

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.

## **FIRE & RESCUE AUTHORITY SUMMONS**

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

You are required to attend a meeting of the South Wales Fire & Rescue Authority **To be held via StarLeaf - Access Code: 4422472520** on **Monday, 14 February 2022 at 1030 hours.**

**Please ensure you join the meeting 15 minutes prior to meeting time**

**Any issues please contact  
01443 232000 and ask for Member Services**

## **A G E N D A**

1. Apologies for Absence
2. Roll Call
3. Declarations of Interest

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.

4. Chairperson's Announcements
5. To receive the minutes of;

- Fire & Rescue Authority Meeting held on 20 December 2021 5
- Local Pension Board Committee held 18 October 2021 15

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Signature of Proper Officer:



## MEMBERSHIP

### Councillors:

W	Hodgins	Blaenau Gwent
R	Shaw	Bridgend
D	White	Bridgend
D T	Davies	Caerphilly
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
D	Ali	Cardiff
D	De'Ath	Cardiff
A	Lister	Cardiff
D	Naughton	Cardiff
J	Williams	Cardiff
M	Colbran	Merthyr Tydfil
L	Brown	Monmouthshire
V	Smith	Monmouthshire
M	Spencer	Newport
H	Thomas	Newport
S	Bradwick	Rhondda Cynon Taff
S	Morgans	Rhondda Cynon Taff
G	Holmes	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
S	Evans	Torfaen
S	Malson	Torfaen
P	Drake	Vale of Glamorgan
H	Jarvie	Vale of Glamorgan

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## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING HELD ON MONDAY 20 DECEMBER 2021 AT 1030 HRS IN MEETING ROOM 8 OR REMOTELY VIA STARLEAF

#### 27. PRESENT:

Councillor	Left	Authority
D T Davies (Chair)	1130 hrs	Caerphilly
S Bradwick (Deputy)		Rhondda Cynon Taff
L Brown		Monmouthshire
D De'ath		Cardiff
P Drake		Vale of Glamorgan
S Evans		Torfaen
G Holmes		Rhondda Cynon Taff
A Hussey		Caerphilly
H Jarvie		Vale of Glamorgan
S Morgans		Rhondda Cynon Taff
D Naughton		Cardiff
A Roberts		Rhondda Cynon Taff
R Shaw		Bridgend
V Smith		Monmouthshire
D White		Bridgend
J Williams		Cardiff

#### APOLOGIES:

D Ali	Cardiff
M Colbran	Merthyr Tydfil
W Hodgins	Blaenau Gwent
C Elsbury	Caerphilly
S Malson	Torfaen
M Spencer	Newport
H Thomas	Newport
S Chapman	Monitoring Officer
ACFO D Rose	Director of Service Delivery

#### ABSENT:

A Lister	Cardiff
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**OFFICERS PRESENT:-** CFO H Jakeway, Temporary DCFO R Prendergast – Director of Technical Services, ACO A Reed – Director of People Services, Mr C Barton – Treasurer, Temporary ACO G Thomas – Director of Corporate Services, Mrs S Watkins – Deputy Monitoring Officer, Ms L Mullan – Temporary Head of Finance & Procurement, Ms K Jeal – HR Manager (Pensions), Matthew Brushett – Wales Audit Officer, Nick Selwyn – Wales Audit Officer

## **28. DECLARATIONS OF INTEREST**

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

Councillor Evans declared a personal interest in items which related to New Inn Fire Station.

## **29. CHAIR'S ANNOUNCEMENTS**

### **• AWARD OF BRITISH EMPIRE MEDAL**

The Chair was pleased to inform Members that on 24 November it was his great pleasure to attend the award ceremony of Group Manager Shaun Moody receiving his well-deserved British Empire Medal from the Lord Lieutenant of Mid Glamorgan, Mr Peter Vaughan.

Members were informed that Group Manager Moody had received his 'BEM' in the Queen's Birthday Honours of 2020 and was recognised for his outstanding contribution to search and rescue both internationally and locally. He had been hugely successful on the UK and World stage of vehicle extrication and has also led UK deployments to international countries hit by natural disasters, such as Nepal and New Zealand to name but a few.

On behalf of Members the Chair congratulated GM Moody on his British Empire Medal and thanked his family for all the support provided to him.

- **PAY AWARD FOR GREEN BOOK STAFF**

The Chair advised Members that they would be aware from their home Authorities that this year's pay award for Green Book staff had not been agreed. He stated that like local authorities the Fire & Rescue Authority had been served with a notice of intent from Unison union that they would now ballot their members for strike action.

- **RECENT PASS OUT PARADE**

With reference to the recent Pass Out Parade of the Service's newest wholtime firefighters, the Chair regrettably informed Members that due to concerns over the new strain of Covid-19 no guests were able to attend. The 24 trainees successfully passed out last Thursday in front of the Chief Fire officer and a few senior officers. Also the Service was able to live stream the event to family, friends and loved ones of the trainees.

On behalf of Members the Chair wished all the trainees the very best in their chosen career as operational firefighters within South Wales.

- **ASSISTANCE TO NATIONAL HEALTH SERVICE**

The Chair reminded Members that from previous briefings they would be familiar with Welsh Government's ambition for firefighters across Wales to provide greater assistance to the National Health Service. He was now pleased to report that there had been progress in this area through a development group and the Minister's Fire Advisor had recently published a thematic review.

Following a request by the Chair, the Chief Fire Officer provided a brief overview of the Service's assistance to the National Health Service, and confirmed that a formal report would be presented at the next Fire & Rescue Authority meeting in the New Year.

- **AW ACHIEVING CARBON REDUCTION AUDIT**

The Chair informed Members that the Service had been through a Carbon Reduction and Sustainability audit, which Councillor David White had taken a full and active role in.

Following a request by the Chair, Councillor White provided a brief overview of the audit and the extensive work that was ongoing across the Service in this important area.

### 30. MINUTES OF PREVIOUS MEETINGS

The following minutes were received and accepted as a true record of proceedings:-

- Fire & Rescue Authority meeting held on 27 September 2021
- Finance, Audit & Performance Management Scrutiny Group meeting held on 18 January 2021
- Local Pension Board Committee held on 28 June, 2021
- HR & Equalities Committee held on 5 July, 2021
- Finance, Audit & Performance Management Committee held on 20 September, 2021, subject to the following amendment:- *Councillor Morgans is the Member for Rhondda Cynon Taff Unitary Authority and not Bridgend as recorded.*

With reference to the minutes recorded at the Finance, Asset & Performance Management Scrutiny Group meeting held on 11 October, 2021, the Chair requested that the word 'opposition' be withdrawn from the following statement contained within the minutes:- *'Councillor Brown reported that in the spirit of scrutiny, it is normal for an **opposition** party to take the chair, and Councillor Brown nominated herself, seconded by Councillor Naughton'.*

Following lengthy debate, Members of the Finance, Asset & Performance Management Scrutiny Group confirmed that the minutes recorded on 11 October, 2021, were a true and accurate record, and that the statement should remain. The minutes had also been formally approved at their meeting on 6 December, 2021.

Following further discussion, the Chair accepted Members recommendation to retain the wording within the statement, but he stressed that he firmly objected to the word 'opposition' as the Fire & Rescue Authority worked together as a team.

## **31. UPDATE ON ACTIONS**

The temporary ACO Corporate Services provided a brief overview and update on the following outstanding actions, which included minute numbers:- 20/21-32, 20/21-56.6, 20/21-56.10, 21/22-17.3.2, 21/22-17.3.3.

## **32. REPORTS FOR DECISION**

### **32.1. TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2021/22**

The temporary Head of Finance & Procurement informed Members that the Treasury Management Mid-Term Review report provided an update on the Authority's treasury activities for the period 1 April – 30 September, 2021.

#### **RESOLVED THAT**

Members unanimously agreed to note the report and treasury activity for the period 1 April – 30 September, 2021.

### **32.2. REVENUE BUDGET 2022/23**

The Treasurer advised Members that the presented report included the recommended draft Revenue Budget for 2022/23 considered by the Finance, Audit & Performance Management Committee on 13 December, together with the supporting Capital Programme.

The Fire & Rescue Authority was asked to commence a budget consultation during December and January, prior to setting its final budget in February 2022.

The report included a proposed Revenue Budget of £79,304,057, representing a 2.29% increase over that set for 2021/22.

#### **RESOLVED THAT**

Members unanimously agreed to approve the proposed draft Revenue and Capital Budgets as the basis for consultation.

The Chair apologised for having to leave the meeting at 1130 hrs, and wished all Members and Officers a very Merry Christmas and Happy New Year.

The Deputy Chair continued to chair the meeting on the Chair's behalf.

### **32.3 LIVING WAGE FOUNDATION ACCREDITATION**

The ACO People Services informed Members that the National Living Wage and National Minimum Wage were set by UK Government and provided protection to low income workers. There was a statutory requirement placed upon employers to remunerate workers on or above those minimum rates. This requirement was enforceable under the terms of the National Minimum Wage Act 1998.

The Real Living Wage was distinct from the National Living Wage, representing the rate that a worker would have to earn to afford a minimum 'decent' standard of living. The campaign for employers to pay workers a Real Living Wage commenced in 2001, and was championed by the Living Wage Foundation.

The presented report was considered by the HR & Equalities Committee on 1 November, 2021, when it was agreed that South Wales Fire & Rescue Service (the 'Service') should gain accreditation as a 'Real Living Wage Employer'.

### **RESOLVED THAT**

- 32.3.1 Members unanimously agreed to note the content of the report.
- 32.3.2 Members unanimously agreed to note the decision of the HR & Equalities Committee on 1 November, 2021, to gain accreditation as a Living Wage Foundation employer.
- 32.3.3 Members unanimously agreed to approve the decision to gain accreditation of the Living Wage Foundation and become a Real Living Wage employer.

## **32.4 FIREFIGHTER PENSIONS – REMEDYING AGE DISCRIMINATION**

The ACO People Services reminded Members that in July 2021 the Fire & Rescue Authority, as Scheme Manager, agreed to provide pension benefit options for those individuals who were considered to be in scope for Immediate Detriment (ID), as described in the informal Home Office guidance issued on 10 June, 2021.

On 8 October, 2021, a formal Memorandum of Understanding (MoU) between the Local Government Association (LGA) and the Fire Brigades Union (FBU) was published and expanded the scope for processing ID cases. Since then the Home Office guidance had been withdrawn and HM Treasury had published a formal note in relation to processing cases. A joint statement by the LGA and FBU had also been published. At the time of writing the report further advice was awaited from the LGA so that formal advice could be provided to the Fire & Rescue Authority on the next steps.

- 32.4.1 Members agreed to note the content of the report.
- 32.4.2 Members agreed that work should continue on Immediate Detriment cases as previously agreed, and that work should commence to fully adopt the MoU, subject to receiving further legal advice.
- 32.4.3 Members agreed that a further report be presented to the Fire & Rescue Authority at their meeting in February 2022, which detailed the advice and next steps.

## **32.5 GOVERNMENT CONSULTATION ON AMENDMENTS TO FIREFIGHTER PENSION SCHEMES**

The ACO People Services informed Members that both the Welsh Government and UK Government had published consultations relating to proposed amendments to the Firefighters' Pension Scheme Regulations 2015 (for Wales and England), which would require all current members of the Firefighters Pension Legacy Schemes to transition into the 2015 Scheme on 1 April, 2022.

The Welsh Government consultation opened on 25 October, and would close on 20 December, 2021. The UK Government consultation opened on 8 November, and would close on 2 January 2022.

The report provided the 'Employers Response' to both consultations, and was presented to Members for approval.

## **RESOLVED THAT**

Members unanimously agreed the Employers Response to the consultations, as set out in Appendices 1 and 2 attached to the report.

### **32.6 URBAN SEARCH & RESCUE – PROPOSED PROPERTY DEVELOPMENT WHITCHURCH FIRE STATION PROPERTY DEVELOPMENT**

The temporary ACO Corporate Services informed Members that South Wales Fire & Rescue Service was in receipt of Welsh Government funding for the development at the rear of Whitchurch Fire Station to house the Urban Search & Rescue (USAR) facility.

Given that the value of the contract was above the delegated threshold, the ACO Corporate Services sought Members approval to proceed with the award of contract.

## **RESOLVED THAT**

Members unanimously agreed to approve the award of the one off contract for the construction of the USAR development to Trio Building Contractors Limited.

## **33. REPORTS FOR INFORMATION**

### **33.1 HALF YEARLY HEALTH CHECK OF PERFORMANCE AND REVIEW OF STRATEGIC THEMES**

The temporary ACO Corporate Services provided Members with an update on the Business Plan Actions contained within the report, and the Chief Fire Officer provided a brief overview of the individual stats contained within the Performance Monitoring Report.



## **RESOLVED THAT**

Following a question and answer session, Members agreed to note the half yearly health check of Performance and Review of Strategic Themes.

The Deputy Chair took the opportunity to thank all employees across the Service, uniformed and corporate staff, for all their hard work and commitment throughout the Covid pandemic. The Chief Fire Officer agreed to pass on Members thanks to all staff.

### **33.2 INDEPENDENT REMUNERATION PANEL FOR WALES DRAFT ANNUAL REPORT – FEBRUARY 2022**

The temporary ACO Corporate Services presented a report which brought Members attention to the relevant sections of the Independent Remuneration Panel for Wales Draft Annual Report that related to payments to Members of Welsh Fire & Rescue Authorities.

## **RESOLVED THAT**

Members agreed to note the extract of the Independent Remuneration Panel's Draft Annual Report attached at Appendix 1, which provided details of payments to Members of Welsh Fire & Rescue Authorities.

### **33.3. AUDIT OF SOUTH WALES FIRE & RESCUE AUTHORITY'S ASSESSMENT OF 2020-21 PERFORMANCE**

The Wales Audit Officer presented a report which provided Members with a brief overview of the 'Audit of South Wales Fire & Rescue Authority's Assessment of 2020-21 Performance'.

## **RESOLVED THAT**

Members agreed to note the audit of South Wales Fire & Rescue Authority's Assessment of 2020-21 Performance.

### **33.5 FORWARD WORK PROGRAMME 2021/2022**

The temporary ACO Corporate Services provided a brief overview of the Forward Work Programme for 2021/2022, and subsequent amendments.

#### **RESOLVED THAT**

Members agreed to note the Forward Work Programme for 2021/2022, and subsequent amendments.

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

There were no items of business that the Deputy Chair deemed urgent.

The Deputy Chair took the opportunity to thank all Officers for the support they had given Chairs and Deputy Chairs of all Fire Authority Committees throughout the year

The Deputy Chair closed the meeting by wishing all Members and Officers a very Merry Christmas and Happy New Year.

## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE LOCAL PENSION BOARD COMMITTEE MEETING HELD ON MONDAY, 18 OCTOBER 2021 VIA STARLEAF

#### 15. PRESENT

##### Councillor

S Bradwick (Chair)	Rhondda Cynon Taff
L Brown	Monmouthshire
V Smith	Monmouthshire
D White	Bridgend
D King	Fire & Rescue Service Association
R Prendergast	Association of Principal Fire Officers
S Saunders	Fire Brigades' Union
G Tovey	Fire Brigades' Union
M Alexander	Fire Brigades' Union
Mr I Traylor	Pensions Service Director, Rhondda Cynon Taff BC

**OFFICERS PRESENT:-** ACO A Reed – Director of People Services, Mr C Barton – Treasurer, Mr G Thomas – T/ACO – Corporate Support; Mrs K Jeal – Accountant, Pensions & Budget Team

#### 16. DECLARATIONS OF INTEREST

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

#### 17. CHAIR'S ANNOUNCEMENTS

##### Response to FBU

The Chair advised FBU Representatives that he would respond to their recent correspondence in relation to quorum arrangements in due course.

#### 18. MINUTES OF PREVIOUS MEETINGS

The minutes of the Local Pension Board Committee held on 28 June 2021 were read and accepted as a true record of proceedings.

## **19. REVIEW OF LOCAL PENSION BOARD TERMS OF REFERENCE (TOR) QUORATE ARRANGEMENTS**

The Director of People Services presented to members an amendment to the Terms of Reference (TOR) for the Local Pension Board. She drew members' attention to Section 4 of Appendix A which highlighted the proposed change namely that at least four people must be present, including the Chair with at least one employee representative being present.

The Chair highlighted issues with non-attendance of union representatives therefore not being included in any debates, as part of the constitution.

FBU Representatives disagreed with a quorum without FBU members being present however apologised for the non-attendance at previous meetings. FBU Representatives agreed to ensure they are represented at future meetings. They further explained that they can be called upon at any time due to the nature of their operational duties.

The Chair explained the Board have not advised the FBU not be in attendance, the issue was about ensuring that the meetings were able to proceed without the need for such a prescriptive quorate arrangement. It was noted that there were currently three FBU representatives present.

The Director of People Services explained that this Committee is not a decision making board and as a way forward agreement is to be made on which representatives will attend future meetings. Mike Alexander and Gareth Tovey agreed to make every effort to attend future meetings and if unavailable, will arrange suitable representation.

In relation to voting, it was re-iterated that members of this board do not have the authority to change any policies however they are in a position to make recommendations to the Scheme Manager, ie the Fire and Rescue Authority.

### **RESOLVED THAT**

- 19.1 Members reviewed and agreed the amendment to the current quorate requirements within the Terms of Reference (TOR) for the Local Pension Board.
- 19.2 FBU Representatives to make contact with Ms Kim Jeal to undertake the necessary training to be able to sit on this Committee.

## **20. REVIEW OF KEY PERFORMANCE INDICATORS AND UPDATE ON ANNUAL BENEFIT STATEMENT**

Mr Traylor presented a report on the Key Performance Indicators, which were set out in the Service Level Agreement (SLA) between SWFRS and Rhondda Cynon Taff County Borough Council. A key element of the SLA is the reporting on actual performance activity against the agreed key delivery service standards. Members were also provided with an update on key activity undertaken during the reporting period and the performance data for the period 1 April 2021 to 31 August 2021.

Councillor Brown required further clarification on intervention targets. Mr Traylor advised that intervention targets are mirrored with local government targets. The intervention targets are included to target those that do not exceed the service standard, each target below 100% is reviewed.

Councillor Brown also queried the varying percentages. Mr Traylor advised that the intervention outturn indicates where an intervention has occurred and was likely to impact the target. The statistics in this column should not fall below 90%. He also advised that less issues are identified with SWFRS as there aren't as many members, this tool also takes into account local authority standards.

Councillor Brown requested further clarity on deferred benefits. Mr Traylor explained that such benefits would remain there until they become payable. Newer schemes will have higher numbers, the number of those on older schemes will reduce over time.

It was noted that neither RCTCBC nor SWFRS provide advice on individual benefits however the Pension Team at SWFRS can go through the annual allowance letters with staff to help make the content clearer around any breaches that have occurred. An appointment can be made with the team however they cannot advise on what steps staff should take.

### **RESOLVED THAT**

- 20.1 Members noted the performance data included within Appendix 1.
- 20.2 Members noted the relevant pension administrative overview and update included within Appendix 2.
- 20.3 A narrative be included under 'Purchasing Modified Membership' for future meetings.
- 20.4 Mr Traylor agreed to provide an update on the Pension Regulator Scheme Return at the next meeting.

Mr Alexander left the meeting to attend an operational call.

## **21. UPDATE ON MCCLOUD – IMMEDIATE DETRIMENT**

The Director of People Services advised Members that it was her intention to provide a training session on the McCloud immediate detriment cases however this will not now go ahead following an update the Service has recently received on this subject. It was noted however, that the training session will be provided at the next meeting.

At the July 2021 meeting of the Fire Authority Members agreed to implement immediate detriment cases, i.e. those wishing to retire from the decision point onwards, and allocation of resources to carry out this work. The Pension Team have commenced this work, using policy documents published by the Home Office and issued in June 2021.

On 8 October, the Service received notification of a framework for managing immediate detriment issues. This framework has been agreed by the LGA and FBU and is enshrined in a Memorandum of Understanding. The Service's view is that this will need to be put to the Fire Authority at its December meeting so that it can formally be adopted. A communication has been issued to those who have contacted the Service with an interest in accessing the arrangements set out in the MOU to advise them of the current situation. FBU representatives will be invited to meet to discuss the MOU in more detail, separately. The picture has moved in terms of what the Service was preparing for and will work closely with Mr Traylor and his team as a way forward in adopting the MOU.

FBU representatives raised concerns with timeframes and queried whether an additional meeting of the Fire Authority could be scheduled prior to December. The Treasurer explained that Fire Authority meetings have already been programmed and bringing this forward would add more pressure on the decision making process and the priority of the Service is to ensure a satisfactory resolution.

## **RESOLVED THAT**

- 21.1 Members agreed to a further report to be presented at the December Fire Authority meeting.
- 21.2 The Director of People Services to schedule a meeting with FBU representatives as soon as possible.

## **22. UPDATE REPORT FROM SCHEME ADVISORY BOARD (SAB)**

The Director of People Services advised that SAB Wales and SAB England have now provided input to the consultation on the Pensions Dashboard which is a national arrangement that will enable individuals to view their pension benefits.

