on an 11 week WDS Trainee Course. They have already requested a further 12 places for trainees in the year 2017/2018.
- The contract for the Environmental Agency in England in all aspects of Incident Command Training has continued and an

extension has been added to the rolling contract which sees commitment up until the end of 2018/2019. This was originally for a 3 year period with the option of a 2 year extension. The current contract has already seen this increase to 6 years.

- There have been ongoing discussions with a whole host of other partners who have expressed an interest in using the facilities at CGTC to meet their requirements. These include:
  - Gwent Police;
  - The Military;
  - RSPCA;
  - Smaller ventures including all aspects of Fire Related awareness training.

## 5.2 Personal Development Team

- The Personal Development Team are responsible for the development of Leadership and Management skills of SWFRS personnel. The team have recently reviewed the training program to meet the needs of the Service. This will see the imminent launch of the `Leadership Development Programme` (LDP). It has identified some significant savings for the Service in moving forward and subject to the recent `Shaping Our Futures` (SoF) Programme and review into the Flexible Rostering System, will be rolled out across the Service. A new initiative with the LDP is to deliver training `in house` as opposed to outside providers which comes at a significant cost to the Service. It is also looking at bespoke training for the needs of both uniform and corporate personnel as opposed to the current model where there is synergy applied at each corporate staff grade in terms of a comparative uniform managerial level.

## 6. FINANCIAL IMPLICATIONS

- 6.1 There are no additional financial implications arising as a result of this report.

## 7. EQUALITY RISK ASSESSMENT

- 7.1 There are no Equality Risk Assessment issues arising as a result of this report.

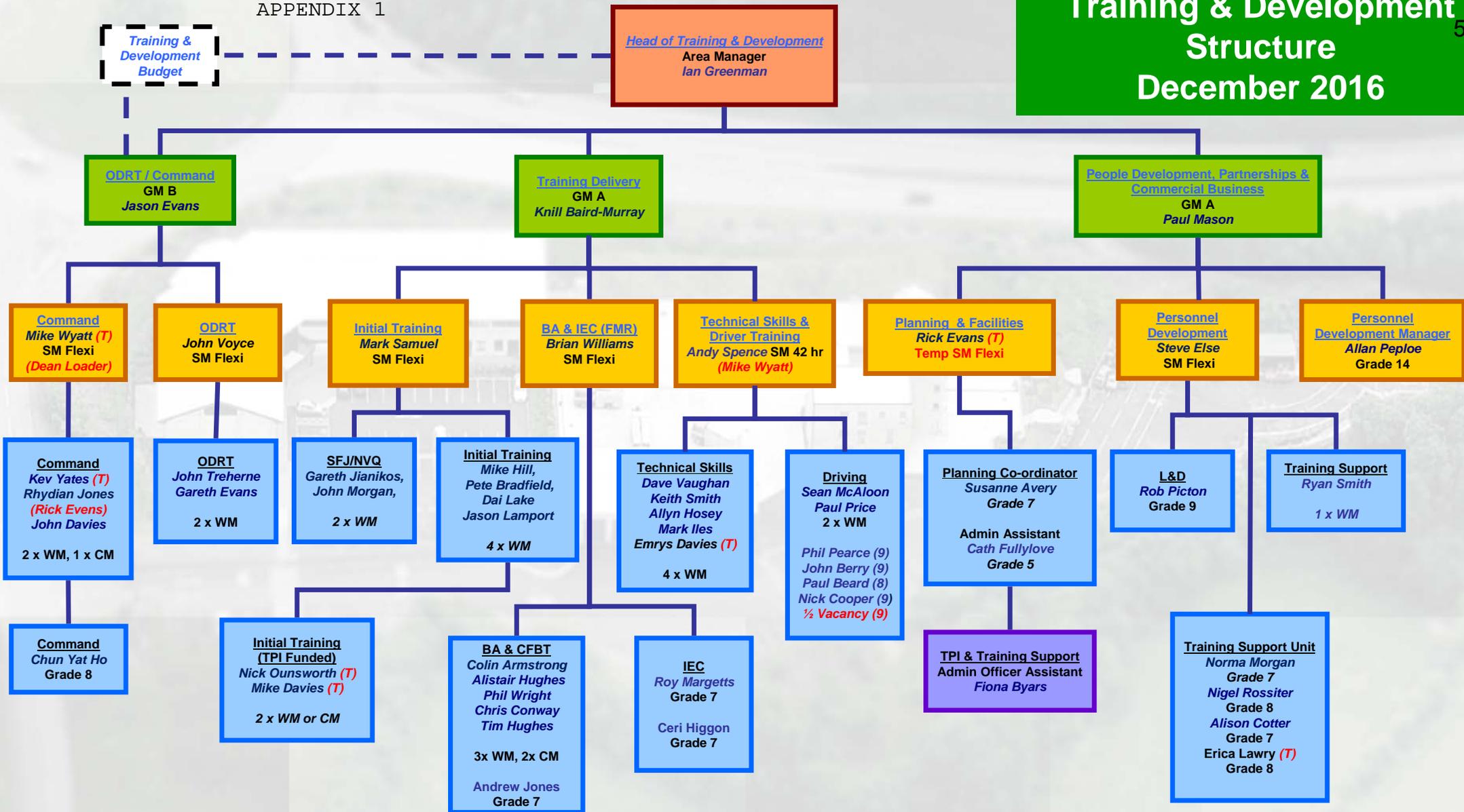
## 8. RECOMMENDATION

8.1 That Members note the contents of the report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Ian Greenman Head of Training & Development	



# Training & Development Structure December 2016





## **WELSH LANGUAGE STANDARDS UPDATE – MARCH 2017**

### **SUMMARY**

This report provides Members with an overview of the current position with regard to the forthcoming introduction of Welsh Language Standards upon the Authority.

### **RECOMMENDATION**

That Members note the information contained within the report.

## **1. BACKGROUND**

- 1.1 As Members will be aware, under the Welsh Language (Wales) Measure 2011, Welsh Language Schemes are being phased out and replaced with Welsh Language Standards. Unitary Authorities have already made this transition in Round 1 of the implementation process, Fire and Rescue Services were named amongst organisations that are subject to Round 2.
- 1.2 On 30 September 2016 the Authority received its Compliance Notice from the Welsh Language Commissioner stating the specific Welsh Language Standards that will be made applicable to the Authority and the timescales for the introduction of those Standards.