In terms of the Fire sector and Fire Pensions, it was noted that the priority in terms of pensions was to implement McCloud. As it stands, there was a growing view across the sector that onboarding to a central portal when pension information may not be up-to-date may not instil confidence in the new approach. This was in addition to the resourcing implications of onboarding to the new arrangements. The next SAB meeting for Wales is scheduled to take place early November.

Mr Traylor advised Members that Haywood is the software provider and believes the system to be a positive one. RCT will support the process and will provide a further update to the Board, when available.

### **RESOLVED THAT**

Members noted the update provided.

### **23. PUBLICATIONS, UPDATES, INFORMATION (STANDARD ITEM)**

The Director of People Services presented and shared a number of publications, updates and information relating to pensions matters with the Board.

### **RESOLVED THAT**

Members noted the publications and updates presented by the Director of People Services for information and awareness purposes.

### **24. FORWARD WORK PROGRAMME FOR LOCAL PENSION BOARD 2021/2022**

The Director of People Services presented the Forward work Programme for 2021/2022.

### **RESOLVED THAT**

Members noted the content of the Forward Work Programme for 2021/2022.

### **25. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIRPERSON DEEMS URGENT (PART 1 OR 2)**

There were no items of business that the Chair deemed urgent.

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## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE FINANCE, ASSET & PERFORMANCE SCRUTINY GROUP MEETING HELD ON MONDAY 6 DECEMBER 2021 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

#### 14. PRESENT:

L Brown (Chair)	Monmouthshire
G Holmes	Rhondda Cynon Taff
A Hussey	Caerphilly
H Jarvie	Vale of Glamorgan
A Lister	Cardiff
S Malson	Torfaen
S Morgans	Rhondda Cynon Taff
D Naughton	Cardiff
R Shaw	Bridgend
H Thomas	Newport

#### APOLOGIES:

D Ali	Cardiff
V Smith	Monmouthshire
J Williams	Cardiff
DCO S Chapman	Monitoring Officer

#### ABSENT:

M Spencer	Newport
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**OFFICERS PRESENT:** - T/DCFO Richard Prendergast – Director of Technical Services, T/ACO G Thomas – Director of Corporate Services, Mrs S Watkins – Deputy Monitoring Officer, Mr C Barton – Treasurer, Mr C Temby – Head of Fleet & Engineering, Mr C Williams – Head of ICT, AM N Williams – Head of Operational Risk Management

#### 15. DECLARATIONS OF INTEREST

No declarations of interest were made.

## **16. CHAIRPERSON'S ANNOUNCEMENTS**

There were no Chairperson's announcements to record.

## **17. MINUTES OF PREVIOUS MEETING**

The minutes of the Finance, Asset & Performance Management Scrutiny Group meeting held on 11 October, 2021, were received and accepted as a true record of proceedings, subject to the following amendment:-

- Members unanimously agreed to add the following extra recommendation to Item 7 within the minutes 'Property Asset Strategy 2021/22' report:-

*7.3 Members agreed that Local Authority Building Control Inspectors would be used when dealing with property issues.*

### **17.1 MATTERS ARISING**

With reference to Item 9 within the minutes, 'Appointment of Member Champions', the ACO Corporate Services requested Members to consider nominations for the following two vacancies:- ICT and Fleet & Engineering.

Following discussion, Members unanimously agreed that Councillor Smith would continue as the Member Champion for Land & Buildings, and Councillor J Williams would continue as the Member Champion for Operations & Personal Equipment. The two vacancies would be deferred until the new Municipal Year, and the next Annual General Meeting in June 2022.

With reference to updating the Terms of Reference, the ACO Corporate Services assured Members that a report had already been approved by the HR & Equalities Committee, and was due to be presented to the Finance, Audit & Performance Management Committee, before finally being presented to the full Fire & Rescue Authority for final approval in March 2022.

## **18. REPORT FOR DECISION**

### **18.1 CIPFA FINANCIAL MANAGEMENT CODE**

The Treasurer advised Members that good financial management was an essential element of good governance and longer-term service planning, which was critical in ensuring that local service provision was sustainable.

The Financial Management Code (FM Code) was designed to support good practice in financial management, and to assist local authorities in demonstrating their financial sustainability. For the first time the Financial Management Code set out the standards of financial management for local authorities.

The Financial Management Code had been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and introduced because the exceptional financial circumstances faced by local authorities had revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future.

CIPFA considered application of the Financial Management Code to be a collective responsibility of each Authority's organisational leadership team. The Financial Management Code should be adopted by each local authority to underpin its governance and management processes.

### **RESOLVED THAT**

- 18.1.1 Following consideration of the content of the Financial Management Code, Members made the necessary recommendations to the Finance, Audit & Performance Management Committee on areas which it believed should be strengthened or improved.
- 18.1.2 Following a lengthy question and answer session on the 'Potential Actions' contained within the report, and discussion on how to improve consultation with local authorities, Officers agreed to consider carrying out a survey with Councillors in Local Authorities and how it could be constructed.

## **19. REPORTS FOR INFORMATION**

### **19.1 REVIEW OF FLEET & VEHICLES STRATEGY, BUDGET & PLANNING ASSUMPTIONS AND PROGRESS AGAINST THE PLAN**

The Head of Fleet & Engineering informed Members that the presented report supported the 2017-2021 Fleet Asset Management Plan.

#### **RESOLVED THAT**

Following a question and answer session on electrified vehicles and the lifespan of batteries, Members agreed to note the contents of the report which supported the attached plan.

### **19.2 REVIEW OF ICT STRATEGY, BUDGET & PLANNING ASSUMPTIONS, PROJECT OVERVIEW, AND PROGRESS AGAINST THE PLAN TO INCLUDE CAPITAL REPORT**

The Head of ICT informed Members that the presented report provided a review of the ICT Strategy, budget and planning assumptions, and an overview of the key projects which included a capital report.

#### **RESOLVED THAT**

Following a question and answer session on networking issues, Members agreed to note the contents of the report.

### **19.3. OPERATIONAL AND PERSONAL EQUIPMENT STRATEGY, BUDGET AND PLANNING ASSUMPTIONS 2020-2025**

The Head of Operational Risk Management presented a report which updated Members on the Operational and Personal Equipment Strategy 2020-2025.

#### **RESOLVED THAT**

Members agreed to note the contents of the report.

## **19.4 FORWARD WORK PROGRAMME 2021/2022**

The T/ACO Corporate Services provided a brief overview of the Forward Work Programme for 2021/2022.

### **RESOLVED THAT**

- 19.4.1 Members agreed to note the Forward Work Programme for 2021/2022.
- 19.4.2 Following a proposal to bring next April's meeting forward, Members unanimously agreed that the meeting would take place on 4 April 2022.
- 19.4.3 Officers assured Members that appointing new Members Champions would be deferred to the next Municipal Year, and the Terms of Reference would be added to the Forward Work Programme.

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

There were no items of business that the Chair deemed urgent.

The Chair closed the meeting by thanking Members for their attendance and to Officers for their informative reports. She also took the opportunity to wish all Members and Officers a very Merry Christmas and Happy New Year.

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## AGENDA ITEM NO 6

## UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS FIRE & RESCUE AUTHORITY MEETINGS

Sally Chapman – DCO  
Huw Jakeway – CFO  
Dewi Rose – ACFO SD

Chris Barton – Treasurer  
Alison Reed – ACO PS  
Richie Prendergast – ACFO TS  
Geraint Thomas – T/ACO CS

Minute No	Item	Action	Leading Officer	Current Status:
20/21-32.	Acquisition of Land to Accommodate the Relocation of New Inn Fire Station	Submit an offer for acquisition of the land conditional on the matters outlined in the report, and proceed with purchase arrangements subject to FAPM agreement up to maximum figure outlined.	T/ACO CS	The vendors of the site have failed to respond to communications of our intent to proceed with a formal offer. Currently considering options with a view to go back to market for alternative site whilst continuing efforts to proceed with offer on the preferred site.
20/21 – 56.6	Proposed New Terms of Reference for the Scrutiny Committee	Refer back to the Scrutiny Committee, HR & Equalities Committee and FAPM Committee for further detailed consideration of both options presented and provide an update of views to a future meeting of the Fire & Rescue Authority.	T/ACO CS	The Scrutiny Group's preferred option has been submitted to the HR & Equalities Committee and the FAPM for consideration, and subsequent recommendation to the Fire Authority. A further report is being submitted to the March meeting.

Minute No	Item	Action	Leading Officer	Current Status:
20/21 – 56.10	Grenfell Tower Inquiry Thematic Review	The Review report to be considered by the Service's Operational Co-ordination Group and the High Rise Task Group, and a further update provided to a future meeting of the Fire & Rescue Authority.	CFO	A report is being submitted at today's meeting.
21/22 – 17.3.2	Firefighter Pensions – Remedying Age Discrimination : Pension Benefit Options	Provide pension benefit options to the individuals considered to be in scope for Immediate Detriment	ACO PS	<p>We are continuing our work on Immediate Detriment cases as agreed at the Fire Authority meeting on 19 July.</p> <p>A further report is presented to today's meeting for information.</p>
21/22 – 17.3.3	Firefighter Pensions – Remedying Age Discrimination : McCloud Exercise	Progress exercise to implement the wider remedy work as described in the outcome of the HMT consultation on public service pensions for implementation by October 2023 at the latest.	ACO PS	In December 2021, the Fire Authority submitted a response to the consultation on amendments to the Firefighters' Pension Scheme (Wales) Regulations 2015 which will require all current members of the firefighters' pension schemes dating from 1992 and 2007 to join the 2015 Scheme on 1 April 2022. We now await the outcome of the consultation. Resources have been allocated to this work in order to prepare the groundwork for the changes.



Minute No	Item	Action	Leading Officer	Current Status:
21/22 – 32.3.3	Living Wage Foundation Accreditation	Gain accreditation of the Living Wage Foundation to enable the Service to become a Real Living Wage employer	ACO PS	Following the decision made by the Fire Authority in December 2021 to become a Real Living Wage employer, the Service has since submitted the formal application to start the process of becoming an accredited employer.

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## AGENDA ITEM NO 7

### **Reports for Decision**

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.i  
14 FEBRUARY 2022

REPORT OF THE TREASURER

**REVENUE BUDGET 2022/23****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY TREASURER

PRESENTING OFFICER TREASURER

**SUMMARY**

The report includes the recommended revenue budget for 2022/23 together with the responses to the consultation exercise undertaken.

The Fire Authority is asked to approve the budget including a proposed revenue budget of £79,304,057, representing a 2.29% increase over that set for 2021/22.

**RECOMMENDATIONS**

That the Fire Authority approve the proposed revenue and capital budgets.

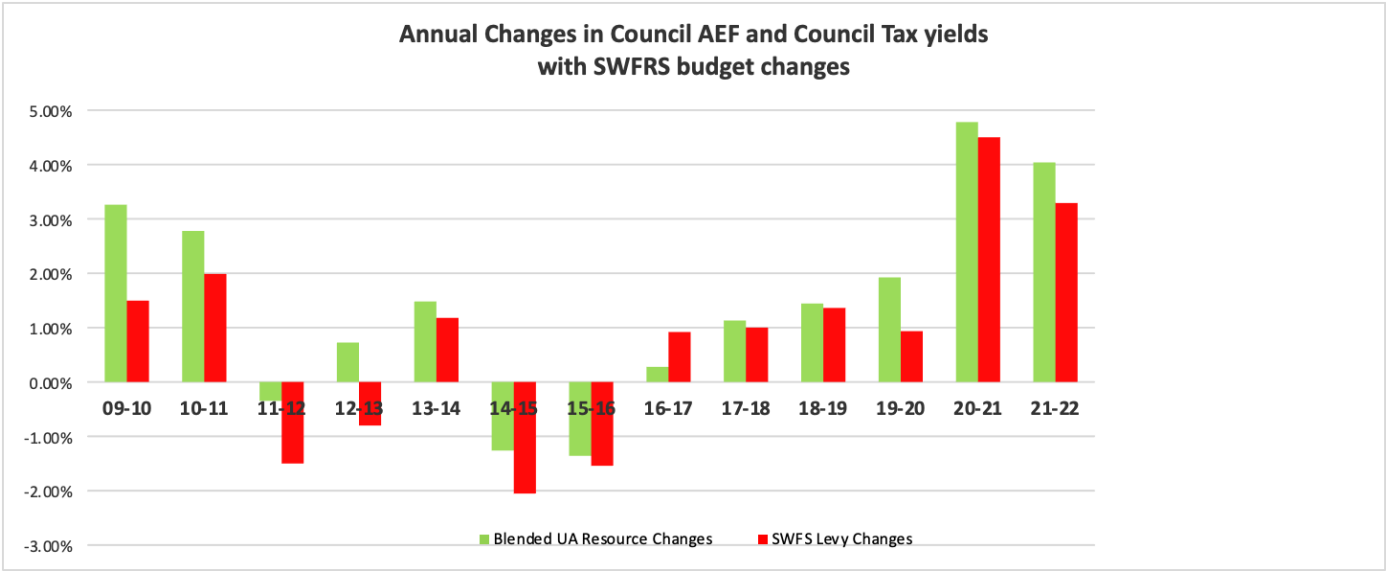
**1. BACKGROUND**

- 1.1 The Fire Authority, FAPM Committee and Scrutiny Group have considered a range of reports on the budget over the last year and this report is the culmination of that work. The Fire Authority approved a draft budget for consultation at its December meeting.
- 1.2 The Medium-Term Financial Strategy (MTFS) includes information regarding the basis for budget planning and this report provides the proposal for the 2022/23 financial year, together with the supporting capital programme. The MTFS is informed by regular monitoring reports on the budget for the current year.
- 1.3 The FAPM Scrutiny Group considered the background and detail to the budget at its meetings and made recommendations for inclusion. Consultation responses were reported to the Group at its February meeting.

2. ISSUE / PROPOSAL

Medium Term Financial Strategy and Historical Context

- 2.1 The approved MTFS includes historical context to the budget together with projections for future years’ budgets.
- 2.2 For the current financial year, the Fire Authority set a budget of £77,530,089. In setting its annual budget, the Authority has always been mindful of the resources available to its constituent councils both from Welsh Government and local taxpayers.
- 2.3 The following chart shows the historical trend of increases / reductions in the revenue budget compared to the resources available to councils from Welsh Government and Council Tax.



Local Government Settlement

- 2.4 The draft Welsh Government Budget was announced shortly after the consultation began with a significant increase announced in Local Government Funding for next financial year of 9.4% on a like for like basis with no council seeing less than an 8.4% increase. This funding increase does come against the background of significant funding pressures.
- 2.5 The last two years have seen a return to more positive settlements for local government after a long period of austerity and this trend therefore continues.
- 2.6 Along with the resources Welsh Government provides to constituent councils from revenue support grant and non-domestic rates, the councils

also raise council tax to meet the demands on their budgets. There is a historical pattern of increasing yield from council tax of 4% to 5% and there is no indication that this broad trend will discontinue.

- 2.7 The Fire Authority has always been cognisant of the settlement together with the overall resources available to councils when setting its budget.

## Population Change

- 2.8 Population data used in the Welsh Government Settlement is the basis on which the Fire Authority's budget is distributed and funded by the ten constituent councils in the South Wales area. The Fire Authority has no powers to vary this distribution methodology which is set out in legislation.
- 2.9 The table below illustrates the change in the distribution of current contributions based on the new population data for 2022/23. It is important to note that Councils which see increases in population generally benefit from a proportionately more favourable Welsh Government settlement and vice versa.

Authority	Budget 21/22	Population 21/22	Population 22/23	Change %	Change £
Bridgend	7,363,938	147,165	147,892	0.15	11,340
Vale of Glamorgan	6,742,658	134,749	135,617	0.30	20,474
Rhondda Cynon Taf	12,117,260	242,158	242,784	-0.08	-9,779
Merthyr Tydfil	3,039,898	60,751	60,919	-0.06	-1,907
Caerphilly	9,099,329	181,846	182,060	-0.22	-20,114
Blaenau Gwent	3,481,840	69,583	69,548	-0.39	-13,526
Torfaen	4,696,428	93,856	94,111	-0.07	-3,173
Monmouthshire	4,760,377	95,134	95,489	0.03	1,598
Newport	7,854,667	156,972	158,154	0.41	32,370
Cardiff	18,373,693	367,190	368,090	-0.09	-17,283
	<b>77,530,089</b>	<b>1,549,404</b>	<b>1,554,664</b>		<b>0</b>

- 2.10 These changes at council level will be reflected in minor variations from the overall average increase in contributions set by the Fire Authority.

## Budget Planning Considerations

- 2.11 The Authority has continued to invest in its assets underpinning its operational and support service capabilities. Part of the budget strategy has been to generate efficiency savings in the use of resources to offset this additional required investment. This process has been continued throughout the Covid pandemic as more flexible working practices have offered opportunities to reduce travel and associated costs. The movement towards a reduced carbon future has also focussed attention on transport and energy costs across the service.

- 2.12 Pay awards again present an issue for the Authority's planning. Upward pressure exists on pay across the public sector and whilst uniformed staff have accepted a pay offer for the current year, support staff representative bodies are balloting for industrial action. Assumptions of 1.5% are included in the budget for next year for all staff groups.
- 2.13 Pension costs are an ongoing uncertainty as they have been for several years now. Resolution of the McCloud judgements relating to the inequality in fire pension schemes is ongoing and valuation of the schemes is also still being worked on.
- 2.14 Widening of the role of the fire fighter is still a current topic. For the purposes of the budget, it has been assumed that any additional costs arising from such an initiative would be matched by additional funding from within the Welsh Public Sector.
- 2.15 The Authority's job evaluation scheme has been implemented and the projected costs of this are reflected in the revenue budget. Appeal processes are continuing so there is a degree of uncertainty in this area. The Authority believes that any variation arising from appeals will not represent a significant risk to the budget.
- 2.16 The Fire Authority at its December meeting considered several current posts on the establishment which were of a temporary nature with a view to making them permanent. Whilst there is currently no specific budget provision for these posts in previous years, it has been possible to accommodate them through the delivery of savings across the establishment budget. It is intended that these posts are confirmed on the establishment but funded as in the past from savings within the overall employee budget for next year. They will be included within the base budget from 2023/24 onward based on next year's operational experience and learning.
- 2.17 After allowing for efficiency savings and budget reductions, the employees budget of the Authority will be constrained to an increase of around 1.2% next year. This area represents around 80% of the costs of the Service and to a very large degree determines the outcome of budget deliberations for the coming year. These budgets are assisted by reductions in ill health retirement costs and the budget for travel and subsistence.
- 2.18 As inflationary pressures increase in the economy, there is an increased risk that provisions for pay inflation prove insufficient. At the proposed budget level, the Authority would have the option of temporarily absorbing any under-provision for pay should it occur or issuing a supplementary levy if it felt that it was not possible to manage any shortfall in year. Given the over-provision for pay in the current year and the consequential



underspend and projected increase in reserves at 31 March 2022, it is proposed that the Fire Authority should seek to absorb any shortfall in next year's budget. The Fire Authority would of course have to adjust its base budget appropriately from April 2023 onwards.

- 2.19 The premises budget is anticipated to come under pressure next year as the Authority aims to keep its property portfolio in a suitable standard of repair but also from likely inflationary pressures on utility costs and non-domestic rates and continuing cleaning and security costs reflecting new ways of working. The Authority is currently developing further energy efficiency schemes such as the use of solar PV to drive down costs and fossil fuel reliance.
- 2.20 The costs of operational training are increasing within the Service reflecting the changing nature of response calls and changing legislative requirements.
- 2.21 Continued investment in ICT systems approved in the current year together with operational equipment demands and the unavoidable inflationary pressures on budgets like insurances will increase supplies and services budgets in the coming year. Essential operational equipment replacement is also funded from this area.
- 2.22 Members will be aware that the timely fulfilment of the capital programme has been an ongoing problem within the Authority mainly due to the constraints on internal staff resources to deliver the schemes. Significant carryover from year to year was commented on by the external auditors and discussed at previous meetings. The capital programme attached to the report as Appendix 2 still carries this risk however, in anticipation of this recurrent problem, the revenue budget for capital financing costs has been adjusted downward to represent a more conservative budget assumption.
- 2.23 Capital Financing Costs will represent around 6.1% of total budget, well within the levels deemed appropriate given the nature of the organisation and its funding regime.
- 2.24 On income, the budget assumes an increase in external grant funding streams reflecting currently secured and approved levels.

### **Proposed Budget 2022/23**

- 2.25 As discussed earlier in the report, population changes impact directly on the level of budget contributions from individual councils.

- 2.26 The proposed budget if approved will result in the following contributions. The supporting budget is set out in Appendix 1.