## **2. ISSUE**

- 2.1 In total 152 Standards have been specified in the Authority's Compliance Notice, analysis of those Standards using the traffic light system is presented below:

	<b>6 months</b>	<b>1 year</b>	<b>2 years</b>	<b>Total</b>
Number of standards scoring in a Green category 	116	2	0	118
Number of standards scoring in an Amber category 	23	8	2	33
Number of standards scoring in a Red category 	1	0	0	1
<b>Totals</b>	<b>140</b>	<b>10</b>	<b>2</b>	<b>152</b>

## Key

● = already/easily compliant      ● = resources/procedures yet to be allocated

● = high risk of non-compliance

- 2.2 The only Standard deemed as being at high risk of non-compliance is Standard 55, compliance date 30.03.17 “When you use social media you must not treat the Welsh language less favourably than the English language.” The appropriate procedures will be amended to reflect the requirements of this Standard and to ensure compliance is achieved.
- 2.3 The majority of the Standards currently scoring as amber relate to translation work that has yet to be completed and changes to internal procedures that are yet to be finalised.
- 2.4 Work has been ongoing within the organisation to prepare for the implementation dates of Standards, in January an internal awareness campaign was launched to raise awareness amongst staff that many of the Standards will come into effect from 30<sup>th</sup> of March. Guidance documents for staff and other resources to assist in implementing the Standards have been made available on a new “Welsh Language Standards” page of the intranet.
- 2.5 The three Welsh Fire and Rescue Services have been collaborating on the introduction of the Standards by sharing resources and solutions. The introduction of the Standards has also led to new collaboration with all the Welsh Police Services in respect of Welsh language matters.

## 3. FINANCIAL IMPLICATIONS

- 3.1 Because of the increased translation provisions required by the introduction of the new Standards it has been recognised by both South Wales and Mid & West FRS’ that additional resources will be required to address this need. It is therefore proposed that a full time post, 37 hours per week, of Welsh Language Translator (Grade 9, £34,289 p.a. including on costs) be created and shared across both Services. The advantage of this being that it will reduce duplication of translations and increase efficiencies.
- 3.2 This post will be shared on a 50/50 basis at 18.5 hours per week. This would be in addition to the Part Time Welsh Language Translators post that already exists on our Services structure and an additional annual cost of £17,14412 p.a. including on-costs.

- 3.3 Any further costs associated with the introduction of Welsh Language Standards will be contained within existing budgets, as the requirements of the Welsh Language Standards centre mainly around having sufficient bilingual staff members to be able to deliver non-emergency services in Welsh where that is the preferred language of the service user. This capacity can be achieved by ensuring that key roles are designated as Welsh essential and filled by Welsh speakers who have the language and other skills required.

#### 4. EQUALITY RISK ASSESSMENT

- 4.1 An Equality Risk Assessment has been undertaken by the Welsh Language Officer and no adverse impacts on any other Protected Characteristics have been identified. There are positive impacts to the extent that Welsh speaking individuals from within all of the Protected Characteristic groups will benefit from having the option to access and receive most of the Authority's services in Welsh.

#### 5. RECOMMENDATION

- 5.1 That Members note the contents of the report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Cath Baldwin Welsh Language Officer	SWFRA Welsh Language Standards Compliance Notice ;  Welsh Language Standards (No 5) Regulations 2016 <a href="http://senedd.assembly.wales/documents/s49297/CLA690%20-The%20Welsh%20Language%20Standards%20No.%205%20Regulations%202016.pdf">http://senedd.assembly.wales/documents/s49297/CLA690%20-The%20Welsh%20Language%20Standards%20No.%205%20Regulations%202016.pdf</a>  Welsh Language (Wales) Measure 2011 <a href="http://www.legislation.gov.uk/mwa/2011/1/contents/enacted">http://www.legislation.gov.uk/mwa/2011/1/contents/enacted</a>



## **REPORT ON HR & PAYROLL SYSTEM INTEGRATION PROJECT**

### **SUMMARY**

This report updates Members on the progress of the implementation of the CoreHR & Payroll Integration Project since it went “live” on 1 October 2015.

The report details the difficulties and challenges in the implementation process for Phase 1 and the forward work plan for implementing Phases 2 and 3.

### **RECOMMENDATIONS**

That Members of the HR & Equality Committee note the contents of this report.

## **1. BACKGROUND**

- 1.1 The HR & Equalities Committee last received a report on the implementation of the HR & Payroll System Integration Project at its meeting held on 12 October 2015. A copy of the report is attached at Appendix 1 of this report.
- 1.2 The essence of the previous report was to advise Members that the project is a collaboration with Mid & West Wales Fire & Rescue Service, for a shared HR & Payroll platform/operating system where each Service is separated out as an individual organisation.
- 1.3 The project is being delivered in three phases:
  - Phase 1 – CorePersonnel, CorePay and CoreTime, elements of CorePortal and Employee & Manager Self Service.
  - Phase 2 – CoreTraining, CoreRoster, Health & Safety, Occupational Health, E-Recruitment, CoreBudget, CorePerformance, elements of ESS & MSS
  - Phase 3 – CoreFlexible Benefits, CoreKPI, CoreMobile, remaining elements of ESS & MSS
- 1.4 The initial project implementation plan that was put in place was for a “go live” date for Phase 1 in September 2014, with full project completion late in 2015.
- 1.4 However, due to numerous complications with the implementation of Phase 1 we did not “go-live” until 1 October 2015. This was because of the complexities of collaboration, the system configuration, data migration

and the success of Core as a company in attracting new business which stretched their infrastructure in supporting the implementation of Phase 1.

## **2. ISSUE**

- 2.1 Due to the nature of our business the Service extensively uses multi-post contracts for many individuals with different terms and conditions attached to each post e.g. WDS and RDS contracts. This significantly complicates software configuration, and which means that manual transactions from each post have to be accumulated and correctly applied to top level calculations such as National Insurance banding, pension contributions and occupational sick leave.
- 2.2 Due to a multi-post software issue, we made the decision to go-live excluding Occupational Absence Module on 1 October 2015 and these calculations for absence management continue to be dealt with under existing processes.
- 2.3 Following go-live there was a significant drop in support from CoreHR with them introducing CAPITA as a delivery partner to address this lack of support, this was not wholly successful, and resulted in the need for a re-engagement with CoreHR at director level in September 2016. A new CoreHR Account Manager was introduced who was given full authority to resolve outstanding issues from the CoreHR Chief Executive Officer.
- 2.4 In support of this positive move we introduced a new Project Manager (following the retirement of the previous post holder) to work with the new CoreHR Account Manager. In order to address the outstanding issues it was quickly agreed that we need to upgrade to V23 of the CoreHR system, in order to achieve the stated goal of the Project Board “to deliver a stable, working platform before January 2017”.
- 2.5 The cost of upgrading to V23 was estimated at £66,000, but this was waived by CoreHR in recognition of their lack of support in delivering the product successfully. CoreHR also arranged “subject matter experts” to be on site in October 2016 to resolve outstanding issues prior to rolling out V23.
- 2.6 V23 was implemented between November and December 2016, with intensive testing carried out by both Services, culminating in a live payroll running successfully from V23 in January 2017. The implementation of V23 now allows us to make use of the multi-post functionality of the system and addresses our multi-post issues.
- 2.7 There still remains some issues within the system that will require fixes by minor upgrades from CoreHR and will be managed by the Project

Team. The next major requirement from the CoreHR system is to deliver the Financial Year End 2016/2017 Payroll information which for 2015/2016 was in the main done manually, was very time consuming and pressurised by the need to meet tight reporting deadlines in April. It is hoped that from the experience of last year and the implementation of V23 that this process will now be far smoother and generated from the CoreHR system that only requires auditing by the Payroll Team.

- 2.8 Following on from the Financial Year End 2016/2017 reporting we shall move to completing Phase 1 with the implementation of the Occupational Absence module and CoreExpenses. Core Expenses will allow all employees to claim expenses electronically and directly into the payroll system, following authorisation from line managers, and will remove the enormous paper based systems that currently exist for payment of expenses.
- 2.9 Following implementation of Phase 1 we will then look to project plan, along with Mid & West Wales FRS the roll out of Phases 2 and 3 across both Services.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The capital costs of implementation are £351K and were split on a per head (staff headcount) basis in each FRS and are apportioned in the ratio of SWFRS 57% and MAWWFRS 43%.
- 3.2 Annual Maintenance and Support costs are approximately £60k with Annual Hosting approximately £40k across both FRS's. Therefore the revenue costs are approximately £60k p.a. for South Wales and £40K for Mid & West Wales.
- 3.3 The revenue cost for the legacy systems is approximately £60k p.a. for South Wales and £27k p.a. for Mid & West Wales. So for the same revenue costs, both Services get:
- Superior functionality compared to legacy systems
  - Core system includes other functions for which there are currently no IT solutions in place, or will replace other existing systems (e.g. RAPS= £35k pa) - thereby saving the revenue costs on those systems.
  - Potential Savings in resources required to administer the system.

### **4. EQUALITY RISK ASSESSMENT**

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there

were no adverse impacts on any individual or group of personnel arising from this report.

## 5. RECOMMENDATIONS

- 5.1 That Members of the HR & Equality Committee note the contents of this report.

<b>Contact Officer:</b> Mark Malson Head of Human Resources	<b>Background Papers:</b> HR & Equalities Committee Report – HR & payroll System Integration Project – dated 12 October 2015.
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**APPENDIX 1**

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**HR & EQUALITIES COMMITTEE**  
**REPORT OF THE ACO PEOPLE SERVICES**

**AGENDA ITEM NO 6**  
**12 OCTOBER 2015**

**REPORT ON HR & PAYROLL SYSTEM INTEGRATION PROJECT****SUMMARY**

In 2011/12 the Risk Reduction Plan identified a requirement to review all back office ICT systems. The main focus was on the integration of HR, Payroll and Finance systems, where it was recognised improvement in these systems would have the greatest impact.

A tendering process was undertaken in collaboration with Mid & West Wales FRS for an Integrated HR & Payroll system. The final contract was awarded to Core International in 2013.

The implementation of the CoreHR system was broken down into three phases to be delivered by an established Project Team. Phase 1 was scheduled for completion in September 2014 and the full project completion date estimated to be late in 2015.

Due to a number of complex issues, such as, the success of Core International in attracting new business, additional factors associated with collaboration, the complexity of FRS multi contracts and their impact on system configuration and the complexity of data migration and reconciliation there has been slippage in the delivery of the project.

Despite the many challenges faced and thanks to the considerable efforts of the project teams and all involved, significant progress has been made towards achieving a “go live” date for phase 1 in October 2015.

In dealing with the considerable challenges faced in implementation there has been additional costs incurred due to additional consultancy days and maintenance of legacy systems.

**RECOMMENDATION**

That Members of the HR & Equality Committee note the contents of this report.

**1. BACKGROUND**

- 1.1 In order to improve the efficiency and effectiveness of the Service, the Risk Reduction Plan 2011-2012 identified a requirement to review all

back office ICT systems. The strategic direction at this time was to focus on the integration of the HR, Payroll and Financial systems as it was recognised that as these systems spanned the entire Service, improvements in these systems would have the greatest impact on service delivery and the most cost benefit.

- 1.2 The key drivers for this change are that the current systems of HR and Payroll require excessive administration to maintain and do not easily provide accurate and current data for reporting and planning purposes. Also the current systems functionality and flexibility do not satisfy the legislative requirements for HMRC Real Time Information (RTI) reporting and pension Auto Enrolment. Essentially due to the lack of integration between the various systems operated across the Service linked to HR & Payroll there are numerous resource intensive processes that do not meet the needs of the Service.
- 1.3 Additionally as well as meeting legislative requirements, the introduction of integrated systems will potentially realise savings in licensing costs and the resource requirements for system administration, whilst providing improved management information to inform decision making processes.
- 1.4 At the time of consideration for tendering for a new system it was identified that Mid & West Wales FRS were also looking to procure for the same systems. It was agreed that both Service's would collaborate on the procurement on a new system. A full tender process was undertaken for an integrated HR & Payroll system for both FRS'.
- 1.5 Following the tendering process the tender for the new system was awarded to Core International in February 2013, with the formal contract signed in September 2013.