<b>Authority</b>	<b>Budget 2021/22 £</b>	<b>Budget 2022/23 £</b>	<b>Change £</b>	<b>Change %</b>
Bridgend	7,363,938	7,544,032	180,094	2.45
The Vale Of Glamorgan	6,742,658	6,917,880	175,221	2.60
Rhondda Cynon Taf	12,117,260	12,384,513	267,253	2.21
Merthyr Tydfil	3,039,898	3,107,504	67,605	2.22
Caerphilly	9,099,329	9,286,956	187,627	2.06
Blaenau Gwent	3,481,840	3,547,672	65,833	1.89
Torfaen	4,696,428	4,800,641	104,213	2.22
Monmouthshire	4,760,377	4,870,934	110,556	2.32
Newport	7,854,667	8,067,501	212,834	2.71
Cardiff	18,373,694	18,776,424	402,731	2.19
<b>Total</b>	<b>77,530,089</b>	<b>79,304,057</b>	<b>1,773,968</b>	<b>2.29</b>

- 2.27 The revenue budget supports the financing of the capital programme of the Authority. The Programme is regularly updated through monitoring reports to the FAPM Committee. The current capital programme is shown at Appendix 2.
- 2.28 The Authority receives regular reports on its Treasury Management Strategy. The Treasury Management Strategy determines the likely cost of borrowing, income from investments and Minimum Revenue Provision which form part of the revenue budget. There has been no significant change in the Treasury Management Strategy for some years now reflecting the stable and low interest rates in the economy.

## Consultation

- 2.29 Following a suggestion from the Scrutiny Group (during consideration of the new Cipfa Financial Management Code), a request was made to the ten constituent councils that they also send the consultation letter to all their council members individually in order to elicit a wider response.
- 2.30 Consultation responses are included in Appendix 3 to the report.

## 3. IMPLICATIONS

### 3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Well-Being Of Future Generations (Wales) Act	No
Socio Economic Duty	No

Sustainability / Environment / Carbon Reduction	Yes
Safeguarding	No
Consultation and Communications	Yes
Consultation with Representative Bodies	No
Impact Assessment	No

3.1.1 Where specific projects or proposals impact the revenue budget, those decisions are reflected in appropriate assessments undertaken and reported at the time of consideration.

### 3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	Yes
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

3.2.1 The Authority must comply with the regulatory requirements around budget setting and approval including the timescales set out in legislation.

### 3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	No
Budget Revenue/Capital	Yes

3.3.1 The budget underpins the Service's asset and resource base and its Service Delivery.

## 4 EVALUATION & CONCLUSIONS

4.1 The details of financial projections are included within the MTFS and various budget reports. The Authority is working towards adoption of CIPFA's Financial Management Code before 31<sup>st</sup> March 2022.

4.2 In the context of financial resilience, the Authority's budget includes assumptions of income and expenditure for next year and the medium

term. There are inevitably financial and other risks inherent in these assumptions and the operation of the organisation.

4.3 Non-financial risks are included and monitored in the Authority's risk register through the Senior Management Team, FAPM Committee and the Fire Authority.

4.4 The main financial risks to the organisation include

- Overspending
- Delivery of efficiency savings
- Controlling and managing capital investment
- Levels of grant funding
- Meeting liabilities that may be identified and / or fall due

4.5 The Treasurer as the Responsible Finance Officer confirms that in terms of the MTFS, budget and assumptions therein, the level of reserves and financial health of the Authority is sustainable and resilient. In reaching this conclusion, regard was had for the following

- The Authority complies with CIPFA's Financial Management Code
- The Authority maintains adequate levels of reserves
- Liabilities are identified and properly accounted for
- Audit and other regulatory reports are favourable
- Budgets are monitored
- There is no history of unplanned overspending
- The Authority adheres to other relevant Codes of Practice
- The Authority's governance arrangements are sound

## 5 RECOMMENDATIONS

5.1 That the Fire Authority approve the proposed revenue and capital budgets.

<b>Contact Officer:</b>	Chris Barton Treasurer

<b>Appendices</b>	
Appendix 1	Revenue Budget 2022/23
Appendix 2	Capital Programme

**REVENUE BUDGET 2022/23**  
**Appendix 1**  
**REVENUE BUDGET 2022/23**

<b>Employee Costs</b>	<b>2022/23 Budget</b>
Whole time uniformed staff	32,196,142
On Call fire fighters	6,638,791
Auxiliary Reserve	230,542
Control staff	1,410,584
Non-uniformed staff	9,019,333
Members expenses	65,187
Overtime & Other Allowances	2,075,722
Apprenticeship Levy	245,100
FF Scheme - employer's contributions	8,878,258
LGP Scheme - employer's contributions	1,377,534
LGPS strain costs	34,872
FF III health pensions	849,601
NHS Reimbursements etc	75,174
Travel & Subsistence	385,000
	<b>63,481,840</b>
<b>Premises Related Expenses</b>	
Repair & maintenance	1,179,939
Grounds maintenance	36,996
Cleaning	587,813
Rates etc.	1,452,550
Lease/Rent	18,200
Water	40,000
Energy	812,907
Security	104,608
Telephones/Communications	1,421,111
	<b>5,654,124</b>
<b>Training</b>	<b>1,771,002</b>
<b>Supplies &amp; services</b>	
Operational equipment & furniture etc	637,049
Other equipment	196,500
RTC (Scrap Vehicles)	69,296
Fitness/training equipment	40,000
Equipment repair & maintenance	128,050
Fire Ground consumables (foam)	12,000
I.C.T.	1,668,502
Clothing & Uniforms	671,862
Photocopying, stationery & printing	80,445
Postage & freight	21,622
Advertising (vacancies, etc.)	184,200
Text books, Reference	8,710
Licences	170,260
Literature / subscriptions	168,251
Catering, fire ground provisions and meals	59,370
Other Miscellaneous	40,900
Insurances	1,179,426
	<b>5,336,443</b>
<b>Transport</b>	<b>1,477,793</b>
<b>Contracted Services</b>	<b>941,296</b>
<b>Capital costs / leasing</b>	<b>4,874,251</b>
	<b>83,536,749</b>
<b>Income</b>	<b>(4,232,692)</b>
<b>NET EXPENDITURE</b>	<b>79,304,057</b>

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**REVENUE BUDGET 2022/23**  
**Appendix 2**  
**CAPITAL PROGRAMME**

	2021/22 Slippage *	2022/23 Submission	2022/23 Programme	2023/24 Submission	2024/25 Submission
<b>PROPERTY</b>					
Monmouth	330		330		
Penarth				25	1,500
New Inn	1,444	1,500	2,944		
Malpas		25	25	1,500	1,500
Pontyclun FS	10	1,000	1,010		
Tower Works Package		200	200	200	200
RDS Site Improvements		850	850	1,000	1,000
Cwmbran					15
	<b>1,784</b>	<b>3,575</b>	<b>5,359</b>	<b>2,725</b>	<b>4,215</b>
<b>FLEET</b>					
Water Ladder		1,785	1,785	1,785	1,785
Van/Ops Estate Car	300	155	455	155	155
Light Utility 4WD		240	240	250	200
Non-Operations 4WD		26	26	26	
Ladders		108	108		
Water Carrier				200	
Minibus				28	
Rescue Boat				30	
Wildfire Unit				100	
Welfare Unit				50	
Asbestos De-con Unit				60	
	<b>300</b>	<b>2,314</b>	<b>2,614</b>	<b>2,684</b>	<b>2,140</b>
<b>ICT</b>					
End User Computer Replacement		150	150	150	
Mobile Phone Replacement		123	123	123	
Servers and Storage Replacement		150	150		80
Sever Software Upgrade		150	150		
Wireless Access Points		40	40	140	
Patient Management System	60		60		
Station Mobilising				400	
Station Switches				210	
Screen replacement					120
Netscaler Replacement					40
Unified Communication					120
Backup Replacement System					80
HQ Switch Stacks					200
Perimeter Firewalls					35
	<b>60</b>	<b>613</b>	<b>673</b>	<b>1,023</b>	<b>675</b>
<b>ORM</b>					
RTC cutting equipment		795	795	480	
Particulate flash hood		100	100		
Positive Pressure Fan		36	36	36	36
Gas detectors		30	30		
	<b>0</b>	<b>961</b>	<b>961</b>	<b>516</b>	<b>36</b>
<b>TOTAL</b>	<b>2,144</b>	<b>7,463</b>	<b>9,607</b>	<b>6,948</b>	<b>7,066</b>

\* Slippage as currently reported

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**REVENUE BUDGET 2022/23**  
**Appendix 3**  
**CONSULTATION RESPONSES (at time of report writing)**

Beverly Owen  
BO/DA  
01633 233693  
99463 Newport (Gwent) 3  
Beverly.owen@newport.gov.uk



Mr Chris Barton  
Treasurer  
South Wales Fire & Rescue Authority

Civic Centre/Canolfan  
Ddinesig  
Newport/Casnewydd  
South Wales/De Cymru  
NP20 4UR

Sent by email to : [treasurer@southwales-fire.gov.uk](mailto:treasurer@southwales-fire.gov.uk)

2<sup>nd</sup> February 2022

Dear Chris,

**Re: South Wales Fire & Rescue Authority - Budget & Contributions 2022/23**

Thank you for your draft notification of the levy requirement for 2022/23 from Newport City Council.

The overall increase of 2.29% is noted and in the context of pressure on pay, employer's pay costs and other key budget lines such as fuel and energy, we would respond that the increase seems to be within reasonable limits. As a city with a growing population, we recognise that Newport's contribution will increase by more than the average and overall increase.

All local authorities have received positive funding uplifts for next year and whilst the list of budget pressures these now need to cover is extensive, it is recognised that, as set out in your consultation, the increase proposed by SWFRS is within the funding uplift allocated.

We thank you for allowing us the opportunity to comment on your draft budget and our Head of Finance will liaise with you on final detailed matters.

Yours sincerely

Mrs Beverly Owen  
Chief Executive

### **Bridgend**

Whilst no formal response has been received to date, the Authority has requested that representatives of the Fire & Rescue Service present to its Members in a meeting on March 9<sup>th</sup>.

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.ii  
14 FEBRUARY 2022

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER OF SERVICE  
DELIVERY

**REPORT ON THE STRATEGIC PERFORMANCE INDICATOR TARGETS  
2022/23**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER OF SERVICE  
DELIVERY

PRESENTING OFFICER DEWI ROSE, ASSISTANT CHIEF FIRE OFFICER  
OF SERVICE DELIVERY

**SUMMARY**

To consider the Strategic Performance Indicator Targets for 2020/21

**RECOMMENDATIONS**

That Members note the Performance Indicator Targets proposed for 2022/23

That Members approve delegation to Assistant Chief Fire Officer to review quarter 4 2021/22 data, planned reduction strategies and refine targets as necessary.

That Members approve its publication onto the SWFRS internet site

**1. BACKGROUND**

- 1.1 To support performance within the Service it is essential that previous performance is reviewed and future targets are set for the forth coming year. These indicator targets are made available to the public via our internet site and are referenced within corporate documents produced and published by the Service.
- 1.2 There is a requirement under the Local Government (Wales) Measure 2009 to report annually to Welsh Government (WG) on seven Strategic

Performance Indicators. There are four incident-based indicators, two fatality and injury indicators and one effective response indicator.

- 1.3 The targets for 2022/23 are proposed prior to the start of the reporting year, utilising a profiling process that considered nine months of 2021/22 actual incident data and a further four years of historic incident data to provide a baseline target figure.
- 1.4 Other factors that may influence our ability to meet targets are also considered such as planned reduction strategies and changes in legislation that may change the call profile for the service.

## **2. ISSUE / PROPOSAL**

- 2.1 The purpose of these indicators is to measure activity that has a direct or significant impact on desired outcomes.

The indicators are:

- The number of incidents attended (made up of four separate indicators which are for Total fires, Total false alarms, Total Road Traffic Collisions (RTCs) and Other Special Service Calls (SSCs) attended).
  - The number of deaths and injuries caused by all fires and accidental fires (two indicators).
  - The percentage of dwelling fires which were contained in the room in which they originated (one indicator).
- 2.2 The baseline figures are to be further reviewed by the ACFO for Service Delivery with due consideration given to changing call profiles, ongoing risk reduction activities and public safety campaigns planned for 2022/23.
  - 2.3 The number of fires attended in 2021/22 is currently predicted to be lower than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 5,601.
  - 2.4 The number of false alarms attended in 2021/22 is currently predicted to be lower than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 8,114.
  - 2.5 The number of Road Traffic Collisions (RTCs) attended in 2021/22 is currently predicted to be higher than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 870.

- 2.6 The number of Other Special Service Calls (SSCs) attended in 2021/22 is currently predicted to be higher than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 2,467.
- 2.7 The number of Deaths and Injuries as a result of fire in 2021/22 is currently predicted to be higher than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 59.
- 2.8 The number of Deaths and Injuries as a result of an accidental fire in 2021/22 is currently predicted to be higher than the number attended during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 47.
- 2.9 The % of dwelling fires confined to the room the fire originated in for 2021/22 is currently predicted to be lower than during the previous reporting year. The provisional target for 2022/2023 is forecasted to be 85%.
- 2.10 The Background Paper (Appendix 1) provides full details of the five year trend performance based on the Strategic Indicators.

### 3. IMPLICATIONS

We have an obligation under the Local Government (Wales) Measure 2009 to report annually to Welsh Government (WG) on seven Strategic Performance Indicators.

#### 3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Well-Being Of Future Generations (Wales) Act	No
Socio Economic Duty	No
Sustainability / Environment / Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	No

#### 3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	No
Procurement	No
Corporate Risk	No

Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

### 3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

## 4 EVALUATION & CONCLUSIONS

- 4.1 These targets have been set with the assistance of our Statistics and Risk team utilising a profiling process that considered nine months of 2021/22 actual incident data and a further four years of historic incident data to provide a baseline target figure.
- 4.2 Adjustments to these targets may be necessary once the volume of incidents attended during quarter 4 is known and is profiled against previous years,

## 5 RECOMMENDATIONS

- 5.1 That Members note the Performance Indicator Targets proposed for 2022/23
- 5.2 That Members approve delegation to Assistant Chief Fire Officer to review quarter 4 2021/22 data, planned reduction strategies and refine targets as necessary.
- 5.3 That Members approve its publication onto the SWFRS internet site

<b>Contact Officer:</b>	Wayne Thomas Head of Service Performance and Communications
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<b>Appendices</b>	
Appendix	Target Setting Analysis 2022/23



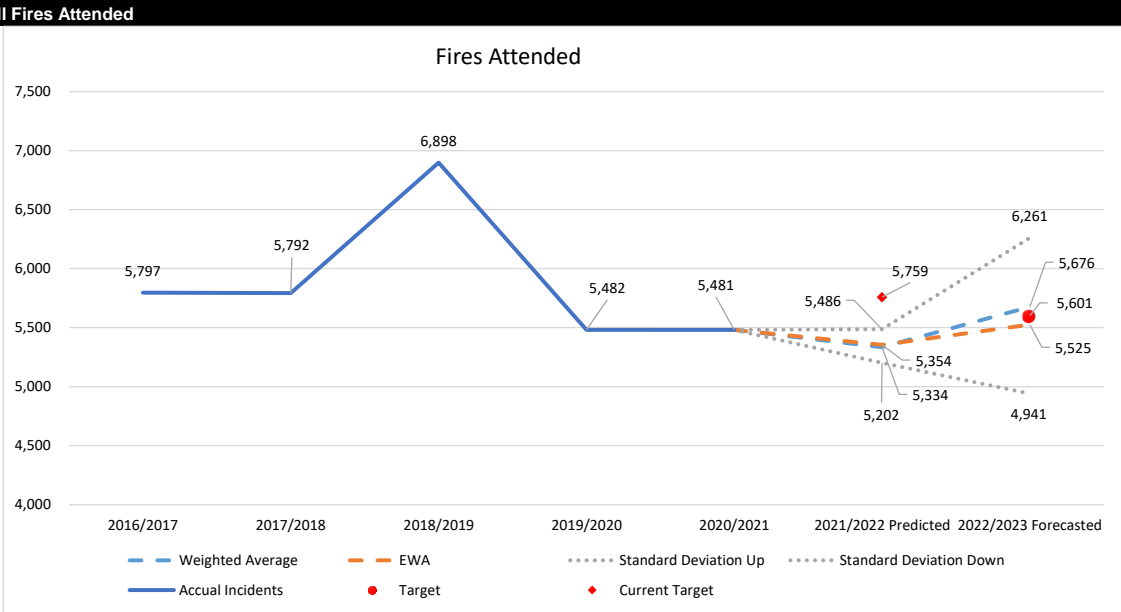
# Back Ground Paper FA PI Targets 2022/2023

# Target Setting 2022/2023 Total Incidents


Total Incidents				
Indicator I.D.	1	Description:	Total Fires attended per 10,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/001 (i)			↓
Target	5601			

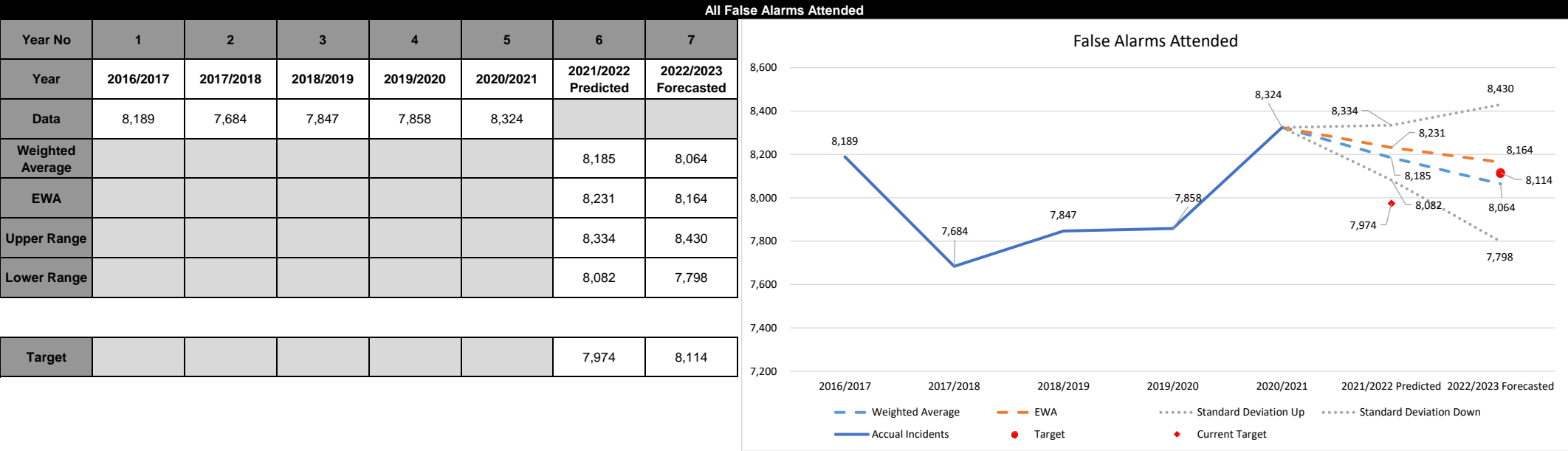
All Fires Attended							
Year No	1	2	3	4	5	6	7
Year	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022 Predicted	2022/2023 Forecasted
Data	5,797	5,792	6,898	5,482	5,481		
Weighted Average						5,334	5,676
EWA						5,354	5,525
Upper Range						5,486	6,261
Lower Range						5,202	4,941

Target						5,759	5,601
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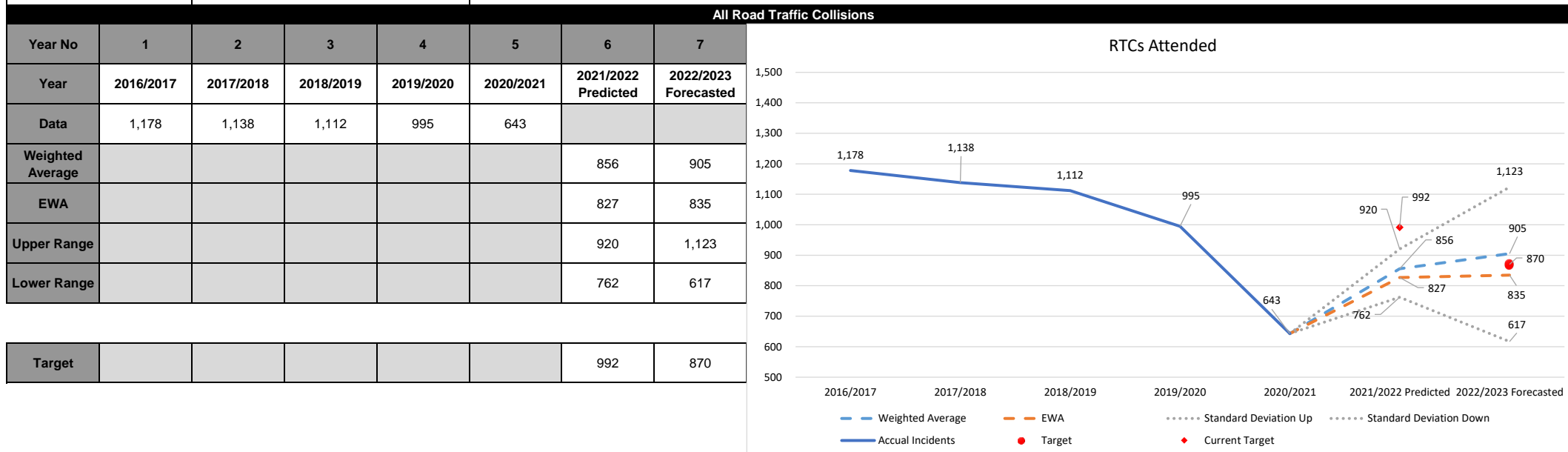
Target 2022/23	Target Setting Rationale
5,601	<p>The number of fires attended in 2021/22 is currently predicted to be 5,344 which is lower than the number attended during the previous reporting year (5,481) and below the target of 5,759. Refuse fires (-5%), grass fires (-6%) and road vehicles (-1%) have all experienced a reduction in incident numbers compared to Q1-Q3 last year. Refuse fires have accounted for 44% of all fires which is above the average figure of 42% for the previous 5 years. Grass fires have accounted for 20% of all fires which is below the average figure of 22% and road vehicle fires accounted for 12% which is also below the average figure of 13%. The provisional target for 2022/23 is forecasted to be 5,601 which is the mid point between 4,941 and 6,261. This target may be revised using further data collected for Q4 of 2021/22.</p>

Total Incidents				
Indicator I.D.	2	Description:	Total False Alarms attended per 10,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/001 (ii)			
Target	8114	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		




Target 2022/23	Target Setting Rationale
8,114	The number of false alarms attended in 2021/22 is currently predicted to be 8,208 which is lower than the number attended during the previous reporting year (8,324) but above the target of 7,974. False Alarm due to apparatus have experienced a 2.1% decrease compared to last year in Q1-Q3 (3,546 to 3472), False Alarm Good Intent are 1.1% above last year (2,713 to 2,742), mainly driven by the increase in calls to dwellings (+4%). False Alarm Malicious calls have increased by 36% compared to last year (159 to 216).False Alarms now account for 48% of all calls attended. As a service we are attempting to drive down these incidents but recognise the benefits of attending properites to provide engagement and support in assisting to reduce such calls.The provisional target for 2022/23 is forecasted to be 8,114 which is the mid point between 7,798 and 8,430. This target may be revised using further data collected for Q4 of 2021/22.