## **2. ISSUE**

- 2.1 There were a number of risks identified as part of the delivery of such a major project of this size and magnitude, such as, the risk of delays to the project due to the speed of communications and decision making between the two Services, the requirement for more complex interfacing between the two Services and their existing systems and the securing of the resources (human and technical) required for implementation of such a significant project.
- 2.2 To reduce these risks and to ensure the implementation of the project a Strategic Project Manager was appointed and key Project Leads were identified in both Service's. These officers have the responsibility for the management and implementation of the project working closely with Core International in delivering the project to completion.

2.3 The project is being delivered in three phases:

- Phase 1 – CorePersonnel, CorePay and CoreTime, elements of CorePortal and Employee & Manager Self Service
- Phase 2 – CoreTraining, CoreRoster, Health & Safety, Occupational Health, E-Recruitment, CoreBudget, CorePerformance, elements of ESS & MSS
- Phase 3 – CoreFlexible Benefits, CoreKPI, CoreMobile, remaining elements of ESS & MSS

The initial project implementation plan that was put in place was for the “go live” date for Phase 1 approximately in September 2014, with full project completion possibly late in 2015. All planned dates being flexible due to the complex nature of the project.

2.4 By taking a phased approach to the implementation of the project this allows the HR & Payroll department to manage their day to day business in a timely manner whilst implementing the key elements of each phase. There are also arrangements in place for backfilling of posts for day to day tasks if necessary.

2.5 There are a number of staff in both Service’s committed to the project on either a full or part time basis but the limited resources that can be committed solely to the project has caused added pressures during the normal working day.

2.6 Both the Services have, wherever possible, aligned the system configuration and their departmental processes to ensure simplification of the systems employed and speed of implementation. There are however a number of areas where this has not been possible especially in complex areas such as payroll codes, hierarchy structures and post numbers, where it is recognised that there has to be a complete separation of services in these areas.

2.7 Due to unforeseen circumstances there have been a number of events during the course of the Phase 1 implementation that have delayed the “go live” date.

2.8 Due to the technical merit and competitive pricing of their product, Core International has been very successful in attracting new business in the UK. As a result, it is apparent that their company infrastructure to support the many ongoing implementations has been significantly stretched. Core has recognised this and to address this they have entered into a delivery partnership agreement with Capita. Following a slow start to the Project, the responsibility for implementation was

handed over to Capita in April 2014. While this relationship has broadly been satisfactory and moved the project on, Capita are still reliant on Core for issue resolution involving database manipulation or software changes beyond configuration.

- 2.9 In the long term, collaboration is clearly advantageous; however in the short term it presents many challenges and significantly adds to the complexities of the Project. Factors include:
- The shared system configuration needs to satisfy differing terms and conditions and local working practices between the Services, often requiring complex configuration and/or workarounds to ensure functionality.
  - The decision making processes involve more people and therefore it is more challenging to reach consensus and agreement.
  - Differing Directorate structures between the Services require different supporting processes to be developed.
  - The speed and quality of communication is hindered by geographical location and personnel availability.
- 2.10 Due to the nature of the business, FRSs extensively use multi-posts contracts for any one individual, e.g. WDS and RDS contracts. This significantly complicates software configuration as transactions from each post have to be accumulated and correctly applied to top level calculations such as NI banding, pension contributions, occupational sick leave, etc.
- 2.11 The data from legacy systems requires significant manual manipulation from multiple data sources to transform it in a format suitable for migrating into the Core system. This activity involving millions of records is very complex and resource intensive. As a result of the level of support and advice received early in the project, data migration anomalies have led to issues in reconciliation of payroll runs. Additionally due to the time elapsed since the initial migration and parallel run, the data has become misaligned between the Core and legacy systems and a partial remigration has been required.
- 2.12 While it is acknowledged there have been delays to the programme due to the time taken to overcome the challenges, significant progress has been made in the Project. At this time, a few issues affecting a small amount of people are outstanding and are being investigated by Core. Daily conference calls are being held with Core to progress the issue resolution.
- 2.13 The FRSs are currently in the latter stages of implementing Phase 1 and are undertaking an initial parallel run and reconciliation with legacy

systems to ensure that all staff are paid correctly. Phase 1 modules are the backbone of the system and form the foundation for subsequent modules therefore it must be ensured that they are correct.

- 2.14 It is considered that following the procurement process, that the FRSs have secured the best state-of-the-art product currently available at a very competitive price.
- 2.15 Despite the many challenges that have been overcome and recognising the programme slippage, thanks to the considerable effort of the project teams and all involved, significant progress has been made toward achieving go-live of Phase 1. Anticipated go-live is October 2015.
- 2.16 All things considered, the Project is in a healthy state going forward and following successful implementation is expected to achieve many benefits in terms of information availability, currency of information and a reduced administrative burden.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 As a result of the additional effort to overcome the challenges encountered and programme delays, there has inevitably been an additional cost incurred over the initial contract cost due to the requirement for additional consultancy days and maintenance of legacy systems. It is estimated that over the expected duration of the project there will be an additional £75k incurred in consultancy costs that will be shared between the FRSs in the agreed ratio (SWFRS 57% and MAWWFRS 43%).
- 3.2 The cost of maintenance of legacy systems is approximately £4.9k per month for SWFRS and £2.3k per month for MAWWFRS.
- 3.3 For reference, SWFRS has an agreed capital budget of £220k for the Project while the SWFRS of the Core International contract cost (excluding any additional consultancy) is £202k.

### **4. EQUALITY RISK ASSESSMENT**

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from this report.

## 5. RECOMMENDATION

- 5.1 That Members of the HR & Equality Committee note the contents of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of HR	N/A

**ESTABLISHMENT AND WORKFORCE PLANNING OVERVIEW FOR THE FINANCIAL YEAR 2017/18**

**SUMMARY:**

This report outlines for Members an overview of the Service's establishment and Workforce Planning Model and monitoring protocols.

**RECOMMENDATION:**

That members note the contents of this report.

That Members approve the rationale and practice of initiating WDS Recruit Trainee Courses in order to support the Flexible Rostering Duty System to ensure operational establishment numbers are maintained.