Total Incidents				
Indicator I.D.	3	Description:	Total Road Traffic Collisions attended per 10,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/001 (iii)			
Target	870	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		

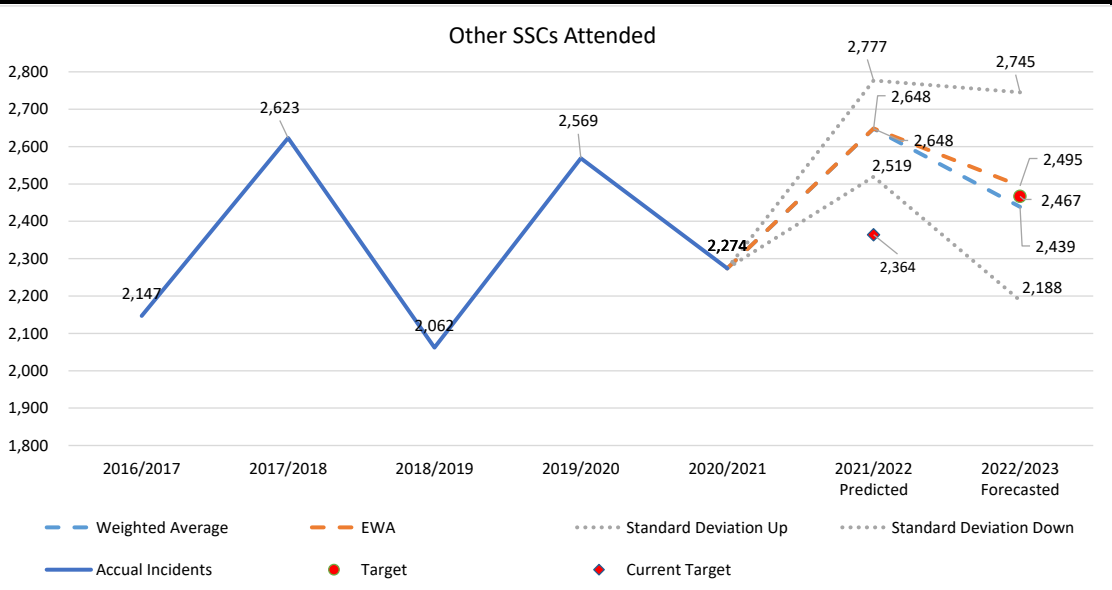


Target 2022/23	Target Setting Rationale
870	<p>The number of Road Traffic Collisions (RTCs) attended in 2021/22 is predicted to be 841 which is higher than the number attended during the previous reporting year (643) but below the target of 992. Road Traffic Collisions attended have experienced a 26% increase compared to last year in Q1-Q3 (511 to 643). Although the number of Road Traffic Collisions has increased the percentage of extrication and release of persons has remained at 19% (125 of 643 incidents). Last year it was 97 of 511 incidents which also equates to 19%. We are still uncertain of what the behaviour of drivers will be when lockdown eases and the number of car journeys increases and with this in mind the provisional target for 2022/23 is forecasted to be 870 which is the mid point between 617 and 1,123. This target may be revised using further data collected for Q4 of 2021/22.</p>

Total Incidents				
Indicator I.D.	4	Description:	Total Other Special Service Calls attended per 10,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/001 (iv)			
Target	2467	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		


All Other Special Service Calls with FMR data							
Year No	1	2	3	4	5	6	7
Year	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022 Predicted	2022/2023 Forecasted
Data	2,147	2,623	2,062	2,569	2,274		
Weighted Average						2,648	2,439
EWA						2,648	2,495
Upper Range						2,777	2,745
Lower Range						2,519	2,188

Target						2,364	2,467
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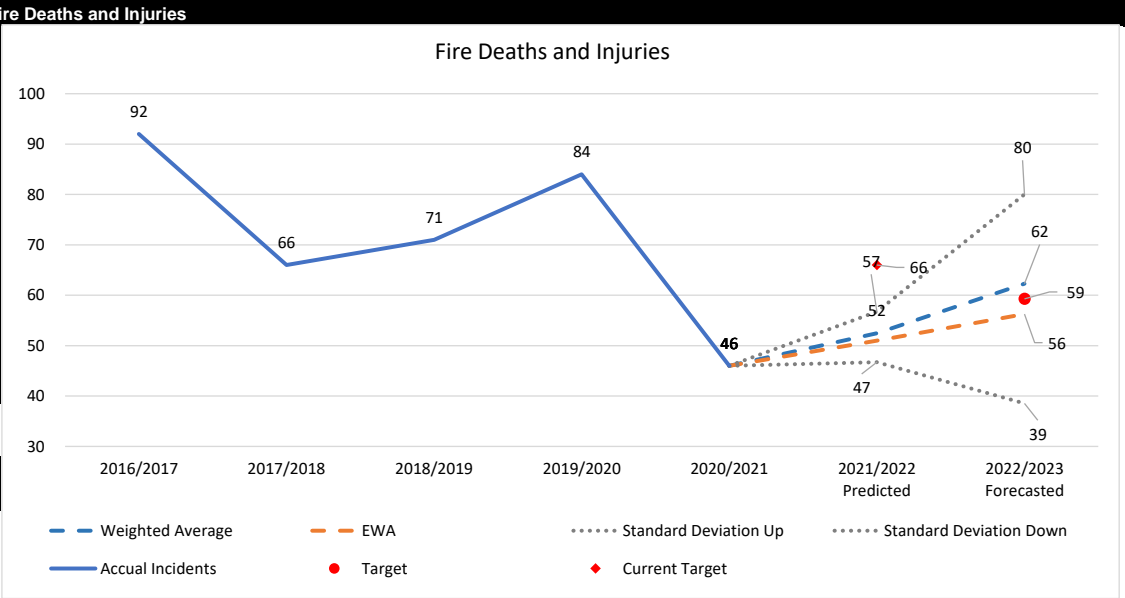


Target 2022/23	Target Setting Rationale
2,467	The number of Special Service Calls (SSCs) attended in 2021/22 is currently predicted to be 2,648 which is higher than the number attended during the previous reporting year (2,247) and above the target of 2,364. Other Special Service Calls attended have experienced a 19% increase compared to last year in Q1-Q3 (1,709 to 2,031). Assisting other agencies has increased from 274 to 387 (+41%) compared to last year and bariatric incidents attended have increased from 237 to 303 (+28%). Assistance at suicides has decreased from 57 to 38 (-33%) Effecting entry experienced the largest increase with incidents rising from 163 to 265 (+63%). We recognise that the role of the fire fighter is changing and this is reflected in the volume of extra work that we are attending. e aim to reduce this by working closely with partners to reduce list rescues and effecting entry incidents. The provisional target for 2022/23 is forecasted to be 2,467 which is the mid point between 2,188 and 2,745. This target may be revised using further data collected for Q4 of 2021/22.

# Target Setting 2022/2023 Deaths and Injuries


Deaths and Injuries				
Indicator I.D.	5	Description:	Deaths and Injuries arising from all fires per 100,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/002 (i)			
Target	59	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		

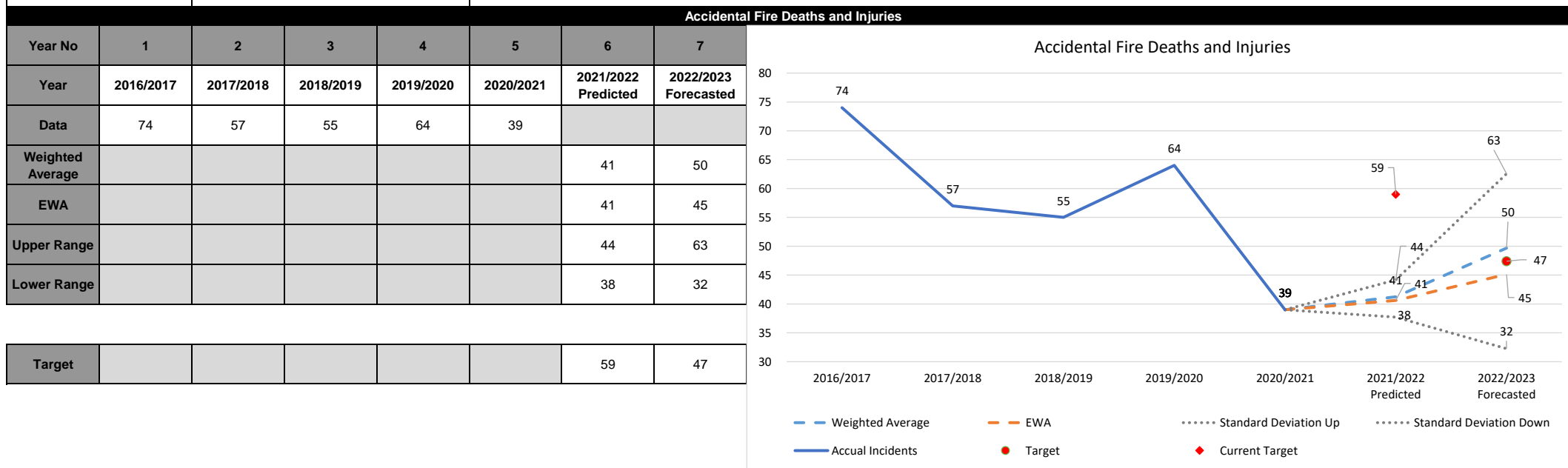
Total Fire Deaths and Injuries							
Year No	1	2	3	4	5	6	7
Year	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022 Predicted	2022/2023 Forecasted
Data	92	66	71	84	46		
Weighted Average						52	62
EWA						51	56
Upper Range						57	80
Lower Range						47	39
Target						66	59



Target 2022/23	Target Setting Rationale
59	The number of Deaths and Injuries as a result of fire in 2021/22 is currently predicted to be 52 which is higher than last year (46) but below the target of 66. Deaths and Injuries attended have experienced a 9% increase compared to last year in Q1-Q3 (33 to 36). Deaths from fires have remained the same as last year with 5 in Q1-Q3. All 5 fatalities this year have been accidental. Serious injuries have increased from 5 last year to 7 (+40%) this year and slight injuries have increased from 23 to 24 (+4%). The slight increase in injuries corresponds with the slight increase of 1% in ADFs. The service have adapted methods of engagement during the pandemic and will continue to work closely with Partners to reduce these numbers. The provisional target for 2022/23 is forecasted to be 59 which is the mid point between 39 and 80. This target may be revised using further data collected for Q4 of 2021/22.




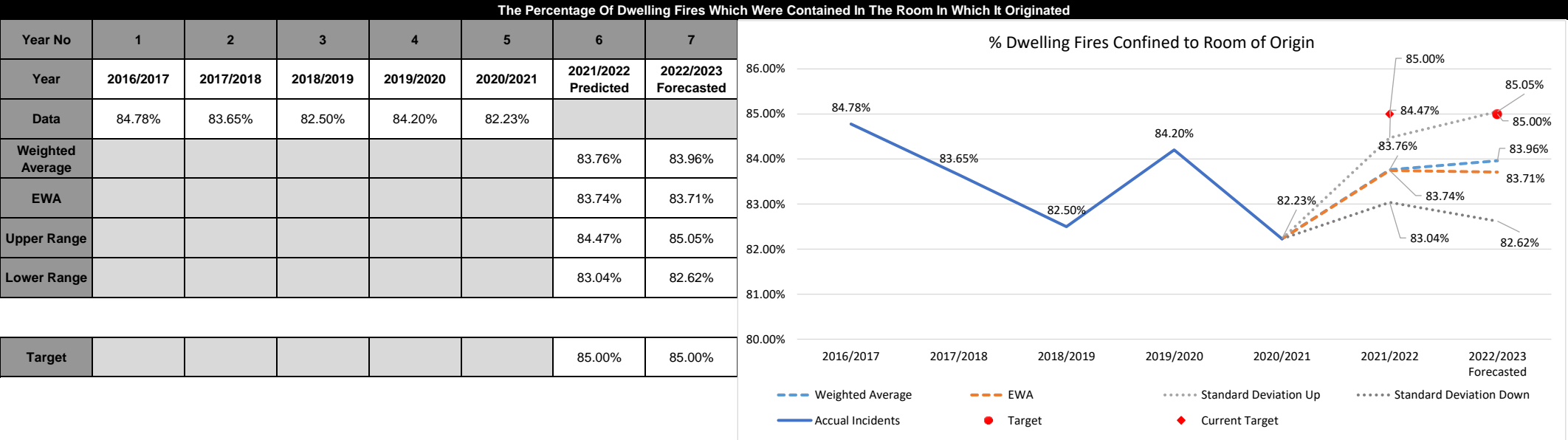
Deaths and Injuries				
Indicator I.D.	6	Description:	Deaths and Injuries arising from all fires which were started accidentally per 100,000 population.	Direction of Travel:
Indicator Ref:	FRS/RRC/S/002 (ii)			
Target	47	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		



Target 2022/23	Target Setting Rationale
47	<p>The number of Deaths and Injuries as a result of an accidental fire in 2021/22 is currently predicted to be 41 which is higher than the number attended during the previous reporting year (39) but below the target of 59. Accidental Deaths and Injuries attended are up 1 from 27 to 28 compared to Q1-Q3 last year. Accidental Deaths from fires have increased from 3 last year in Q1-Q3 to 5 this year (+67%). The 5 accidental deaths from fires were in dwellings. Serious injuries have stayed the same as last year with 5 and slight injuries have fallen from 19 to 18. The service have adapted methods of engagement during the pandemic and will continue to work closely with Partners to reduce these numbers. The provisional target for 2022/23 is forecasted to be 47 which is the mid point between 32 and 63. This target may be revised using further data collected for Q4 of 2021/22.</p>

# Target Setting 2022/2023 Effective Response

Effective Response				
Indicator I.D.	7	Description:	The Percentage of dwelling fires which were contained in the room in which they originated.	Direction of Travel:
Indicator Ref:	FRS/EFR/S/003			
Target	85.00%	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		



Target 2022/23	Target Setting Rationale
85.00%	The % of dwelling fires confined to the room the fire originated in for 2021/22 is currently predicted to be 83.75% which is higher than during the previous reporting year (82.23%) but below the target of 85.00%. The percentage of dwelling fires confined to the room of origin is dependent on the number of dwelling fires that occur. In Q1-Q3 this year there have been 405 of 483 dwelling fires confined (83.78%). Last year in Q1-Q3 there were 400 of 489 (81.56%) that were confined to the room of origin. The provisional target for 2022/23 is forecasted to be 85%. This target may be revised using further data collected for Q4 of 2021/22.

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## **THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.iii

14 FEBRUARY 2022

REPORT OF THE ACO PEOPLE SERVICES

### **ANNUAL PAY POLICY STATEMENT 2022/2023**

**THIS REPORT IS FOR DECISION**

REPORT PRESENTED BY ACO ALISON REED

#### **SUMMARY**

South Wales Fire & Rescue Authority is required to publish a Pay Policy Statement for each financial year, which provides 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 2022/2023 Pay Policy Statement has been drafted for approval prior to being published on the Service's website. The statement was approved by the HR & Equalities Committee at its meeting on 24 January, 2022.

#### **RECOMMENDATION**

1. That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2022/2023.
2. That Members approve the 2022/2023 Pay Policy Statement to be published by 31 March 2022.

## **1. BACKGROUND**

- 1.1 The Localism Bill 2010 was enacted in Parliament in November 2011, and as such required South Wales Fire and Rescue Authority to publish a Pay Policy Statement by 31 March 2012, and for each subsequent financial year, which provides information for the following financial year.
- 1.2 The Localism Act includes the provision of general powers for stand-alone Fire & Rescue Authorities with a requirement to publish a Pay Policy Statement each year.

- 1.3 A Pay Policy Statement is expected to contain the following elements:-
- A Pay Policy Statement must set out the Authority's policies for the financial year relating to:-

(a) The remuneration of its Chief Officers

(b) The remuneration of its lowest paid employees and

(c) The relationship between –

- The remuneration of its Chief Officers, and
- The remuneration of its employees who are not Chief Officers

The Statement must state:-

- The definition of 'lowest paid employees' adopted by the Authority for the purposes of the Statement, and
- The Authority's reasons for adopting that definition

The Statement must include the Authorities policies relating to:-

- The level and elements of remuneration for each Chief Officer
- Remuneration of Chief Officers on recruitment
- Increases and additions to remuneration for each Chief Officer
- The use of performance related pay for Chief Officers
- The use of bonuses for Chief Officers
- The approach to the payment of Chief Officers on their ceasing to hold office or to be employed by the Authority, and
- The publication of and access to information relating to remuneration of the Chief Officers

- 1.4 A Pay Policy Statement should also set out the Authority's policies for the financial year relating to the other terms and conditions applying to the Authority's Chief Officers.

- 1.5 There are supplementary provisions relating to statements as follows:-

- A relevant Authority's Pay Policy Statement must be approved by a resolution of the Authority before it comes into force.
  - The Statement must be prepared and approved before the end of 31 March.
- 1.6 Each subsequent Statement must be prepared and approved before the end of 31 March immediately preceding the financial year to which it relates.
- 1.7 The Fire & Rescue Authority may by resolution amend its Pay Policy Statement, including after the beginning of the financial year to which it relates.
- 1.8 As soon as is reasonably practicable after approving or amending a Pay Policy Statement, the Authority must publish the Statement or the amended Statement in such a manner as it thinks fit, which would include publication on the Authority's website.

## **2. ISSUES**

- 2.1 Attached to the report at Appendix 1 is the South Wales Fire & Rescue Authority's 2022/2023 Pay Policy Statement.
- 2.2 The Policy Statement reflects Welsh Government guidance on the structure of Pay Policy Statements.
- 2.3 The areas included within the Pay Policy are:- Purpose, Legislative Framework, Scope, Pay Structures (with examples), Market Supplements, Honoraria, Re-employment (abatement position), Definition of Chief Officer and pay levels, additions to salary of Chief Officers, Performance Related Pay for Chief Officers, Payments on Termination (assumed redundancy), Pay Relatives with the Authority (remuneration of lowest level and multipliers within the Authority), Independent Remuneration Panel, Accountability and Decision Making, and Reviewing the Policy.
- 2.4 All relevant changes have been identified and updated in Appendix 1. For information, substantive changes have been made to the following sections of the policy statement:-
- 2.4.1 **Section 4.1 and 4.3** – clarity in relation to the approach to reviewing Principal Officer pay as outlined in the national Joint Council for brigade Managers of Fire & Rescue Services (Services Constitution and Scheme of Conditions of Service, 5<sup>th</sup> edition, 2006).

2.4.2 **Section 4.15** – new section about decisions relating to Job Evaluation including pay spine information and implementation date of pay changes.

2.4.3 **Section 9.1** – Updated salary rate of lowest paid persons.

2.4.4 **Section 9.3** – Included reference to Real Living Wages

### 3. IMPLICATIONS

#### 3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	Yes

3.1.1 In January 2020 the Service commenced a Job Evaluation exercise for its Corporate staff. The exercise was paused in March 2020 due to Covid but restarted in September 2020. It is expected that, once the first phase of this project is completed at the end of the financial year, we will undertake a policy review of Honorariums. This may result in the need to amend section 13 (Honorarium Payments) of the Pay Policy Statement. If this is the case, a report will be submitted to Fire Authority detailing the proposed changes.

3.1.2 Following completion of the Job Evaluation project, a report will be presented to Fire Authority detailing the final outcomes, learning and arrangements to assess new posts from a grading perspective.

#### 3.2 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	No
Financial	Yes	Health, Safety and Wellbeing	No
Procurement	No	Governance & Audit	No
Corporate Risk	No	Service Policy	Yes
Information Management	No	National Policy	No



3.2.1 The Localism Act includes the provision of general powers for stand-alone Fire & Rescue Authorities with a requirement to publish a Pay Policy Statement each year.

### 3.3 Resources, Assets and Delivery

Human Resource and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

## 4. EVALUATION & CONCLUSIONS

4.1 The Pay Policy Statement sets out the key principles that must be adhered to in establishing pay levels and in approving pay related allowances. Substantive changes have been highlighted within the Policy document and mainly relate to the Job Evaluation exercise and NJC expectations in relation to the approach for reviewing senior level salaries. Salary levels have also been updated to reflect the current position post pay awards that occurred in 2021 with the exception of Green Book employees as the 2021 pay award for this group of employees is yet to be agreed. As noted above, and following completion of the Job Evaluation exercise, a review of the policy approach to Honorariums will be undertaken.

## 5. RECOMMENDATIONS

- 5.1 That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2022/2023.
- 5.2 That Members approve the 2022/2023 Pay Policy Statement to be published by 31 March 2022.

<b>Contact Officer:</b>	Alison Reed
<b>Background Papers</b>	Appendix 1 – Pay Policy Statement 2022/2023

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## SOUTH WALES FIRE &amp; RESCUE AUTHORITY



**LOCALISM ACT 2011: PAY POLICY STATEMENT**  
**2022/2023**

<b>1.</b>	<b>INTRODUCTION</b>	
1.1	South Wales Fire & Rescue Authority is committed to operating consistent and equitable pay arrangements for employees. This policy sets out the key principles that must be adhered to in establishing employee pay levels and in approving pay related allowances. It sets out the basis for determining salaries, how salary levels are arrived at, the method of pay progression and the approval for acting up, honoraria and severance payments.	FA 15.12.14
1.2	In accordance with the Localism Act and the Code of Recommended Practice for Local Authorities on Data Transparency, this policy, the pay multiple between the highest paid employee, and the levels for senior employees, are published on the Fire & Rescue Service's website.	FA 15.12.14
1.3	The legislation requires pay to include all remuneration including salary, allowances, and expenses. All such payments are covered within this policy or the other pay related policies referred to in Section 16. There are no discretions to make further payments outside of these policies.	FA 15.12.14
<b>2.</b>	<b>SCOPE</b>	
2.1	This policy applies to all South Wales Fire & Rescue Authority employees.	FA 15.12.14
2.2	<p>The Fire &amp; Rescue Authority advocates collective bargaining arrangements and supports existing national level provisions that govern pay and conditions of service for the following employee groups:</p> <ul style="list-style-type: none"> <li>• National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service</li> <li>• National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service</li> <li>• National Joint Council for Local Government</li> </ul>	FA 15.12.14

	<p>Services (Green Book)</p> <ul style="list-style-type: none"> <li>• British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range</li> <li>• Royal College of Nursing - NHS Agenda for Change.- Pay Rates</li> <li>• Joint Negotiating Committee for Local Authority Craft and Associated Employees</li> <li>• Joint Negotiating Committee (JNC) for Youth and Community Workers</li> </ul>	
2.3	<p>Pay levels are reviewed annually by these committees and any 'cost of living' award is reported to the Fire &amp; Rescue Authority by way of Employers Groups. These are nationally agreed pay awards reached by collective bargaining and binding on Employers, and paid as soon as possible to staff. The Fire Authority is informed at the next Fire Authority meeting by Chair's Announcements.</p>	<p>FA 15.12.14</p> <p>FA 12.02.18</p>
2.4	<p>The Fire &amp; Rescue Authority has local pay bargaining arrangements for other employees in scope of this policy and any locally agreed 'cost of living' award is approved by the Fire &amp; Rescue Authority and applied to their remuneration rate (Auxiliary Firefighters).</p>	<p>FA 15.12.14</p>
<b>3.</b>	<b>LEGAL CONTEXT</b>	
3.1	<p>Section 38 {1) of the Localism Act 2011 requires English and Welsh Local Authorities to produce a Pay Policy Statement for each financial year. The Bill as initially drafted referred solely to Chief Officers (a term which includes both statutory and non-statutory Chief Officers; and their Deputies); but amendments reflecting concerns over low pay and also drawing on Will Hutton's 2011 'Review of Fair Pay in the Public Sector' introduced requirements to compare the policies on remunerating Chief Officers and other employees, and to set out policy on the lowest paid.</p>	<p>FA 15.12.14</p>
3.2	<p>The Act as finally passed required the Pay Policy Statement to range over disparate aspects of remuneration policy and must include the following:-</p> <ul style="list-style-type: none"> <li>• A Local Authority's policy on the level and elements of remuneration for each Chief Officer.</li> <li>• A Local Authority's policy on the remuneration of its lowest-paid employees (together with its definition of 'lowest-paid employees' and its reasons for adopting that definition)</li> <li>• A Local Authority's policy on the relationship between the remuneration of its Chief Officers and other Officers.</li> <li>• A Local Authority's policy on other specific aspects of Chief Officers' remuneration:</li> </ul>	<p>FA 15.12.14</p>

	remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.	
3.3	The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements, and termination payments.	FA 15.12.14
3.4	For the purposes of this statement the term 'Chief Officer' is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them both statutory and non-statutory. For South Wales Fire & Rescue Service this includes the Chief Fire Officer, Deputy Chief Fire Officer, Deputy Chief Officer, Assistant Chief Fire Officers, and Assistant Chief Officers.	FA 15.12.14  FA 12.02.18
3.5	The Localism Act 2011 requires Authorities to develop and make public their Pay Policy on all aspects of Chief Officer Remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the Authority, explaining their Policy on the relationship between remuneration for Chief Officers and other groups.	FA 15.12.14
3.6	In discharging its legislative responsibilities for transparency under the above Localism Act, South Wales Fire & Rescue Authority's Pay Policy details each of the arrangements that have been resolved.	FA 15.12.14
<b>4.</b>	<b>PRINCIPAL OFFICERS' PAY CONSTRUCT</b>	
4.1	National Joint Council for Brigade Managers of Fire and Rescue Services (Services Constitution and Scheme of Conditions of Service 5 <sup>th</sup> edition 2006) confirms the approach on Principal Officers pay. It states there is a two-track approach for determining levels of pay for Brigade Manager roles. At national level the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to Fire Authorities by circular. All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire & Rescue Authority, who will annually review these salary levels.	FA 15.12.14
4.2	The Fire & Rescue Authority employs Chief Officers under Joint National Council terms and conditions which are incorporated in their contracts. The Joint National Councils for Chief Fire Officers / Chief officers negotiates on national (UK) annual cost of living pay increased for	FA 12.10.15

	this group, and any award of same is determined on this basis. Chief Fire Officers / Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Fire & Rescue Authority will therefore pay these as and when determined in accordance with current contractual requirements.															
4.3	The Fire & Rescue Authority resolved that the HR & Equalities Committee should be assigned to consider Principal Officers' remuneration and their findings reported to the full Fire & Rescue Authority for final determination. NJC for Brigade Managers of Fire & Rescue Services (Services Constitution and Scheme of Conditions of Service 5 <sup>th</sup> edition 2006) recommends that salary levels are reviewed annually.	FA 15.12.14														
4.4	<p>South Wales Fire &amp; Rescue Authority's Executive Leadership Team remuneration matrix is identified as comprising:</p> <table><tr><th><i>Title</i></th><th><i>Notional % of CFO salary</i></th></tr><tr><td><i>Chief Fire Officer (CFO)</i></td><td><i>100%</i></td></tr><tr><td><i>Deputy Chief Fire Officer (DCFO)</i></td><td><i>80% of CFO</i></td></tr><tr><td><i>Deputy Chief Officer (DCO)</i></td><td><i>95% of DCFO</i></td></tr><tr><td><i>Assistant Chief Fire Officer (ACFO)</i></td><td><i>75% of CFO</i></td></tr><tr><td><i>Assistant Chief Officer (ACO)</i></td><td><i>82.5% of ACFO</i></td></tr><tr><td><i>Treasurer*</i></td><td><i>70.88% of ACO</i></td></tr></table> <p>*The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.</p> <p>Note: From time to time the percentage figures may need to be amended to reflect the pay award made to ensure that each roles salary actually receives the pay award. For example:-</p> <p>CFO 1% award – Salary £129,820 p.a. to £131,118 p.a. DCFO 80% of CFO – Salary £103.856 p.a. to £104,895 p.a. DCO 95% of DCFO – Salary £98,859 p.a. to £99,650 p.a. (less than 1% pay award £98,859 + 1% = £99,848 p.a.). Therefore, the award should be adjusted by 0.189% to 95.189% = £99,848 p.a.</p>	<i>Title</i>	<i>Notional % of CFO salary</i>	<i>Chief Fire Officer (CFO)</i>	<i>100%</i>	<i>Deputy Chief Fire Officer (DCFO)</i>	<i>80% of CFO</i>	<i>Deputy Chief Officer (DCO)</i>	<i>95% of DCFO</i>	<i>Assistant Chief Fire Officer (ACFO)</i>	<i>75% of CFO</i>	<i>Assistant Chief Officer (ACO)</i>	<i>82.5% of ACFO</i>	<i>Treasurer*</i>	<i>70.88% of ACO</i>	
<i>Title</i>	<i>Notional % of CFO salary</i>															
<i>Chief Fire Officer (CFO)</i>	<i>100%</i>															
<i>Deputy Chief Fire Officer (DCFO)</i>	<i>80% of CFO</i>															
<i>Deputy Chief Officer (DCO)</i>	<i>95% of DCFO</i>															
<i>Assistant Chief Fire Officer (ACFO)</i>	<i>75% of CFO</i>															
<i>Assistant Chief Officer (ACO)</i>	<i>82.5% of ACFO</i>															
<i>Treasurer*</i>	<i>70.88% of ACO</i>															
4.5	The Fire & Rescue Authority on 9 July 2018 determined that the non-uniformed DCO, ACO and Treasurer's posts would be single salary points and determined on a	FA 15.12.14 FA														

	percentage basis as set out in point 4.4	09.07.18
4.6	To meet the Service's functional needs the resulting remuneration structure had to reflect the commitment to providing a resilient and flexible Service.	FA 15.12.14
4.7	Fire & Rescue Authority (Ref number Minute 67, September 2009), resolved that the Executive Leadership Team would be comprised of five directors. In addition, the Treasurer reports directly to the Fire & Rescue Authority, but holds no directorate responsibility.	FA 15.12.14
4.8	Fire & Rescue Authority (December 2010), resolved to advertise the Deputy Chief Officer's post and to open the applications to both uniformed and non-uniformed candidates, with a Deputy Chief Officer's remuneration being set at 95% of that of a Deputy Chief Fire Officer.	FA 15.12.14
4.9	Fire & Rescue Authority revisited relevant percentage variances at Deputy and Assistant levels and at its meeting 9 July 2018 further resolved that the titles and grading arrangements identified in Paragraph 4.4 be introduced.	FA 15.12.14  FA 09.07.18
4.10	Assistant Chief officer's remuneration is established at 82.5% of the full rate of the Assistant Chief Fire Officer.	FA 15.12.14 FA 09.07.18
4.11	Chief officers remuneration on appointment is determined by the full Fire & Rescue Authority. South Wales Fire & Rescue Authority does not pay performance related pay or bonuses, and no additional allowances or enhancements to salary or pension are offered upon employment. On cessation of their duties no additional payments are made other than those that are due for salary purposes or payments made to the individual in line with the appropriate pension scheme on retirement.	FA 15.12.14
4.12	Information on the remuneration of Chief officers is published as part of the South Wales Fire & Rescue Service annual end of year Financial Statement.	FA 15.12.14
4.13	In accordance with this Pay Policy Statement, Chief Officers' remuneration levels should be reviewed annually as part of South Wales Fire & Rescue Authority's commitment to maintaining a competitive grading and remuneration structure. In the absence of nationally determined guidance on 'cost of living' increased the Fire & Rescue Authority may identify and agree a local rate and implementation date. The HR & Equalities Committee will be responsible for reviewing this situation, and for making recommendations to the full Fire & Rescue	FA 15.12.14

	Authority. Only the Fire & Rescue Authority may make a final determination in respect of remuneration rates for Chief officers, including annual cost of living awards.	
4.14	On 27 March 2017 the HR & Equalities Committee received a report detailing the cessation of the joint arrangements for the provision of a joint post of Senior occupational Health Physician. It was resolved that SWFRS would solely employ the SOHP on a part time basis. Remuneration is in accordance with British Medical Association (BMA) guidance within the occupational Physician (Consultant initial appointment) salary range.	FA 15.12.14  FA 12.02.18
4.15	On 19 July 2021 Fire Authority approved the outcome and implementation of a Job Evaluation exercise for Corporate Staff. Information was gathered and evaluated against 13 job related facts as defined within the National Joint Council for Local Government Services' (NJC) Job Evaluation Scheme. The pay principles adopted included consideration of a number of factors including the pay framework to be implemented as a result of the exercise. This resulted in the lowest spinal point becoming point 5 for Corporate Staff. The effective date of implementation was 1 August 2021.	FA 19.07.21
<b>5.</b>	<b>AREA MANAGERS (4 POSTS) – LOCAL AGREEMENT</b>	
5.1	Following a review of the Area Managers' establishment and operational rota, it was determined that the number of posts would reduce from 6 to 4 from August 2009, with a move to a continuous duty system rota.	FA 15.12.14
5.2	The remuneration scheme for this group of staff was locally agreed as follows:- AMB salary as per agreed NJC Fire & Rescue Services uniformed pay scales, plus 20% flexi duty allowance, plus 14% continuous duty system payment.	FA 15.12.14
<b>6.</b>	<b>CORPORATE HEADS OF SERVICE (4 POSTS)</b>	
6.1	Heads of Service remuneration rate is determined at a point above the National Joint Council (NJC) for Local Government Services salary scales and is expressed as a percentage of an Assistant Chief officer's baseline salary.	FA 15.12.14
<b>7.</b>	<b>ALL OTHER STAFF</b>	
7.1	All other staff employed by South Wales Fire & Rescue Authority are encompassed within Wholetime, On-Call, Control or Support Staff categories, and as such their remuneration is based on the relevant NJC agreed salary schemes as identified in paragraph 2.2.	FA 15.12.14



7.2	In general the terms and conditions of employment for all staff are covered by existing collective agreements negotiated with those trade unions recognized by the Fire & Rescue Authority for collective bargaining purposes. These arrangements are embodied in the Scheme of Conditions of Service of the National Joint Council and are supplemented by the Fire & rescue Authority’s rules, records, Organizational Policy & Procedural documents, and other instructions, as amended, along with such other employment law legislation which will apply from time to time.	FA 15.12.14								
7.3	The ‘lowest salary’ used by the Fire & Rescue Authority is the National Joint Council (NJC) for Local Government services (Green Book), Spinal Point 5.	FA 19.07.21								
7.4	An examination of the current pay levels within the Authority enables the Authority to identify the multiplier between the lowest pay point and that of the Chief Fire Officer. The multiple between the lowest paid (full time equivalent) employee and the Chief Fire officer is 1:7:72.	FA 15.12.14								
8	<b>DELEGATED AUTHORITY LEVELS</b>									
8.1	Any variation in pay detailed within this policy is subject to appropriate approval, as described below.	FA 15.12.14								
8.2	Decisions on pay detailed within this policy are delegated as follows:- <table><tr><th><b>DECISION</b></th><th><b>DELEGATED AUTHORITY LEVEL</b></th></tr><tr><td><i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i></td><td><i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i></td></tr><tr><td><i>Starting pay Assistant Chief officer (and equivalent) level and above</i></td><td><i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment within the management structure agreed by full Authority above.</i></td></tr><tr><td><i>Appointment to higher graded job (above grade minimum) up to, but not including, Assistant Chief Officer level.</i></td><td><i>Assistant Chief Officer people Services or delegated to Head of HR.</i></td></tr></table>	<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>	<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i>	<i>Starting pay Assistant Chief officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment within the management structure agreed by full Authority above.</i>	<i>Appointment to higher graded job (above grade minimum) up to, but not including, Assistant Chief Officer level.</i>	<i>Assistant Chief Officer people Services or delegated to Head of HR.</i>	FA 15.12.14
<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>									
<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i>									
<i>Starting pay Assistant Chief officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment within the management structure agreed by full Authority above.</i>									
<i>Appointment to higher graded job (above grade minimum) up to, but not including, Assistant Chief Officer level.</i>	<i>Assistant Chief Officer people Services or delegated to Head of HR.</i>									

	<p><i>Acting-up payment at Assistant Chief Officer level where total salary package is less than £100k.</i></p> <p><i>Acting up payment for posts where total salary package is more than £100k.</i></p>	<p><i>Chief Fire Officer</i></p> <p><i>Full Fire &amp; Rescue Authority</i></p>	
8.3	Human Resources is responsible for overseeing any decisions on pay in order to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay Policy and legislation.	FA 15.12.14	
8.4	Delegations for decision on pay cannot be delegated below the levels outlined in the table above.	FA 15.12.14	
<b>9.</b>	<b>PAY RELATIVITIES WITHIN THE FIRE &amp; RESCUE AUTHORITY</b>		
9.1	The lowest paid persons employed under a Contract of Employment with the Fire & Rescue Authority are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Fire & Rescue Authority's grading structure. As at 1 August 2021, this is £19,312 per annum. The Fire & Rescue Authority engages apprentices (and other such trainees) who are not included within the definition of 'lowest paid employees'.	FA 15.12.14	
9.2	The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers.	FA 15.12.14	
9.3	The Authority remunerates substantive personnel above the National Living Wage. The Authority has agreed to join a voluntary scheme to become a Real Living Wage Employer.	FA 20.12.21	
<b>10</b>	<b>STARTING SALARY</b>		
10.1	Employees appointed to jobs within the Authority will normally be appointed to the minimum point of the pay grade for the job.	FA 15.12.14	
10.2	In certain circumstances it may be appropriate to appoint to a higher point in the pay grade. This may arise when the preferred candidate for the job is in or has been in or has been in receipt of a salary at a higher level than the grade minimum.	FA 15.12.14	