**1. BACKGROUND**

- 1.1 Members have requested, as part of the forward work programme of the HR & Equalities Committee, a report in respect of the Establishment and Workforce Planning protocols that are in place within the Service for the year 2017/18.
- 1.2 For the purposes of this report when referring to the establishment of the Service we are considering the number of posts that the Fire Authority has approved budget for in 2017/18, and all figures are based on full time equivalent posts (FTE).
- 1.3 Workforce planning is a complicated and difficult activity and cannot be the sole responsibility of the HR department. It requires the input of all senior officers in order to ensure that the current environment in which we are operating is taken into account and that the profiling of the current workforce requirements and future workforce needs are known. Therefore all senior officers undertake on a continuous basis to ensure that they review their staffing requirements and ensure we have the right number of people, in the right place, with the right skills at the right time, thus ensuring business continuity.
- 1.4 When workforce planning we are constantly evaluating and considering the need to fill vacancies, how we allocate resources, the capacity of the Service to deliver services against reducing budgets and staff numbers. Whilst at the same time dealing with new initiatives and ensuring that we have the skills, knowledge and understanding required in the workforce to address our needs.

- 1.5 Additionally, there are a number of transformational projects that are currently being implemented such as Shaping Our Future Programme, Special Appliance Review and the Joint Public Services Centre – Fire Control Project that impact on the workforce planning and establishment.

## **2. ISSUES**

### **2.1 Monitoring of Data**

2.1.1 In order to address the workforce planning requirements we analyse all the data available through the HR systems on post numbers and allocated budgetary provisions.

2.1.2 The workforce analysis involves reviewing employee recruitment, promotion, turnover patterns and the age and gender profiles of the Service.

2.1.3 We forecast using quantitative and qualitative data to create forecasts that ensure that we remain on track in terms of workforce numbers and budgetary costs. To assist with this the Service has recently negotiated with the recognised Trades Unions a three month notice period for all employees whether due to retirement or moving to another employer. The advantage of this being that we can plan at least three months in advance. There is flexibility in this agreement should an individual wish to leave in a reduced timeframe.

2.1.4 Part of the forecasting process reviews the annual breakdown of the average turnover figures for each staff category across the Service. Appendix 1 details a breakdown of the turnover figure for 2016/2017.

2.1.5 A detailed breakdown of the Service's establishment for the financial year 2017/18 is shown in Appendix 2, supported by a breakdown by age and gender in Appendix 3.

### **2.2 WDS Flexible Rostering Duty System (FRS)**

2.2.1 Following the introduction of the FRS Rostering Duty System we have identified that there is a greater need for a more robust and up to date workforce planning for this duty system to work. It is now critical that we are able to identify the break even point in terms of operational uniformed strength against the actual establishment level. If the numbers fall below a required level in terms of actual strength then the FRS duty system will fail to

operate effectively and efficiently. This will lead to an increase in overtime payments and operational personnel not being granted annual leave and public holidays and may lead to increased sickness absence.

- 2.2.2 In managing the FRS Duty System and the breakeven point it is recognised that when running a Recruit Trainee Course there is a period of 12 weeks when the trainee is at the Training Centre and not available for full operational duties. By waiting for the establishment numbers to reach the breakeven point and then initiating a course this has the effect of running the FRS Duty System under establishment.
- 2.2.3 We have therefore started to initiate WDS Recruit Trainee courses before reaching the FRS Duty System breakeven point so that when the course concludes this, as far as practicable ensures the establishment numbers are maintained above those agreed. The impact of this however is for a short period of time the Service's establishment runs over that agreed with the Fire Authority and incurs additional salary costs. Appendix 4 demonstrates the impact of this practice.
- 2.2.4 This process is managed closely between the Heads of Service to ensure a minimal overspend on the salary budget. To date this practice has been managed so that there has been no overspend at year end, that in the main has been achieved by salary budget underspends within the operational salary budgets. However should the Service reach a point whereby there were no underspends (or the underspend was not equivalent to the increase budget required for the Trainee course) this practice would lead to an overspend on the operational salary budget

## 2.3 Workforce Planning Model

- 2.3.1 We have developed an "in-house" Workforce Planning Model. This allows us to monitor establishment fluctuations due to resignations, retirements, ill health and dismissal. The workforce planning methodology allows us, on a monthly basis, to update the data base and forecast the best, medium and worst case scenarios month on month and at least 12 months into the future as accurately and effectively as possible.
- 2.3.2 Additionally, this Workforce Planning Model allows us to forecast salary over/under spends on a monthly, quarterly and annual basis and report this early to the Executive Leadership Team, Senior Management Team and the appropriate Committees of the Fire

Authority. This allows for better forecasting and consideration of strategies to address any over/under spends during the financial year.

2.3.3 By monitoring and forecasting in this way it also allows us to forecast our recruitment needs for the future as the establishment figures set out in the Workforce Planning Model are based on known “intelligence” from liaison with key staff across the Service, such as Occupational Health staff, Central Staffing personnel and the Pension Liaison Officer. A wider benefit is that it also informs the planning for the running of recruit’s courses at Cardiff Gate Training Centre.

### **3. FINANCIAL IMPLICATIONS**

3.1 As explained above depending on the underspends within the operational salary budgets there is the possibility of an increase in salary budget spending based on the practices detail in this report.

### **4. EQUALITIES AND DIVERSITY IMPLICATIONS**

4.1 The workforce planning model does not attract any diversity implications in that it is a reporting tool based on set data. Any decisions that are taken by senior managers in respect of the data used are equality risk assessed in line with the Service’s policies.