10.3	An Appointment Panel wishing to appoint a candidate up to, but not including Assistant Chief officer level, at a salary above the grade minimum must seek approval from the Assistant Chief officer, fully outlining the business case. Managers may seek guidance from Human resources if required.	FA 15.12.14
10.4	<p>The business case should incorporate the following:-</p> <ul style="list-style-type: none"> <li>• Preferred candidate's current or most recent salary;</li> <li>• Salary range for job being appointed to; preferred candidate's interview assessment outcome and details of point scores for other interviewees;</li> <li>• Benefits to Service and customers of appointing the preferred candidate;</li> <li>• Potential impact on other jobholders of appointing the preferred candidate at a level higher than the grade minimum;</li> <li>• Confirmation that increased employee costs will be met by the existing Service budget.</li> </ul>	FA 15.12.14
10.5	<p>The Assistant Chief Officer People Services will:-</p> <ul style="list-style-type: none"> <li>• Consider the request presented by the recruiting manager;</li> <li>• Discuss their proposed decision with Head of Human Resources to ensure it is compliant with the terms of the Pay Policy;</li> <li>• Response to the appointment panel;</li> <li>• Complete the relevant payroll authorization so that the recruitment process can be completed</li> </ul>	FA 15.12.14
10.6	The decision of the Assistant Chief Officer People Services is final.	FA 15.12.14
10.7	A resolution of the full Fire & Rescue Authority is required for all organizational re-structures and associated grading and salary.	FA 15.12.14
<b>11.</b>	<b>RE-EMPLOYMENT OF FORMER EMPLOYEES</b>	
11.1	Former employees are able to be re-employed by the Fire & rescue Authority, but there are several determining factors.	FA 15.12.14
11.2	The Fire & Rescue Authority resolved to introduce the application of abatement of salaries/pension for a fixed term period in order to retain specialist skills, expertise and knowledge.	FA 15.12.14
11.3	Fire & Rescue Authority further resolved to refer applications for abatement of salaries/pension by directors back to the full Fire & Rescue Authority for consideration	FA 15.12.14

	based on business needs.	
11.4	When someone retires or is released on voluntary or compulsory redundancy, it would not be expected that they would be re-employed as either an employee or an agency worker/contractor in the same or similar job role or service are from which they were made redundant. Such action could indicate that the original decision on the voluntary or compulsory redundancy was not a value for money decision for the tax payer. Therefore, any exceptions to this approach leading to the re-engagement of voluntary or compulsory redundant employees will have to be justified to ensure that the original terms of the redundancy i.e. cessation of work has actually occurred.	FA 15.12.14
11.5	Managers who wish to recruit former employees or procure workers who have previously been made redundant from the same Service area will need to provide a business case for doing so and request authorization from the Fire & Rescue Authority or designated Assistant Chief Officer.	FA 15.12.14
11.6	When a Local Government pension Scheme or Fire & Rescue Services (on Grey Book terms and conditions) pensioner is re-employed within the Local Government sector, and combined earnings and pension exceeds final salary in the original employment when adjusted for inflation, the pension will be abated.	FA 15.12.14
<b>12.</b>	<b>ACTING-UP TO A HIGHER GRADED JOB</b>	
12.1	Acting up is generally applied to employees on Grey Book terms and conditions. It is appropriate when the higher graded post becomes vacant due to maternity leave, sick leave etc. Acting-up allowances are made to employees who agree to carry out the full or partial duties, and responsibilities of a higher grade job. The higher graded job must be part of the Authority's agreed staffing establishment.	FA 15.12.14
12.2	The allowances is payable when an employee carries out the work of the higher grade job for a continuous period for any reason other than annual leave.	FA 15.12.14
12.3	Employees who undertake the full duties and responsibilities of a higher graded job will receive the salary that would apply if they were promoted to the higher graded post.	FA 15.12.14
12.4	Employees who undertake part of the duties and responsibilities of a higher grade job will receive a partial acting-up allowance. For example, if the employee is covering 20% of the higher graded duties and responsibilities then they would receive 20% of the grade	FA 15.12.14

	differential as acting up allowance.	
12.5	Where there are only one or two employees who are able to 'act-up' to the higher grade job it is relatively easy to identify the jobholder(s) who could reasonably be asked to carry out the higher graded job. Where there are a large number of employees who may be in a position to 'act-up' to the higher graded job, then there will be a need to advertise the temporary vacancy or the acting-up arrangement.	FA 15.12.14
12.6	Managers who wish to use either full or partial acting up arrangements must seek approval from the Assistant Chief Officer (or Head of Human Resources, depending on the level of the post). In addition, managers may also seek guidance from Human Resources if required.	FA 15.12.14
12.7	The approving officer will: <ul style="list-style-type: none"> <li>• Consider the request presented by the requesting manager;</li> <li>• Discuss their proposed decision within the Human Resources Department to ensure it is compliant with the Pay Policy;</li> <li>• Provide a response to the requesting manager, normally within 10 working days;</li> <li>• Complete and notify the Payroll Section if a pay variation is to be implemented.</li> </ul>	FA 15.12.14
12.8	Any acting up arrangements at Assistant Chief officer level must be agreed by the Chief Fire Officer. Any acting up arrangements for posts with remuneration package at or above £100k must also be agreed by the full Fire & Rescue Authority. In both cases the salary must be within the organizational structure agreed by full Fire & Rescue Authority and be financed in full.	FA 15.12.14
12.9	Acting-up allowances are removed once the need for the acting-up arrangement no longer exists. Managers are responsible for ensuring that employees receive sufficient notice of this.	FA 15.12.14
<b>13</b>	<b>HONORARIUM PAYMENTS</b>	
13.1	An honorarium payment is a <b>one-off</b> payment. It can only be made where there is clear evidence to support the following circumstances:- <ul style="list-style-type: none"> <li>• Where an employee temporarily carries out significant additional work over and above their usual responsibilities;</li> </ul> <p>Where an employee carries out a significant amount of</p>	FA 15.12.14

	work over their normal contracted hours, but is not eligible for overtime payments because of their placing on a salary scale.	
13.2	<p>An honorarium payment <b>cannot</b> be made in the following circumstances:-</p> <ul style="list-style-type: none"> <li>• Where the employee is carrying out the full or partial duties and responsibilities of a higher graded job, when an acting-up payment should be made;</li> <li>• Where the ongoing duties and responsibilities of the job have changed to the extent that the job should be submitted for re-evaluation;</li> <li>• Where the additional work undertaken is commensurate with the employees current job description/salary grade.</li> </ul>	FA 15.12.14
13.3	If the payment of a honorarium leads to a remuneration package exceeding £100k it must also be approved by the Chief Fire Officer and the Chair of the Fire & Rescue Authority having taken advice from the Assistant Chief Officer for people Services or their nominated representative.	FA 15.12.14
13.4	Honorarium payments are a one-off payment and will be paid on a pro-rata basis to part-time employees, proportionate to their working hours.	FA 15.12.14
13.5	Honorarium payments based on spinal column point differentials will be subject to any cost of living increase applied by the Fire & Rescue Authority.	FA 15.12.14
13.6	Honorarium payments are pensionable.	FA 15.12.14
13.7	Information on all honorarium payments will be compiled and reviewed annually by Human Resources and reported to the HR & Equalities Committee for monitoring purposes.	FA 15.12.14
<b>14</b>	<b>SEVERANCE</b>	
14.1	On ceasing to be employed by the Fire & Rescue Authority, employees will be paid contractual payments due under their contract of employment. In the event of redundancy, severance pay will be paid in line with the employer's discretions as set out in the Employment Protection Policy published by the Fire & Rescue Authority and retained by Rhondda Cynon Taff Pensions Section.	FA 15.12.14
14.2	All business cases for redundancy, early retirement and severance must be reported to the Fire & Rescue Authority for scrutiny prior to the Authority making a	FA 15.12.14

	resolution to either accept or reject.	
14.3	<p>Regulation 30(6) 'Flexible Retirement' – Local Government Pension Scheme Discretion.</p> <p>This discretion will be applied subject to the Chief Fire Officer and Assistant Chief Officer People Services agreeing to the application after taking into account the costs and benefits to the organization. There will be a requirement by the employee to reduce their working hours by at least 40%. Any actuarial reductions in pension benefits will apply.</p>	FA 14.03.15
14.4	The Fire & Rescue Authority / HR & Equalities Committee will receive reports to countersign the Chief Fire Officer and Assist Chief Officer People Service's decision.	FA 14.03.15
<b>15</b>	<b>UNIFORMED FIRE &amp; RESCUE SERVICES</b>	
15.1	All Fire & Rescue Service employees up to and including Area managers, are paid in line with the National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of Conditions of Service. These are nationally agreed terms and conditions (the 'Grey' Book).	FA 15.12.14
15.2	<p>Under the national Joint Council for Brigade managers of Fire &amp; rescue Services, Constitution and Scheme of Conditions of Service (the 'Gold' Book), the Chief Fire Officer and Brigade managers have separate pay arrangements in place. The Chief Fire officer's salary is reviewed prior to a new appointment being made and a number of factors are taken into account during this process. These are summarized below:</p> <ul style="list-style-type: none"> <li>• The relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data;</li> <li>• The relationship of current salary to the national benchmark.</li> <li>• Any substantial local factors not common to Fire and Rescue Authorities of similar type and size;</li> <li>• Comparative information to on salaries in other similar authorities;</li> <li>• Top management structures and size of management team compared to those of other Fire and Rescue Authorities of similar type and size.</li> <li>• The relative job size of each post and</li> <li>• Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond.</li> </ul>	FA 15.12.14
15.3	Other Fire & Rescue Service managers who are paid as a percentage of the Chief Fire officer's salary may be reviewed at the same time as any review to the Chief Fire	FA 15.12.14

	Officer's salary takes place.	
15.4	For a review the benchmarking and associated analysis will be collated by the Human Resources Department and any recommendations presented to the HR & Equalities Committee before being submitted to the full Fire & Rescue Authority for final determination.	FA 15.12.14
<b>16</b>	<b>OTHER PAY RELATED</b>	
16.1	<p>Other pay related policy areas that are applicable to all employees are:-</p> <ul style="list-style-type: none"> <li>• Business Travel and expenses</li> <li>• Relocation expenses#</li> <li>• Handling redundancy</li> <li>• Early retirement – including redundancy, flexible retirement and efficiency of service</li> <li>• Pensions – LGPS, Firefighters' Pension Scheme 1992, New Firefighters' Pension Scheme 2007 and the Firefighters' Pension Scheme (Wales) 2015, RDS Modified Scheme, Firefighter Compensation Scheme</li> </ul>	FA 14.03.16
<b>17</b>	<b>OTHER TERMS AND CONDITIONS</b>	
17.1	The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increased in/enhancements of pension entitlements and termination payments (Ref Section 4 Principal officers Pay Construct),	FA 15.12.14
17.2	South Wales Fire & Rescue Service contributes to the lease vehicle payments for its Senior members of staff that choose to take part in the Service lease vehicle scheme.	FA 15.12.14
17.3	Contributions level vary and are dependent on the specific post. These Service contributions form only part of the lease vehicle cost.	FA 15.12.14
17.4	<p>The Fire &amp; Rescue Authority has implemented a strategic framework to ensure the Service has identified its key posts and has considered issues of resilience in support of the delivery of Fire &amp; Rescue Service workforce planning. The aim is to utilize a structured approach to both identifying critical positions and developing managers and staff with high potential within the organization, and to steer their career development and progression to fulfil these positions.</p> <p>Succession planning is the systematic process whereby the Fire &amp; Rescue Service identified, assesses and develops their employees to ensure they are ready to take</p>	FA 14.03.16



	on key roles within the Service. It is a strategic approach to ensure that the necessary talent and skills will be available when needed, and that essential knowledge and abilities will be maintained when employees in critical positions leave.	
<b>18</b>	<b>MONITORING AND REVIEW</b>	
18.1	The Assistant Chief Officer people Services will review the application of this policy on an annual basis.	FA 15.12.14
18.2	The pay Policy will then be presented to the HR & Equalities Committee for review before being submitted to the full Fire & Rescue Authority for final determination annually in March.	FA 15.12.14
18.3	Any changes or deviation from this policy outside of such a review requires full Fire & Rescue Authority approval.	FA 15.12.14
<b>19</b>	<b>SALARY SCALES</b>	
19.1	South Wales Fire & Rescue Authority Principal Officers and Heads of Service, salary matrix – Appendix 1	FA 15.12.14 FA 12.02.18
19.2	National Joint Council for Local Authorities Fire & Rescue Services, salary matrix – Appendix 2	FA 15.12.14 FA 12.02.18
19.3	South Wales Fire & Rescue Service, On-Call Duty System Payment Structure – Appendix 3.	FA 15.12.15 FA 12.02.18
19.4	National Joint Council for Local Government Service, salary matrix – Appendix 4	FA 15.12.14 FA 12.02.18
19.5	Joint Negotiating Committee for Local Authority Craft & Associated Employees – Appendix 5	FA 15.12.14 FA 12.02.18
19.6	South Wales Fire & Rescue Authority – Auxiliary Firefighters	FA 21.09.15 FA 12.02.18

**SOUTH WALES FIRE AND RESCUE AUTHORITY, PRINCIPAL OFFICERS  
AND HEADS OF SERVICE, SALARY MATRIX FROM**

	<b>FT Salary</b>	<b>Actual Salary</b>
<b>DIRECTORS (5 posts)</b>		
Chief Fire Officer	£139,831	£139,831
<i>Deputy Chief Fire Officer (80% CFO)</i>	£111,865	-
Deputy Chief Officer (95.19% - DCFO)	£106,484	£106,484
Assistant Chief Fire Officer - Technical Services (75.15% CFO)	£105,082	£105,082
Assistant Chief Fire Officer- Service Delivery (75.15% CFO)	£105,082	£105,082
Assistant Chief Officer - People Services (82.5% -ACFO)	£86,693	£86,693
<b>STATUTORY OFFICER (1 post)</b>		
Treasurer (70.88% -AGO)	£61,453	£27,887
• The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.		
<b>HEADS OF SERVICE (8 posts)</b>		
Head of Service - Finance (63.634% -ACO PS)	£55,167	£55,167
Head of Service - Corporate (63.634% - ACO PS)	£55,167	£55,167
Head of Service - HR (63.634% -ACO PS)	£55,167	£55,167
Head of Service - ICT (63.634% -ACO PS)	£55,167	£55,167
Area Manager - Operations *	£83,793	£83,793
Area Manager - Head of Operational Risk Management *	£83,793	£83,793
Area Manager - Head of Risk Reduction *	£83,793	£76,451
Area Manager - Training & Development *	£85,049	£85,049
* Area Manager - Baseline Salary	£61,667	
20% flexi duty allowance	£12,333	
14% continuous duty system pay	£10,360	
CPD	£689	
*Includes National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of conditions of service w.e.f. 1 July 2021		
<b>MEDICAL (1 post)</b>		
Occupational Health Physician'50%	£107,646	£53,823
* British Medical Association (BMA) guidance within the Occupational Physician Consultant initial appointment) last increased with effective from 1 April 2019		

## APPENDIX A

## FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2021

	Basic annual £	Basic hourly rate £	Overtime rate £
<b>Firefighter</b>			
Trainee	24,191	11.05	16.58
Development	25,198	11.51	17.27
Competent	32,244	14.72	22.08
<b>Crew Manager</b>			
Development	34,269	15.65	23.48
Competent	35,747	16.32	24.48
<b>Watch Manager</b>			
Development	36,521	16.68	25.02
Competent A	37,535	17.14	25.71
Competent B	39,974	18.25	27.38
<b>Station Manager</b>			
Development	41,578	18.99	28.49
Competent A	42,827	19.56	29.34
Competent B	45,861	20.94	31.41
<b>Group Manager</b>			
Development	47,887	21.87	Not Applicable
Competent A	49,323	22.52	“
Competent B	53,086	24.24	“
<b>Area Manager</b>			
Development	56,220	25.67	Not Applicable
Competent A	57,905	26.44	“
Competent B	61,667	28.16	“

## APPENDIX B

## CONTROL SPECIFIC ROLES – PAY RATES FROM 1 JULY 2021

\*(95% of the respective firefighting role basic annual salary as set out in Appendix A)

	Basic annual £	Basic hourly rate £	Overtime rate £
<b>Firefighter (Control)</b>			
Trainee	22,981	10.49	15.74
Development	23,938	10.93	16.40
Competent	30,632	13.99	20.99
<b>Crew Manager (Control)</b>			
Development	32,556	14.87	22.31
Competent	33,960	15.51	23.27
<b>Watch Manager (Control)</b>			
Development	34,695	15.84	23.76
Competent A	35,658	16.28	24.42
Competent B	37,975	17.34	26.01
<b>Station Manager (Control)</b>			
Development	39,499	18.04	27.06
Competent A	40,686	18.58	27.87
Competent B	43,568	19.89	29.84
<b>Group Manager (Control)</b>			
Development	45,493	20.77	Not applicable
Competent A	46,857	21.40	“
Competent B	50,432	23.03	“



# ON CALL PAYMENT STRUCTURE - EFFECTIVE FROM 1 AUGUST 2021

OCDS SCHEME PAY AWARD 1ST JULY 2021 1.5% INCREASE

	Firefighter			Crew Manager		Watch Manager		Paid as an honorarium	Station Manager	Paid as an honorarium
<b>105 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	62.5	62.5	62.5	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin
Paid a Month				75	75	75	75	75	75	75
Total Salary	£10,359.38	£10,790.63	£13,800.00	£17,606.25	£18,360.00	£18,765.00	£19,282.50	£20,531.25	£21,363.75	£22,005.00
<b>94.5 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	56.25	56.25	56.25	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin
Paid a Month				67.5	67.5	67.5	67.5	67.5	67.5	67.5
Total Salary	£9,323.44	£9,711.56	£12,420.00	£15,845.63	£16,524.00	£16,888.50	£17,354.25	£18,478.13	£19,227.38	£19,804.50
<b>84 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	50	50	50	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin
Paid a Month				60	60	60	60	60	60	60
Total Salary	£8,287.50	£8,632.50	£11,040.00	£14,085.00	£14,688.00	£15,012.00	£15,426.00	£16,425.00	£17,091.00	£17,604.00
<b>73.5 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	43.75	43.75	43.75	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin
Paid a Month				52.5	52.5	52.5	52.5	52.5	52.5	52.5
Total Salary	£7,251.56	£7,553.44	£9,660.00	£12,324.38	£12,852.00	£13,135.50	£13,497.75	£14,371.88	£14,954.63	£15,403.50
<b>63 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	37.5	37.5	37.5	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin
Paid a Month				45	45	45	45	45	45	45
Total Salary	£6,215.63	£6,474.38	£8,280.00	£10,563.75	£11,016.00	£11,259.00	£11,569.50	£12,318.75	£12,818.25	£13,203.00
<b>52.5 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	31.25	31.25	31.25	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin
Paid a Month				37.5	37.5	37.5	37.5	37.5	37.5	37.5
Total Salary	£5,179.69	£5,395.31	£6,900.00	£8,803.13	£9,180.00	£9,382.50	£9,641.25	£10,265.63	£10,681.88	£11,002.50
<b>42 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	25	25	25	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin
Paid a Month				30	30	30	30	30	30	30
Total Salary	£4,143.75	£4,316.25	£5,520.00	£7,042.50	£7,344.00	£7,506.00	£7,713.00	£8,212.50	£8,545.50	£8,802.00
<b>31.5 Hours</b>	<b>Trainee</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent</b>	<b>Development</b>	<b>Competent A</b>	<b>Competent B</b>	<b>Development</b>	<b>Competent A</b>
Hourly Rate	£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours	18.75	18.75	18.75	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin
Paid a Month				22.5	22.5	22.5	22.5	22.5	22.5	22.5
Total Salary	£3,107.81	£3,237.19	£4,140.00	£5,281.88	£5,508.00	£5,629.50	£5,784.75	£6,159.38	£6,409.13	£6,601.50



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**South Wales Fire & Rescue Service**  
**Corporate Staff Salary Scales Effective from 01 August 2021**

<b>Grade</b>	<b>Spinal Point</b>	<b>Salary</b>
<b>4</b>	<b>5</b>	<b>£19,312</b>
	<b>6</b>	<b>£19,698</b>
<b>5</b>	<b>7</b>	<b>£20,092</b>
	<b>8</b>	<b>£20,493</b>
<b>6</b>	<b>10</b>	<b>£21,322</b>
	<b>11</b>	<b>£21,748</b>
	<b>12</b>	<b>£22,183</b>
<b>7</b>	<b>15</b>	<b>£23,541</b>
	<b>16</b>	<b>£24,012</b>
	<b>17</b>	<b>£24,491</b>
<b>8</b>	<b>20</b>	<b>£25,991</b>
	<b>21</b>	<b>£26,511</b>
	<b>22</b>	<b>£27,041</b>
<b>9</b>	<b>23</b>	<b>£27,741</b>
	<b>24</b>	<b>£28,672</b>
	<b>25</b>	<b>£29,577</b>
<b>10</b>	<b>26</b>	<b>£30,451</b>
	<b>27</b>	<b>£31,346</b>
<b>11</b>	<b>28</b>	<b>£32,234</b>
	<b>29</b>	<b>£32,910</b>
<b>12</b>	<b>30</b>	<b>£33,782</b>
	<b>31</b>	<b>£34,728</b>
<b>13</b>	<b>32</b>	<b>£35,745</b>
	<b>33</b>	<b>£36,922</b>
<b>14</b>	<b>34</b>	<b>£37,890</b>
	<b>35</b>	<b>£38,890</b>
<b>15</b>	<b>36</b>	<b>£39,880</b>
	<b>37</b>	<b>£40,876</b>
<b>16</b>	<b>38</b>	<b>£41,881</b>
	<b>39</b>	<b>£42,821</b>
<b>17</b>	<b>40</b>	<b>£43,857</b>
	<b>41</b>	<b>£44,863</b>
<b>18</b>	<b>42</b>	<b>£45,859</b>
	<b>43</b>	<b>£46,845</b>

**Extract**

**Joint Negotiating Committee for Local Authority Craft &  
Associated Employees**

**CRAFT & ASSOCIATED EMPLOYEES**

Pay for craft & associated employees from the pay week including 1 **April 2020** are as follows:

**Apprentice Engineers & Electricians**

Engineering and Electrical Apprentices following a recognized training course. Rate per week and rate for calculation of overtime and other premium payments from the pay week including 1 **April 2016** are as follows (percentage of full time rate is denoted in brackets).

<b>Age at Entry</b>	<b>1st Year</b>	<b>2nd Year</b>	<b>3rd Year</b>	<b>4th Year</b>
	<b>1 April 2020</b>	<b>1 April 2020</b>	<b>1 April 2020</b>	<b>1 April 2020</b>
<b>16 Years</b>	£203.70 (55%)	£259.25 (70%)	£333.32 (90%)	£351.84 (95%)
<b>17 Years</b>	£203.70 (55%)	£296.29 (80%)	£333.32 (90%)	£351.84 (95%)
<b>18 Years+</b>	£296.29 (80%)	£314.81 (85%)	£333.32 (90%)	£351.84 (95%)



**APPENDIX 6****SOUTH WALES FIRE & RESCUE AUTHORITY AUXILIARY FIREFIGHTERS****Auxiliary Firefighter will be linked to Green Book and pay will be made up of the following components:**

- £1,000 per year retainer (paid in quarterly instalments of £250) for the availability of previous 3 months
- £1,000 per year for training attendance (paid in quarterly instalments of £250) for the attendance and compliance with training requirements
- £250 per year enhancement for LGV drivers (to include a one day per year EDRT)

Therefore (subject to availability in meeting retainer requirements and attendance on quarterly training):

- An Auxiliary Firefighter will receive £2,000 per annum
- An Auxiliary Firefighter that is also a EDRT (LGV response driver) will receive £2,250 per annum
- An Auxiliary who is only EDRT (LGV Response driver) will receive £1,250 per annum

Additionally, WDS and RDS personnel of all ranks (up to and including Area Manager) are also able to apply for a "Resilience Contract". The salary will be between £2,000 and £3,250, depending on skill sets.