### **5 RECOMMENDATION**

5.1 That members note the contents of this report.

5.2 That Members approve the rationale and practice of initiating WDS Recruit Trainee Courses in order to support the Flexible Rostering Duty System to ensure operational establishment numbers are maintained.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of HR	

## APPENDIX 1

## Service Turnover between April 2015 and March 2016

	Opening Headcount	Joiners	Leavers	Closing Headcount	% Turnover
AGENCY		0.00	0.00		
APPRENTICE	3.00	1.00	1.00	3.00	33.33%
AUXILIARIES	164.00	1.00	25.00	140.00	15.24%
CONTROL	51.00	1.00	2.00	50.00	3.92%
MEMBERS	28.00	4.00	3.00	29.00	10.71%
NON ESTABLISHMENT	2.00	9.00	10.00	1.00	500.00%
RDS	496.00	74.00	91.00	480.00	18.35%
SUPPORT STAFF	260.00	23.00	19.00	266.00	7.31%
WHOLETIME	792.00	25.00	70.00	747.00	8.84%
YFF STAFF	27.00	0.00	1.00	26.00	3.70%
	1823.00	138.00	222.00	1742.00	12.18%



## APPENDIX 2

<b>Directorate</b>	<b>WDS FTE</b>	<b>RDS FTE</b>	<b>Control FTE</b>	<b>SS FTE</b>	<b>YFF FTE</b>	<b>Members Headcount</b>	<b>Aux Reserve</b>	<b>Totals</b>
People Services	34.00			51.70				85.70
Service Delivery Operations: WDS, SS & Cooks	682.00			14.36				696.36
		RDS & SS 533.00		11.37				544.37
		Control 45.50	1.00	1.00				46.50
Risk Reduction	54.00		1.00	39.42	67.00			161.42
Technical Services	21.00		1.00	63.00				85.00
Corporate Support: Business Support				29.38				29.38
		Finance & Procurement		21.61				21.61
		Property Maintenance		5.00				5.00
		Service, Performance & Comms		16.32				16.32
Principal Officers	3.00			2.38				5.38
Members						28.00		28.00
Auxiliary Reserve							80.00	80.00
<b>Totals</b>	<b>794.00</b>	<b>533.00</b>	<b>47.50</b>	<b>255.54</b>	<b>67.00</b>	<b>28.00</b>	<b>80.00</b>	<b>1,805.04</b>



## APPENDIX 3

**Headcounts****As at 23rd February 2017****Wholetime**

	Female	Male
Age 20-25	1	6
Age 26-30	3	35
Age 31-35	3	88
Age 36-40	7	141
Age 41-45	5	142
Age 46-50	3	191
Age 51-55		106
Age 56-60		11

**RDS**

Age 20-25		80
Age 26-30	3	85
Age 31-35	1	80
Age 36-40	2	52
Age 41-45	1	50
Age 46-50	1	48
Age 51-55		41
Age 56-60		20
Age 61-65		1
Age < 20		9

**Control**

Age 26-30	2	1
Age 31-35	3	2
Age 36-40	5	
Age 41-45	10	1
Age 46-50	10	
Age 51-55	6	1
Age 56-60	3	
Age 66-70	1	

**Support Staff**

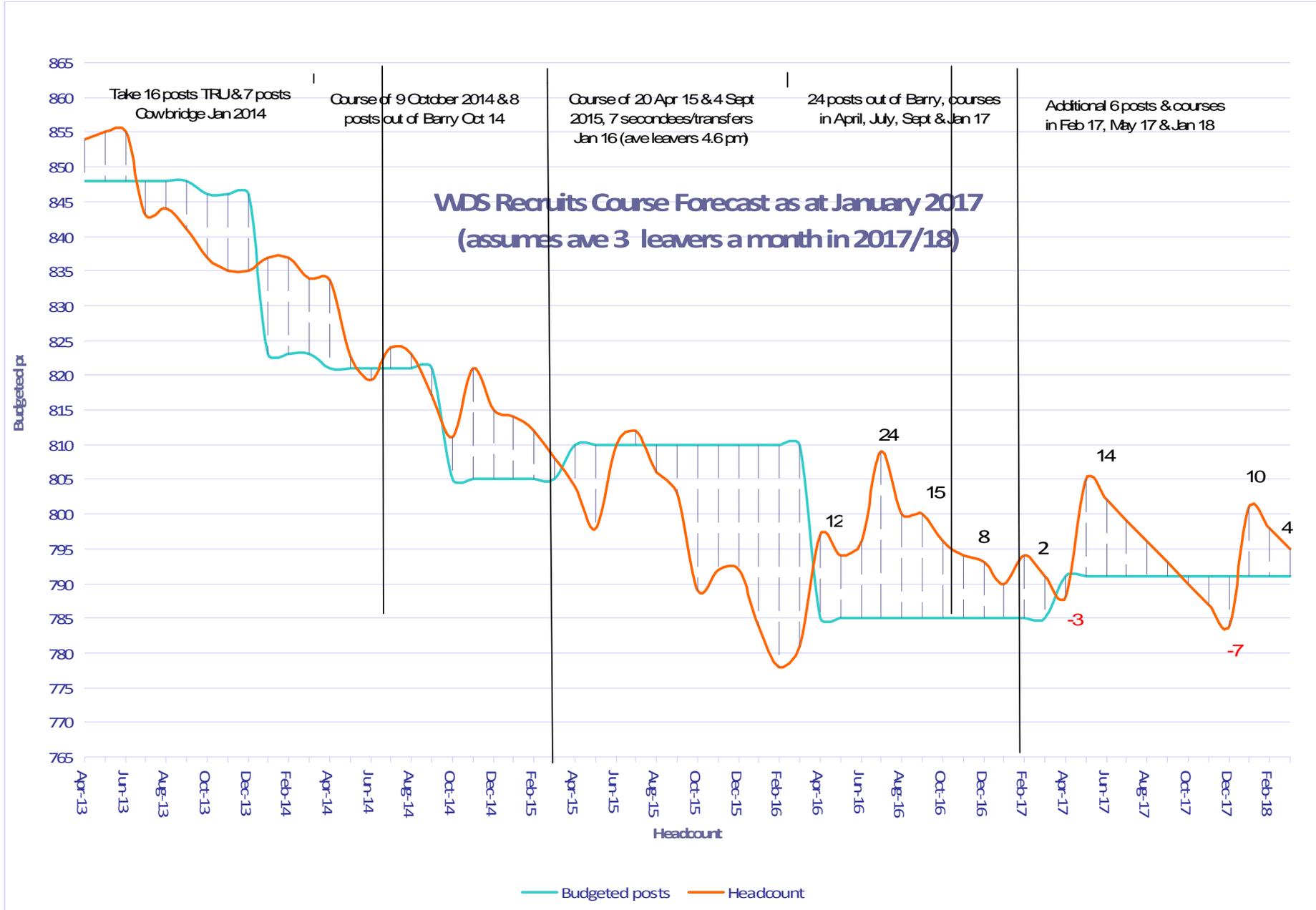
Age 20-25	13	8
Age 26-30	10	5
Age 31-35	16	9
Age 36-40	13	16
Age 41-45	27	15
Age 46-50	32	10
Age 51-55	23	20
Age 56-60	17	15
Age 61-65	8	13
Age 66-70		5
Age < 20	2	2