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AGENDA ITEM NO 8

**Reports for Information**

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# **THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE AUTHORITY**

**AGENDA ITEM NO 8.i**

**14 FEBRUARY 2022**

**REPORT OF THE TEMPORARY DEPUTY CHIEF FIRE OFFICER**

## **GRENFELL TOWER INQUIRY THEMATIC REVIEW PROGRESS REPORT**

**THIS REPORT IS FOR INFORMATION**

**PRESENTING OFFICER TEMPORARY DEPUTY CHIEF FIRE OFFICER**

### **SUMMARY**

This report is an update on the progress made against required actions of the Thematic Review into the extent to which the Welsh Fire and Rescue Services have taken action to address the Grenfell Tower Inquiry recommendations.

### **RECOMMENDATIONS**

Members note the progress made against the outcomes of the Grenfell Tower Inquiry Thematic review.

## **1 BACKGROUND**

- 1.1 The Grenfell Tower Enquiry was created to examine the circumstances leading up to and surrounding the fire at Grenfell Tower on the night of 14<sup>th</sup> June 2017.
- 1.2 Following the publication of the Grenfell Tower Enquiry (GTI) phase 1 report the Welsh Ministers Fire Advisor was tasked with conducting a Thematic review to ascertain the degree to which the Fire and Rescue Services in Wales had taken actions against the various recommendations contained within the report.
- 1.3 The Service has invested significant time, effort and resources in responding to the tragic Grenfell Tower fire. Much of this work was undertaken prior to the publication of the GTI Phase 1 report. The purpose of this report is to update members on the significant progress made towards implementing all recommendations contained within the Fire Advisors report.
- 1.4 Indeed, a written statement issued by Hannah Blythyn MS, Deputy Minister for Housing and Local Government states in relation to the report that:

- 1.4.1 ***“Overall, I am very pleased that it concludes that our FRSs have adopted all of the Public Inquiry recommendations, and have fully implemented almost all of them. That in turn gives us significant assurance that the response to a similar incident in Wales would be swift and effective. As Dan’s report puts it, the FRSs work so far “has substantially reduced the likelihood of such catastrophic outcomes at an incident occurring in Wales.””***

## **2. ISSUE**

- 2.1 During the review the Welsh Fire Advisor identified five additional general recommendations for consideration by each of the three Welsh Fire and Rescue Services and the National Fire Chiefs Council. This report will identify these individually and provide a short narrative on progress.
- 2.2 Fire Advisor Thematic Recommendations and current position.
- 2.3 GTI Thematic Review Recommendation 1
- 2.3.1 ***“ that the Welsh FRS include a detailed description of each stage of the FRS Decision Making Model similar to that contained within Appendix 4 of the legacy Fire and Rescue Service Manual Volume 2 Fire Service Operations Incident Command Third Edition 2008 within their operational guidance and Incident Command training syllabus. This description should extend to how the model should be used to set objectives to deliver a tactical plan and to continually review the effectiveness of the plan.”***
- 2.4 Whilst awaiting progress on this issue by the National Fire Chiefs Council the Services’ own Incident Command Team have developed lectures, presentations and practical exercises covering the Decision Making Model (DMM). These will form part of the future initial development course for all levels of Incident command within the Service.
- 2.5 All of our current Command Cadre are receiving additional training on the DMM and this is being achieved through the Incident Command Modular Training Program. All development is being captured through PDR pro records.
- 2.6 To ensure a consistent delivery across Wales the packages developed in South Wales will be shared with the other two Services.
- 2.7 GTI Thematic Review Recommendation 2

- 2.7.1 ***“A formalised all Wales approach to National Operational Guidance transition through the creation of a virtual dedicated tri Service National Operational Guidance Transition Team would in our view reduce duplication of effort whilst delivering high quality operational guidance including standard operational procedures.-***

***An all Wales virtual dedicated National Operational Guidance Transition Team is established across the 3 FRS to develop National standard operational procedures which can be refined for local adoption as necessary. The 3 Welsh FRS should consider mainstreaming this Team to ensure the standardisation and consistency of operational guidance is maintained.”***

- 2.8 Under the direction of the National Issues Committee the Wales Implementation Forum (WIF) had been set up. This group ensures consistency of approach across Wales is achieved when introducing the new National Operational Guidance. This group meets four times a year on a formal basis and more frequently when required.
- 2.9 Work over the past two years has identified that each Service is at different starting point with regards to implementing this guidance. South Wales Fire and Rescue Service have completed the Strategic Gap analysis on National Operational Guidance and this work has been reported to and approved by the Services’ Operational Coordination Group and Senior Management Team.
- 2.10 The Strategic Gap Analysis provides the route map for future development of Operational Guidance within the Service. Members should be assured that work within this area is at an advanced stage.
- 2.11 GTI Thematic Review Recommendation 3

- 2.11.1 ***“Site Specific Risk Information policies to be reviewed and amended to explicitly recognise that the generic hazard and risk control measure knowledge contained within National Operational Guidance can be applied at low risk premises. This should reduce the need to hold Site Specific Risk Information files in significant numbers. Any premises determined to require a Site Specific Risk Information file should have an accompanying Operational Tactical Plan which sets out the premises specific hazards and risk controls in addition to those contained within the relevant operational guidance. Updated Site Specific Risk Information files and Operational Tactical Plans should be routinely***

***accessed by the personnel that did not undertake the most recent refamiliarisation visit to ensure situational awareness is maintained."***

- 2.12 SWF&RS has a robust system to support the collation and dissemination of Site Specific Risk Information. This approach is detailed in our Operational Procedure OP-08.001. The purpose of this procedure is to ensure Operational Intelligence is gathered and made available to operational employees to support effective decision-making at incidents in line with the command decision-making model.
- 2.13 The Service has worked in partnership with the West Midlands Fire and Rescue Service to develop an innovative system to deliver and display risk critical information to front line operational crews via state of the art Mobile Data Terminals.
- 2.14 We provide a range of information to crews responding to incidents via our Mobile Data Terminals including:
- Standard Operating Procedures
  - Dynamic SSRI Information from Control
  - Initial Attendance Plans (IAPs)
  - CADD Plans
  - SSRI Information
  - Venue Response Plans
  - Operational Tactical Plans
- 2.15 The risks within the South Wales area are extremely wide and complex. Accordingly, we collate information on a range of property types including High Rise, Health Care premises, COMAH, Heritage sites and Public entertainment venues.
- 2.16 With regards to High Rise buildings alone, across South Wales we have identified 280 high rise premises that qualify for a Site Specific Risk Information visit. Of these, 119 are High Rise Commercial, 16 are High Rise Mixed Occupancy, 144 are High Rise residential and 1 is currently under renovation.
- 2.17 Between Nov 2020 and Dec 2021 our operational crews carried out 131 SSRI visits in High Rise Premises. We have a further 83 revisits planned over the next 3 months, of which 61 are in Cardiff and 15 in the Vale of Glamorgan. In addition to the SSRI visits crews also undertake additional familiarisation visits and conduct exercises at these risks which are not captured in these figures.
- 2.18 GTI Thematic Review Recommendation 4



- 2.18.1 ***“that input on tactical flow rates for firefighting attack and fire ground calculations be included on the syllabus for Breathing Apparatus and Compartment Fire Behaviour initial and refresher courses. This should be supplemented by an online training module for skill maintenance within the station work routine.”***
- 2.19 The Training Department have enhanced our current training packages to include information on the importance of flow rates for firefighting operations. This additional information will be available via Operational Skills Programme presentations supplemented. These are included in the new on-line BA training platform which will go live from 1<sup>st</sup> April. All operational personnel are required to complete this training. A record of completion will be captured on the PDR Pro system. Flow rate training has also been included on the Breathing Apparatus initial course to ensure that all development firefighters are covered.
- 2.20 Associated training material including video footage may be accessed at any time by staff to refresh knowledge and ensure skill fade is avoided. Full completion of this training by existing staff is expected by October 2022.
- 2.21 As a look to the future, the Breathing Apparatus working group and Operational Risk Management Department are conducting research and development into the use of flow rate meters to consider introducing these to front line appliances.
- 2.22 GTI Thematic Review Recommendation 5
- 2.22.1 ***“Should the 3 FRS be minded to accept the recommendations contained within this report the Operational Assurance criteria in use within each of the FRS should be amended to capture specific evidence in relation to the recommendations in order to demonstrate they are being applied on the incident ground. Alternatively the 3 FRS could utilise a Thematic Assurance process to target the issues identified within this report.”***
- 2.23 The Service use both active and reactive measures to assure the effectiveness of our operational response. Active monitoring is carried out by directly observing crews at operational incidents usually by the Services Operational Development and Review Team. We also use exercises and debriefs to review our performance and evaluate the effectiveness of our training, equipment and overall response.
- 2.24 A significant exercise was carried out in November to test our preparedness for a High Rise incident. This exercise was called ‘Taxing

Towers'. This was a 10 pump exercise held at the old tax office in Llanishen, Cardiff. The building was staged to replicate a High Rise Residential Building. The exercise involved smoke bins and numerous live casualties. The exercise also tested Fire Control who had to deal with multiple Fire Survival Guidance calls. It also tested the direct communication link from Fire Control to crews located on the Bridgehead. Existing resources were identified as being adequate however the Service is currently looking to improve this direct link by trialling software packages which are currently being used by other Services throughout Britain. The airwave radios were fit for purpose but resource intensive to implement.

- 2.25 Further exercises are planned in March to test the new software and proposed policy changes.
- 2.26 On 1<sup>st</sup> August 2021 the Service also had to respond to a real life significant fire in a high rise premise at Park View, Greyfriars Rd, Cardiff. On arrival at this incident crews were faced with a significant fire on the 7<sup>th</sup> floor of the building. 11 Fire appliances and 3 special vehicles together with numerous Officers were mobilized. A total of 258 people were evacuated from the building, 50 people required emergency accommodation and three children and one adult were rescued by the Service. The fire was safely extinguished. The operational crews of South Wales Fire and Rescue Service and control staff performed to an exceptionally high standard which is testament to the work carried in preparing for such incidents. A full debrief has been carried out again this will inform our future developments in this area.

### **3. EVALUATION & CONCLUSIONS**

#### **3.1 Community and Environment**

Equality, Diversity and Inclusion	No
Welsh Language	No
Well-Being Of Future Generations (Wales) Act	No
Socio Economic Duty	No
Sustainability / Environment / Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	Yes
Impact Assessment	No

### 3.2 Regulatory, Strategy and Policy

Legal	No
Financial	No
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	Yes
Service Policy	Yes
National Policy	Yes

### 3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	Yes
Procurement	No
Budget Revenue/Capital	Yes

## 4. RECOMMENDATIONS

- 4.1 Members note the progress made against the outcomes of the Grenfell Tower Inquiry Thematic review.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Richard Prendergast T/ Deputy Chief Fire Officer	Grenfell Tower Inquiry Thematic Review Report  Written Statement - Grenfell Tower Inquiry Thematic Review Report  Chief Fire and Rescue Adviser Thematic Review 2017

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Llywodraeth Cymru  
Welsh Government



## APPENDIX 1

# Fire and Rescue Services in Wales: Learning from Grenfell

## Chief Fire and Rescue Adviser Thematic Review written by:

Dan Stephens, Chief Fire & Rescue Adviser

Steve Bryant, Assistant Fire & Rescue Adviser  
Welsh Government

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## Introduction and background

Following the publication of the Grenfell Tower Inquiry (GTI) Phase 1 report I was tasked by the Deputy Minister for Housing and Local Government to establish a mechanism for reporting on action taken by the 3 Welsh Fire and Rescue Services (FRS) against the recommendations contained within the GTI Phase 1 report.

I took the view that this would be best achieved by undertaking a Thematic Review considering the extent to which the 3 Welsh FRS had addressed the GTI Phase 1 report recommendations that were of direct relevance to them (a number of recommendations were directed exclusively at London Fire Brigade and other London based organisations). The last Thematic Review of Welsh FRS was published in early 2017 by the then Chief Fire and Rescue Advisor, Des Tidbury, and was entitled 'Learning lessons to avoid safety critical incidents – how well do Fire and Rescue Authorities learn lessons from incidents to improve public and firefighter safety'. This Review made 8 recommendations around learning lessons from significant incidents, the majority of which were relevant in the context of the Grenfell Tower fire, although the Review itself pre-dated the incident. I felt it would be appropriate therefore to also consider the findings of this Thematic Review against the 8 recommendations of the 2017 Thematic Review.

Having read the GTI Phase 1 report in some detail I have identified a number of operational issues relevant to the Welsh FRS that are not explicitly recognised either within the GTI Phase 1 report or its recommendations. Such issues include the use of the FRS operational Decision Making Model, Breathing Apparatus command and control procedures and firefighting tactics. These issues are common to all incident types and are certainly not unique to high rise incidents which, understandably, are the focus of the GTI Phase 1 report.

This report sets out the findings of the Thematic Review specific to the GTI Phase 1 report recommendations. It also considers the wider operational issues not specifically identified in the GTI Phase 1 report but those which I have identified as being relevant to the Welsh FRS. Finally, it considers the extent to which the 3 Welsh FRS have addressed the 8 recommendations contained within the 2017 Thematic Review.

## Methodology

On 30 November 2019 I wrote to the 3 Chief Fire Officers requesting their responses to the GTI Phase 1 report recommendations and advising that I was minded to use the responses to form the basis of a Thematic Review in order to give the necessary assurances to the Deputy Minister.

After reviewing the responses, I wrote to the nominated points of contact within the 3 FRS on 31 January 2020 enclosing a table which contained the GTI recommendations on which this review focused along with the key areas of assessment. A copy of the letter is attached to this report at Appendix 1. I selected the recommendations as I considered them to be most relevant to the Welsh FRS. A short rationale was provided explaining why each recommendation was selected along with the means by which the extent to which the recommendation has been actioned would be judged. The selected recommendations were predominantly operational.

I advised the 3 FRS that it was my intention to conduct the Thematic Review in two stages. Firstly I proposed to undertake a desktop review with the support of the Assistant Fire and Rescue Advisor, of FRS operational guidance and policy appertaining to the recommendations.



Thereafter I proposed to follow up where necessary through discussions with relevant FRS personnel and undertaking visits to the FRS.

We requested responses from the FRS by 28 February 2020 after which we proposed to complete the desktop review by the end of April followed by any fieldwork to be completed by the end of July. The intention was to produce this report by October 2020.

We received substantive, comprehensive and thorough responses from all 3 FRS. As a result of the Covid pandemic it was necessary to postpone completing the desktop review until early August with follow up meetings taking place remotely throughout August and September. These meetings were held via Teams and Skype with Lead Officers with responsibility for Incident Command and Breathing Apparatus training, Site Specific Risk Information and Operational Assurance. Substantial amounts of further information was provided by Lead Officers following requests we made during the follow up meetings. This was in addition to the information requested for the desktop review.

The level of engagement from all Officers throughout the Thematic Review was exemplary. I recognise the demands this Review placed on individual Officers despite our efforts to limit its impact. Nothing was too much trouble and it is only right and proper that is recognised within this report (see Acknowledgements).

## Executive Summary

All 3 FRS have invested significant time, effort and resources in responding to the Grenfell Tower fire. Much of this work was undertaken prior to the publication of the GTI Phase 1 report, in support of wider action coordinated by the National Fire Chiefs Council.

The 3 FRS were able to evidence progress against all but one of the GTI recommendations selected as the focus of the Thematic Review. The exception was Recommendation 33.20 relating to communicating fire survival guidance in live time to the bridgehead as no technical solution exists at this time. This builds on the work previously reported to the Senedd Equality, Local Government and Communities Committee in December 2019.

The 3 FRS all offered evidence of notable practice which is set out within the main body of this report.

During the Review I identified a number of issues which were not expressly identified either within the main body of the GTI Phase 1 report or its recommendations. These issues include the use of the FRS operational Decision Making Model, Breathing Apparatus command and control procedures and firefighting tactics.

I make a number of recommendations for the FRS to consider in relation to these issues within this report.

In considering the extent to which the 3 FRS have acted on the recommendations of the 2017 Thematic Review 'Learning lessons to avoid safety critical incidents – how well do Fire and Rescue Authorities learn lessons from incidents to improve public and firefighter safety' strong evidence was offered for 6 of the 8 recommendations. Further work is required to establish the extent to which the remaining 2 recommendations have been actioned. Once this work is concluded I will report my findings to the Deputy Minister under separate cover.

Overall I am of the view that the work undertaken by the 3 FRS in anticipating and then responding to the GTI Phase 1 report recommendations has substantially reduced the likelihood of such catastrophic outcomes at an incident occurring in Wales.

## Findings – GTI recommendations

A table for each FRS setting out their response to the GTI recommendations is attached to this report at Appendix 2. A consolidated summary of the responses is provided under the 8 subject areas below which are lifted directly from the GTI Phase 1 report.

### High Rise Residential Building Materials

There is one recommendation selected under this subject area which is in relation to the importance of FRS personnel at all levels having an understanding of the risk of fire taking hold in the external walls of high-rise buildings and knowing how to recognise it when it occurs. The 3 Welsh FRS had been proactive in highlighting such risks. All 3 FRS provided theoretical input and practical firefighting training for their staff that covered the risk of external fire spread. Local training was enhanced by South Wales FRS through live fire high rise firefighting training provided in collaboration with West Midlands Fire Service (FS). All 3 FRS demonstrated compliance against this recommendation.

### Firefighting Information

There are two recommendations selected under this subject area. The first relates to the importance of having appropriate risk information readily available when dealing with a high rise incident. The second recommends that Officers of the rank of Crew Manager and above are trained in carrying out risk gathering procedures. All 3 FRS demonstrated compliance against these recommendations.

The 3 FRS have consistent approaches to gathering site specific risk information, all of which are based on Guidance issued by the then Department for Communities and Local Government in 2012, concerning the Provision of Operational Risk Information System (PORIS)<sup>1</sup>. This is captured within a standard operational procedure in each of the 3 FRS which forms the basis of the required training on PORIS.

### Plans

There is one recommendation selected under this subject area which is concerned with the FRS being equipped to receive and store electronic floor plans and to make them available to Incident Commanders and Fire Control managers. North Wales and Mid & West Wales FRS, have demonstrated full compliance against this recommendation. South Wales FRS have made substantial progress in working towards completion and so are regarded as partially compliant at the time of writing (although this work is likely to have been completed by the time of the publication of this report).

<sup>1</sup> Fire and Rescue Service Operational Guidance - Operational Risk Information

## Firefighting Lifts

There are two recommendations selected under this subject area which are that the owner and manager of every high rise residential building should be required by law to carry out regular inspections of designated lifts for Firefighters, and to test the lift mechanism, where fitted, that allows firefighters to take control of a lift, reporting the results monthly to the FRS.

Although there is no legal duty on building owners and managers to comply with these recommendations all 3 FRS take action which ensures that the spirit and intent is met. Firefighting lifts are inspected as part of the audit process for enforcing the Fire Safety Order. If defects are identified outside of the audit process either by the owner or manager carrying out a test, or by operational personnel carrying out Site Specific Risk Information gathering visits, this information is made available to operational personnel through updates to the mobilising system.

## Control – Incident communication

The four recommendations under this subject area focus on reviewing policies on communications between Fire Control and the Incident Commander, providing training for Incident Commanders and Fire Control managers and that a dedicated communication link be established between Fire Control and the Incident Commander. All 3 FRS are considered to be compliant against the four recommendations.

In relation to reviewing policies on communications between Fire Control and the Incident Commander, South Wales and Mid & West Wales FRS evidenced that they have embedded the Decision Making Model in to their processes for communications with their Joint Fire Control. North Wales FRS have progressed a review of this work via their Operational Learning Forum.

All 3 Welsh FRS have development programmes in place to ensure there is the required acquisition and maintenance of skills and knowledge for Incident Commanders managing high rise incidents. This is assured through an assessment process, which uses a combination of practical training and immersive technology to simulate scenarios. An important aspect of this training and assessment involves effective communication between the incident ground and Fire Control in particular when managing multiple fire survival guidance calls. Similarly, appropriate training is provided for Fire Control managers to ensure that they are able to effectively communicate with the Incident Commander.

The practical means are in place for links to be established between Fire Controls and the Incident Commander. This is predominantly through Airwave radios on fire appliances or Incident Command Units, if in attendance. All Tactical Officers are issued their own Airwave radio, allowing an additional level of resilience for communications. Mobile phone contact can also be instigated where required.

## Emergency Calls

There are five recommendations selected from this subject area.

The recommendation relating to the recording of fire survival guidance information and simultaneously displaying it at the bridgehead and in Incident Command Units has been partially met by all three FRS. Work has been progressed to improve communication links including the ability to stand up a Command Room at the Joint Fire Control for South Wales and Mid & West Wales FRS to

allow information on fire survival guidance to be passed directly to Command Support at the incident. North Wales FRS have implemented systems to ensure that if 'overflow' calls are received that require fire survival guidance, a consistent approach is applied around passing this information to the incident ground. No technological solution exists at this time to provide live fire survival guidance updates at the bridgehead or Incident Command Unit (response for GTI recommendation 33.20 refers).

All three FRS are regarded as compliant for the recommendations related to managing a transition from 'stay put' to 'get out,' and ensuring Fire Control personnel receive specific training.