**Auxiliaries**

Age 20-25		34
Age 26-30	4	41
Age 31-35		19
Age 36-40	1	13
Age 41-45	1	5
Age 46-50		4
Age 51-55		1
Age 56-60	1	
Age 61-65		1
	<b>238</b>	<b>1427</b>



APPENDIX 4





## **ALL WALES SCHEME ADVISORY BOARD - UPDATE**

### **SUMMARY**

The Scheme Advisory Board is a body established by Welsh Government to oversee the various Firefighters' Pension Schemes in Wales. The purpose of this report is to appraise HR & Equalities Committee Members of the most recent Scheme Advisory Board's discussions which could impact on the Fire & Rescue Authority's role as Pension Scheme Managers.

### **RECOMMENDATION**

That Members accept the report and the information contained therein.

## **1. BACKGROUND**

- 1.1 The Public Service Pensions Act 2013 put in place the legislative framework for the new governance arrangements for public services pension schemes. This includes the establishment of a 'Scheme Advisory Board'.
- 1.2 Due to the devolved nature of Firefighter Pension Schemes under the Public Service Pensions Act 2013, the Welsh Ministers are the Responsible Authority for the Firefighters Pension Scheme in Wales.
- 1.3 Each defined benefit public service pension scheme has a Scheme Advisory Board with responsibility for providing advice on the desirability of changes to the scheme, when requested to do so by the 'responsible authority' (or otherwise, in accordance with scheme regulations). Where there is more than one Scheme Manager the scheme regulations state that the Scheme Advisory Board may also provide advice (on request or otherwise) to the Scheme Managers or the scheme's pension boards, on the effective and efficient administration and management of the scheme, or any pension fund of the scheme.

## **2. ISSUES**

- 2.1 Welsh Government established a Scheme Advisory Board in 2015. The Board is chaired by an Independent Chair appointed by the First Minister, supported by Fire Service Branch officials who are also responsible for the administration of the Board. Membership of the Board is drawn from the three Fire & Rescue Authority Members, supported by officers and representatives from the Fire Brigades Union, Retained Firefighters

Union, Fire Officers' Association, and the Association of Principal Firefighter Officers.

2.2 The inaugural meeting took place in Llandrindod Wells on 1 July 2015. The Board is scheduled to meet three times a year. The most recent meeting was held at Newtown Fire & Rescue Station on 3 February, 2017.

2.3 The Board received reports and addressed matters including:-

- Norman v Cheshire – as applied to the elements of pensionable pay
- Protected Pension Age
- Employee Contributions Rate Yield (English Schemes)
- Governance
- Running costs for the Scheme Advisory Board
- The role of the Scheme Advisory Board in Wales
- Update on discussions at English Scheme Advisory Board meetings
- Valuations
  - 2016 position
  - Reminder of timetable 2012
  - Review of existing GAD valuation data
- Opt out data
- The Pension Regulator
  - The Pension Regulator's Governance and Administration Survey
  - Self-Assessment Questionnaire
- Updates from Local Pension Boards – including generic learning
- Firefighters Pension Scheme Amendments
- Age Discrimination (Pension Contribution Holidays)
- Amendments to the 2015 Scheme Regulations
- Change in Regulations re surviving partners entitlement to death benefit on re-marriage
- HM Treasury Update
- Guaranteed Minimum Payment/Consultation
- Pension Dashboard

2.4 The Fire Brigades Union raised the matter of Protected Pension Age (PPA) and identified that they had looked back on Pension Committee records as far as 2007 looking for circulars (the Protected Pension Age rules changed in 2010), but could not find anything to support their case for the believed failure in the Authority's duty of care case. Clare Alcock, the Local Government Association's Pension Advisory, also indicated that there were no Fire Pensions Committee circulars. Welsh

Government officials were of the belief that Welsh Government should issue advice on tax.

- 2.5 The Scheme Advisory Board also discussed abatement rules and conditions. It was confirmed that written agreement and pre-determination negated the protection, and even where abatement took place Protected Pension Age was lost. Furthermore, it was reported that if written agreement was entered into to enable an officer to return before they left then that was tantamount to a contract variation. The break had to be absolute, no contact or other employment links. The maximum tax charge could potentially be as high as 70%.
- 2.6 Mid & West Wales Fire & Rescue Authority had an IDRPs pension case going to the Pensions Ombudsman which covers pensionable pay factors. It was suggested that there may be a wider impact which could affect secondary contracts. The Service uses secondary contracts and will need to monitor the outcome.
- 2.7 The draft GAD report 2012 was discussed in detail. Michael Prior (Scheme Advisory Board Chair) acknowledged that the factors were many and complex. In recognition that there will be new Fire & Rescue Authority Members after June, Welsh Government will arrange a 1 day training course for Scheme Advisory Board and Local Pension Board Members in late July. In September, the South Wales Fire & Rescue Authority Member on the Scheme Advisory Board will, along with other Scheme Advisory Board members, consider the GAD valuation, and assist in making recommendations to the First Minister to address issues including:- commutation, employers cost cap, etc.
- 2.8 The implications/recommendations from the GAD report are expected to be implemented in April 2018.
- 2.9 The Local Government Association intends to develop communication channels to disseminate advice/information on tax. Clare Alcock explained that anyone in receipt of a salary over £70,000 would be affected by Life Time Allowance changes and explained that the matters were made more complicated by individuals owning properties other than their domestic properties. It was also noted that potentially Firefighters who gained promotion in the future may find that they had breached the Annual Allowance threshold if it continued to decrease through tapering arrangements. Individuals in those circumstances would need to register for self-assessment with HMRC. In light of the Pension Ombudsman's recent determination (South Wales Police v Cherry), the Fire Authority will need information about scheme pays and other options in future to assist employees make a decision.

2.10 Finally, the Firefighters' Pension Scheme 1992 contributions holiday payments were addressed. Information received from Welsh Government officials on Friday, 17 February, confirmed that the South Wales Fire & Rescue submission covering more than 90 individuals, and costing in excess of £523,000, had been accepted. Welsh Government will have made the funds available on 21 February, at which point the Human Resources department and Finance department staff will conclude the arrangements to make the appropriate payments before the 31 March deadline.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no additional financial issues arising as a result of this report.

### **4. EQUALITY RISK ASSESSMENT**

4.1 There are no Equality Risk Assessment issues arising as a result of this report.

### **5. RECOMMENDATIONS**

5.1 That Members accept the report and the information contained therein.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACO Philip Hayes Director of People Services	None

**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2016/2017**

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Pension Circulars	To update Members on pension circulars received from the Welsh Government	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	15 July 2016	Presented
Tour of Cardiff Gate Training & Development Centre	To update Members on the Service's Cardiff Gate Training Centre which assists in explaining how the Service attracts and develops people both professionally and managerially to promote organisational improvement.		ACO PS  <b>Contact Officer:</b> Ian Greenman	15 July 2016	Presented

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Internal Disputes Resolution Procedure (IDRP)	To consider amendments to the IDRP in light of recent applications		ACO PS  <b>Contact Officer:</b> Philip Haynes	15 July 2016	Presented
Annual Absence Management Report	To update Members on the incidence of sickness absence across the Service and to identify the mechanisms to support staff and thereby enable greater organisational improvement.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	17 October 2016	Presented
Annual Discipline & Grievance Report	To update Members on the variety of disciplinary and grievance cases that have occurred throughout the Service, and to identify the actions that have taken	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	17 October 2016	Presented

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
	place in order to enable greater organisational improvement.				
Update on new initiatives and activities within Training & Development Department	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	17 October 2016	Presented
Firefighters Pensions Scheme 1992 – Split Pension	To consider factors which determine the scope of Split Pensions	Attract and develop our People  Organisation Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	17 October 2016	Presented

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Skills for Justice Firefighter Development Award – Progress update	To update Members on the Service’s proposed Training Plan for Firefighters which identifies and explains how we develop our people to promote organisational improvement.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	17 October 2016	Presented
Firefighters Pension Scheme (England) Advisory Board - Presentation	To update Members on the significant issues and current matters affecting all the Firefighter Pension Schemes	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Phil Haynes	17 October 2016	Presented
Principles of Workforce Progression	To update Members on the stream of work that has been in development and will enable the development of managers across all levels and throughout the whole Service.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	16 January 2017	Presented

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Strategic Equality Plan 2014-2017 Annual Update	To update Members on the Service's progress towards the strategy that will promote organisational improvement and assist in attracting and developing our people.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	16 January 2017	Presented
Annual Pay Policy Statement 2017/2018	To inform Members and to enable the Service's Policy to be evaluated	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	16 January 2017	Presented
Summary of HR & Training Committee Reporting	For Members to consider the annual report of the work of the HR & Equalities Committee before its submission to the Fire & Rescue Authority.	All	ACO PS  <b>Contact Officer:</b> Philip Haynes	16 January 2017	Presented

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Pension Circulars	To update Members on pension circulars received from the Welsh Government.	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	16 January 2017	Presented
Annual Equality Plan Update	To provide Members with an update on the Service's progress in delivering services in conjunction with the terms established in the Annual Equality Plan in order to promote organisational improvement.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	16 January 2017	Presented
Third Party Income Generation Update	To update Members on the current arrangements affecting TPI and to provide details of external organisations who engage with the Service through Cardiff Gate.	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	16 January 2017	Presented

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Leadership Development Programme	To update Members on proposals to implement and review leadership development throughout the Service.	Attract and develop our People Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	27 March 2017	Deferred to next meeting
National Issues Committee Update – HR & Training Activities	To update Members on the joint and collaborative work-streams that are being followed under the auspices of the National Issues Committee.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officers:</b> Mark Malson & Ian Greenman	27 March 2017	On agenda
Annual Report on Occupational Health Activity 2015	To provide Members with an up date on the variety of services delivered by the Occupational Health Unit and to identify the medical interventions that have taken place in order to enable greater organisational improvement as well as	Organisational Improvement	<b>ACO PS</b>  <b>Contact Officer:</b> Mark Malson	27 March 2017	On agenda

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
	attracting and developing staff.				
Follow Up Report on the Occupational Health Review Action Plan	To update Members on the activities and services that have been delivered by the Occupational Health Unit during 2016/2017	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	27 March 2017	On agenda
Annual Training Programme	To update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	27 March 2017	On agenda
Welsh Language Standards Update	To update Members on the Service's progress towards the standards that will promote organisational improvement.	Attract and develop our People Organisational Improvement	ACO PS  <b>Contact officer:</b> Mark Malson	27 March 2017	On agenda
Implementation of	To provide Members	Attract and	ACO PS	27 March 2017	On agenda

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Core/HR Update Report – Phase 1	with an insight on the Service's implementation of CORE/HR, and how it is intended to promote organisational improvement.	develop our People  Organisational Improvement	<b>Contact Officer:</b> Mark Malson		
Establishment and the Resourcing of the Service – Planning Assumptions	To update Members on developments to evaluate organisational composition and profiting.	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	27 March 2017	On agenda
All Wales Scheme Advisory Board Firefighters Pension Scheme - Update	To update the members on the current issues discussed by the Board.	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	27 March 2017	On agenda

Mark Malson – Head of Human Resources  
AM Ian Greenman – Head of Training & Development

## AGENDA ITEM NO 14

**To consider any items of business that the Chairman deems urgent  
(Part 1 or 2)**



1. 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. Chairman's Announcements

4. To receive the minutes of:

- HR & Equalities Meeting held on 16 January 2017 5

5. Summary of the National Issues Committee – Human Resources and Training & Development Work streams 11

6. Occupational Health Unit (OHU) - Activity Report 1 January to 31 December 2016 15

7. Follow up Report on the Occupational Health Review Action Plan 23

8. Annual Training Programme 41

9. Welsh Language Standards Update – March 2017 53

10. Report on HR & Payroll System Integration Project 57

11. Establishment and workforce planning overview for the Financial Year 2017/18 67

12. All Wales Scheme Advisory Board - Update 81

13. Forward Work Programme 85

14. To consider any items of business that the Chairman deems urgent (Part 1 or 2) 95