To ensure sufficient resilience is built in to the call handling procedure it is necessary that assisting Fire Controls can obtain access to information available in the host Fire Control. South Wales and Mid & West Wales FRS have a Joint Fire Control co-located with South Wales Police at the Joint Public Service Centre. Similarly, North Wales Fire Control is co-located with North Wales Police. In respect of direct FRS information availability as required by the recommendation, reciprocal arrangements are in place between the two Fire Controls in Wales allowing each other's information to be viewed. All 3 FRS are regarded as compliant for this recommendation.

To develop the theme of information sharing, a recommendation is made in respect of the provision of information to the FRS from the Ambulance Service and Police. This work requires a broader multi-agency approach, which has been identified as an issue to be addressed by the Joint Emergency Services Group. The 3 FRS are considered to be partially compliant with this recommendation as this work is not yet concluded.

## Command and Control

There are four recommendations selected from this subject area. These relate to control of deployments and the use of resources, improved quality of information from returning crews, improved communications between Fire Control and the incident ground, and the potential for direct communications between Fire Control and the bridgehead to provide live updates on actions taken in response to fire survival guidance.

The 3 FRS train and assess their personnel on control of deployments and use of resources. In terms of the quality of information from returning Breathing Apparatus teams the 3 FRS have standard operational procedures and training in place to meet this recommendation. Examples include South Wales FRS including post deployment debriefing in the learning outcomes from the live fire high rise training with West Midlands FS, Mid & West Wales FRS using maps and diagrams to support written notes and North Wales FRS developing a Breathing Apparatus brief/debrief log using the military Situation, Mission, Execution, Administration and Logistics, and Communication planning framework.

In terms of developing a communication system between Fire Control and the Incident Commander, the required equipment and procedures are in place within the 3 FRS. Communications can be established by Airwave radio through the fire appliance designated as the control point or the Incident Command Unit, if in attendance. As stated previously if the Incident Commander is a Tactical Officer s/he will have an individually issued Airwave radio, giving an additional level of resilience. Tactical Officers are also able to communicate with Fire Control by mobile phone.

The 3 FRS are not currently progressing the recommendation relating to the provision of a direct line of communication between the Control room and the bridgehead (GTI recommendation 33.20) due to the absence of a technical solution. The 3 FRS are considered as being compliant against all of the other recommendations relating to Command and Control.

## Equipment

There are two recommendations selected from this subject area.

All 3 FRS have upgraded their Breathing Apparatus communications equipment, allowing them to satisfy the requirements of the recommendation relating to the provision of equipment that allows communications with the bridgehead, including when operating in a high rise environment.

In terms of ensuring that the command support system is fully operative on all Incident Command Units and that crews are trained in its use, all 3 FRS have demonstrated compliance against the recommendation. The command support function is fully embedded each of the FRS standard operational procedures, with appropriate training provided. Each FRS has a dedicated Incident Command Unit, which enables the required level of command support and incident management to be provided for larger scale incidents .

## Notable practice

Each FRS offered examples of notable practice.

South Wales FRS have been proactive in understanding the operational risks presented by high rise incidents, and preparing accordingly. Prior to the Grenfell Tower fire, high rise procedures had been developed as a result of other high rise incidents across the UK. Following the Grenfell Tower fire a High Rise Task Group was established to anticipate the outcomes of the GTI.

Due to the profile of the Service area and the large number of high rise buildings, South Wales FRS recognised the need for practical training to support the theoretical input delivered initially. They engaged with West Midlands FS to provide live fire training in a high rise environment at the purpose built facility in West Bromwich. This training was provided on a phased basis, taking account of the South Wales risk profile with personnel stationed in the Newport and Cardiff areas trained first. Learning outcomes from this training included early identification of compartmentation and building failure, external fire spread and ventilation strategies. These outcomes are now embedded within South Wales FRS operational guidance.

Mid & West Wales FRS are developing their fire ground technology to improve their response to high rise incidents whereby information can be made available on the incident ground as soon as Joint Fire Control update the mobilising system. This allows information to be accessed by the Incident Commander and Officers at the bridgehead or Incident Command Unit to inform effective decision making.

This work stream is part of a broader strategy to provide an enhanced digital capacity on the incident ground. Capabilities being developed include creating Wi-Fi bubbles for appliances, the provision of mobile tablets for all Tactical Officers, using live video footage from body worn cameras and the use of a GPS tracking system.

North Wales FRS have recognised the importance of the provision and recording of information to inform operational decision making and planning, particularly in relation to Breathing Apparatus team deployments. Building on their adoption of Operational Guidance Breathing Apparatus and the subsequent National Occupational Guidance Foundation for Breathing Apparatus, a brief/debrief log has been developed and is used on every occasion that Breathing Apparatus is worn. This was

progressed through the North Wales FRS Operational Learning Forum, focusing on incidents across the UK.

The log uses the military Situation, Mission, Execution, Administration and Logistics, and Communication Plan (SMEAC) mnemonic, which is regarded as an effective system for documenting operational information, enabling it to be clearly understood by personnel. The log is provided in duplicate, enabling identical information to be provided to the Incident Commander and others at an incident to inform operational planning.

## Findings – wider operational issues

During the course of the Review a number of wider operational issues were identified. These issues are as follows;

- **Critical incident decision making and the use of the FRS Decision Making Model.** On studying the GTI Phase 1 report in detail I found limited evidence of London Fire Brigade officers adhering to the principles of the FRS Decision Making Model until the attendance of the then Assistant Commissioner Andy Roe. This is specifically in regards to gathering incident, hazard and resource information, prioritising objectives and developing and clearly communicating an effective tactical plan.
- **The extent of alignment of Welsh FRS doctrine with National Operational Guidance.** National Operational Guidance is founded on the principle of hazard and risk control. Identification and understanding of hazard information is an integral component of the Situation domain of the FRS Decision Making Model and is therefore critical to effective decision making. The 3 Welsh FRS have yet to fully align their doctrine with National Operational Guidance.
- **The relationship between Welsh FRS operational guidance and the process of gathering and utilising Site Specific Risk Information.** If Welsh FRS operational guidance is fully aligned to National Operational Guidance then personnel should have sound underpinning knowledge of generic hazards, control measures and control measure tactics. This knowledge can be supplemented through the Site Specific Risk Information gathering process to provide incident specific hazard information to inform operational decision making. Full alignment with National Operational Guidance offers the opportunity to streamline the Site Specific Risk Information gathering process within the 3 FRS.
- **Breathing Apparatus command and control procedures and tactical firefighting.** It is unclear from the GTI report whether Breathing Apparatus Teams were designated call signs<sup>2</sup> or if they were briefed to carry out specific search techniques. This would have been of critical importance when undertaking search audits and acting on fire survival guidance information. In order to clear a floor with confidence the Search Sector Commander would need to know which flats had been searched and by which Breathing Apparatus teams. It is also unclear if any consideration was given to calculating the tactical flow rates of water required to extinguish a fire of such magnitude and whether or not such flow rates could be achieved. If it had been established at the outset that it would have been very difficult if not impossible to extinguish the fire then a decision around abandoning the stay put policy and attempting a full evacuation could have been taken sooner.
- **The effectiveness of the Welsh FRS Operational Assurance process.** Issues such as those previously identified can occur at any incident. An effective Operational Assurance process should identify issues and put in place corrective actions to address them.

<sup>2</sup> In the GTI Phase 1 report Breathing Apparatus Teams are referenced by the names of the wearers

## Critical incident decision making and the use of the FRS Decision Making Model

The extant Fire and Rescue National Framework for Wales requires the FRS to consider and implement National Operational Guidance. The National Operational Guidance for Incident Command is accompanied by supporting guidance entitled 'Incident command; Knowledge, skills and competence' which is intended to provide the detail required for assertive, safe and effective incident command to be practiced and applied. Incident command; Knowledge, skills and competence references the Operational Decision Making Model which was developed by London Fire Brigade in the 1990s and formed the basis of the first and subsequent editions of the legacy Fire and Rescue Service Manuals on Incident Command which pre date the National Operational Guidance program.

The pre National Operational Guidance editions of the Incident Command Guidance all contain a detailed description of each stage of the Decision Making Model set in the context of dynamic risk assessment. They also describe the process by which an Incident Commander, after gathering and considering incident, hazard and resource information should use the Decision Making Model to set objectives as part of an overall tactical plan and continually review the extent to which the objectives are met. This detailed description is absent within the National Operational Guidance.

The National Operational Guidance contains extensive content on decision making. It gives detailed descriptions of the psychological processes by which Incident Commanders make decisions and introduces the principle of the decision control process. It does not however contain the detailed description of each stage of the Decision Making Model or a description of how an Incident Commander should use the model to develop a tactical plan as contained in the legacy Fire and Rescue Service Manuals. We consider this to be a significant omission.

An understanding of each stage of the Decision Making Model is essential for Incident Commanders to make effective critical incident decisions. This is particularly relevant with the transition to National Operational Guidance which is predicated on the principle of hazard and risk control as 'Hazard Information' is a fundamental component of the 'Situation' domain within the Decision Making Model. We return to this point when considering the extent of alignment of Welsh FRS operational guidance with National Operational Guidance, not least because all 3 FRS include the National Operational Guidance diagram of the Decision Making Model within their operational guidance (which is undoubtedly good practice if Incident Commanders understand fully how the Decision Making Model should be used but is potentially meaningless if not).

The Welsh FRS take a standardised approach to Supervisory Manager Incident Command training and development. To progress on to the Supervisory Manager training program delivered in each FRS a candidate must pass a written examination set by the All Wales Incident Command Working Group and demonstrate point of entry competence supervising a standard practice and an operational scenario. Following the demise of the statutory examinations from the Fire Service Examinations Board many UK FRS's have adopted this approach which is entirely sensible and appropriate.

The syllabus for the written examination is based on National Operational Guidance and includes Incident Command along with the additional information contained within the 'Incident command; Knowledge, skills and competence' guidance. If successful in the written and practical scenario the candidate will attend a one week training course. Typically the course consists of theoretical input on day one and two, primarily around the guidance set out within 'Incident command; Knowledge, skills



and competence', followed by practical sessions for the remaining three days utilising a combination of computer simulation and yard exercises.

We were able to establish in the follow up interviews that no theoretical input is delivered on the course around each of the stages of the Decision Making Model and how it should be worked through sequentially to develop a tactical plan. The scope of this Thematic Review is limited to the Welsh FRS however from informal enquiries we were able to establish that this position is replicated with a number of training providers including the Fire Service College. This is understandable as the information is no longer contained within National Operational Guidance which forms the basis of the training syllabuses. This issue therefore rests primarily with the National Operational Guidance program more so than with the Welsh FRS.

**Recommendation 1** – that the Welsh FRS include a detailed description of each stage of the FRS Decision Making Model similar to that contained within Appendix 4 of the legacy Fire and Rescue Service Manual Volume 2 Fire Service Operations Incident Command Third Edition 2008 within their operational guidance and Incident Command training syllabus. This description should extend to how the model should be used to set objectives to deliver a tactical plan and to continually review the effectiveness of the plan.

Postscript – the Chief Fire and Rescue Advisor has engaged with the Chair of the National Fire Chiefs Council over this issue. An NFCC workstream has been tasked with developing Incident Command training materials which should address this recommendation.

## The extent of alignment of Welsh FRS doctrine with National Operational Guidance

The extant South and Mid & West Wales FRS operational guidance and standard operational procedures are based on the legacy Generic Risk Assessment index. North Wales FRS utilise service operational policy and procedure orders developed on but not exactly aligned to the Generic Risk Assessment index. These effectively serve the same purpose as standard operational procedures. The standard of extant (pre National Operational Guidance transition) operational guidance in each of the 3 FRS is high. Standard operational procedures /service operational policy and procedure orders are concise and easily digestible. They are also predicated on hazard and risk control measures therefore are already closely aligned to the principles of National Operational Guidance.

All 3 Welsh FRS have invested substantial time and effort to adopt National Operational Guidance, including detailed implementation processes, but they are all at different points on the journey. This is entirely understandable as their starting positions are all different as is the available resourcing within each FRS. The amount of work involved in National Operational Guidance transition is significant and is not something that can be done alongside a day job. We observed duplication of effort in each of the 3 FRS. Whilst there is some collaboration between the FRS there is undoubtedly the opportunity to develop this further.

A formalised all Wales approach to National Operational Guidance transition through the creation of a virtual dedicated tri Service National Operational Guidance Transition Team would in our view reduce duplication of effort whilst delivering high quality operational guidance including standard operational procedures. These standard operational procedures could be refined as necessary to suit local circumstances however we see no reason for any significant divergence as the generic hazard and risk controls for any incident type will be the same across Wales. We consider that there would



also be merit in maintaining an all Wales team for the ongoing management and updating of operational guidance to ensure standardisation and consistency.

Standardised and consistent operational guidance framed around hazard and risk control would support the all Wales approach to Incident Command training and could potentially also form the basis of a standardised approach to Site Specific Risk Information gathering and the development of Operational Tactical Plans. There are examples from across the UK FRS which could be used to form the basis of this approach which we can share with the FRS if they are minded to accept the recommendation.

**Recommendation 2** – an all Wales virtual dedicated National Operational Guidance Transition Team is established across the 3 FRS to develop National standard operational procedures which can be refined for local adoption as necessary. The 3 Welsh FRS should consider mainstreaming this Team to ensure the standardisation and consistency of operational guidance is maintained.

## The relationship between operational guidance and Site Specific Risk Information

It should be stated from the outset that the platforms used to host Site Specific Risk Information within each of the FRS appear to be highly effective as are the mechanisms by which crews access Site Specific Risk Information on the incident ground. The associated Operational Tactical Plans are also of a very high standard. That said, whilst the extant operational guidance in the 3 FRS is predicated on hazard and risk control methodology there was little evidence of any direct relationship between the generic hazard and risk controls set out within standard operational procedures and those captured within Site Specific Risk Information /Operational Tactical Plans in any of the FRS. We would expect to see generic hazard and risk control statements set out within standard operational procedures with site specific hazard and risk control statements set out within Site Specific Risk Information /Operational Tactical Plans.

This results in a lack of consistency across geographical command areas within the individual FRS's which is exacerbated by Site Specific Risk Information policies allowing local discretion over which premises are subject to the Site Specific Risk Information process. From the follow up interviews conducted we were able to establish that the lack of consistency results in what could be a sizeable number of low risk premises having Site Specific Risk Information files when the hazards and risk controls are sufficiently generic to be addressed within the relevant standard operational procedure. This creates an unnecessary workload in having to carry out Site Specific Risk Information familiarisation visits/revisits at such premises when activity would be more effectively targeted at higher risk premises. It also creates an almost 'impenetrable' amount of information to access and maintain.

There is an opportunity with the transition to National Operational Guidance to review Site Specific Risk Information policies and to determine a consistent risk based criteria for premises which require a Site Specific Risk Information file. In practical terms, National Operational Guidance transition should deliver a suite of standard operational procedures predicated on an operational risk assessment for all reasonably foreseeable incident types. The generic hazard and control measure knowledge contained within the standard operational procedures can be supplemented by Site Specific Risk Information at higher risk premises and set out within Operational Tactical Plans which are already used to good effect across the 3 FRS.

Refining the overall number of Site Specific Risk Information files could have significant benefits for station work routines. From what we were able to establish on the follow up interviews the majority

of high risk premises are subject to annual familiarisation revisits which are distributed out across the personnel on wholetime shift stations (on 4 Watches other than when self-rostering is in operation). This means that typically a Watch will undertake a Site Specific Risk Information familiarisation visit on a high risk premise every 4 years. On stations operating a self-rostering system the time between familiarisation visits can be longer still. As the built environment becomes more complex the requirement for firefighters to maintain current hazard and risk control knowledge becomes more acute.

Time should be allocated within the station work routine for Site Specific Risk Information consolidation whereby when a Watch does not physically undertake a Site Specific Risk Information familiarisation visit they can access any updated Site Specific Risk Information file and Operational Tactical Plan to be studied in conjunction with the relevant standard operational procedures. This activity is particularly appropriate for the night shift.

**Recommendation 3** – Site Specific Risk Information policies to be reviewed and amended to explicitly recognise that the generic hazard and risk control measure knowledge contained within National Operational Guidance can be applied at low risk premises. This should reduce the need to hold Site Specific Risk Information files in significant numbers. Any premises determined to require a Site Specific Risk Information file should have an accompanying Operational Tactical Plan which sets out the premises specific hazards and risk controls in addition to those contained within the relevant operational guidance. Updated Site Specific Risk Information files and Operational Tactical Plans should be routinely accessed by the personnel that did not undertake the most recent re-familiarisation visit to ensure situational awareness is maintained.

## Breathing Apparatus command and control procedures and tactical firefighting

One objective of the follow up meetings was to establish the extent to which the 3 FRS had adopted the National Operational Guidance for Breathing Apparatus. The first area of focus was the designation of Breathing Apparatus Team call signs and search methodology. The second area of focus was to establish the extent to which tactical firefighting and in particular the calculation of tactical flow rates was covered in operational guidance and training. This line of questioning was adopted due to the relevance to the Grenfell Tower incident. As stated previously it is unclear from the GTI Phase 1 report whether Breathing Apparatus Teams were designated call signs or if they were briefed to carry out specific search techniques (directional search or compartment clearance). It is also unclear if any consideration was given to calculating the tactical flow rates of water required to extinguish a fire of such magnitude and whether or not such flow rates could be achieved.

The Training Managers from the 3 FRS were able to demonstrate a comprehensive program of skill acquisition and maintenance for Breathing Apparatus and Compartment Fire Behaviour Training which was aligned to the operational guidance in effect within each FRS and the National Occupational Standards. This covers all aspects of the Breathing Apparatus National Operational Guidance including Breathing Apparatus Team call sign designation and search methodology. From the follow up discussions it was evident that this is a competency area which receives the necessary level of attention.

Training Managers were not able to demonstrate that input on tactical flow rates was delivered on either Breathing Apparatus or Compartment Fire Behaviour courses but they all believed it was covered on initial Firefighter recruit training courses. There were no explicit references to tactical flow rates or fire ground calculations in any of the operational guidance submitted for the desktop review

or from the follow up interviews. It is however an issue that has been picked up during the operational assurance process.

Whilst fully recognising the extent of subject matter to be covered on Breathing Apparatus and Compartment Fire Behaviour initial and refresher courses we consider that there would be merit in including input on tactical firefighting. There have been instances in recent years where the selection of inappropriate firefighting techniques and media has contributed to Firefighter fatalities and injuries including at high rise incidents. There have also been instances when firefighting attack has been maintained at incidents when there has been no prospect of suppressing the fire thus causing significant and unnecessary environmental damage. As the complexity of the built environment increases a foundation knowledge of the full spectrum of firefighting techniques including when not to make a direct attack and instead protect surrounding exposures is increasingly essential.

**Recommendation 4** – that input on tactical flow rates for firefighting attack and fire ground calculations be included on the syllabus for Breathing Apparatus and Compartment Fire Behaviour initial and refresher courses. This should be supplemented by an online training module for skill maintenance within the station work routine.

## The effectiveness of the Welsh FRS Operational Assurance process

All 3 FRS have well established structures and processes to deliver Operational Assurance against routine and operational activity. During the follow up meetings we asked the ‘so what’ question with a particular focus on operational decision making/use of the Decision Making Model, Breathing Apparatus command and control procedures and tactical firefighting.

The 3 FRS were able to demonstrate examples of where issues had been identified either during routine activity, training, exercising or on the incident ground and addressed through the Operational Assurance processes. The 3 FRS were not able to demonstrate examples specific to the use of the Decision Making Model and acknowledged that frequently occurring issues such as incremental make ups (assistance messages to Make Pumps 3, followed soon after by Make Pumps 4 etc indicating the absence of clearly defined objectives and a tactical plan) were not identified as being evidence of failure to adhere to the Decision Making Model. The 3 FRS were however able to offer evidence of where failure to adhere to Breathing Apparatus command and control procedures and inappropriate selection of firefighting media had been identified and addressed.

From the evidence presented our view is that the Operational Assurance processes used within the 3 FRS are effective.

At present the Operational Assurance criteria in use in the 3 FRS are framed around the National Occupational Standards. Should the 3 FRS be minded to accept the recommendations contained within this report the Operational Assurance process would be the mechanism by which to determine the extent to which they had been actioned. This would require the Operational Assurance criteria to be amended to capture specific evidence in relation to the recommendations.

**Recommendation 5** - Should the 3 FRS be minded to accept the recommendations contained within this report the Operational Assurance criteria in use within each of the FRS should be amended to capture specific evidence in relation to the recommendations in order to demonstrate they are being applied on the incident ground. Alternatively the 3 FRS could utilise a Thematic Assurance process to target the issues identified within this report.

## Findings – extent to which the recommendations of the previous Thematic Review have been actioned

The last Thematic Review ‘Learning lessons to avoid safety critical incidents – how well do Fire and Rescue Authorities learn lessons from incidents to improve public and firefighter safety’ was published in 2017. The Thematic Review made 8 recommendations progress against which is considered below.

*R1 - Once an initial gap analysis has been undertaken following the receipt of learning from an external source, FRAs should ensure that the process is properly recorded. The recording of the decision making process in relation to adopting, or not adopting, national recommendations is essential.*

All 3 FRS undertook a pre-emptive gap analysis based on information relating to the Grenfell Tower fire as it emerged and from what was reported in the media from London Fire Brigade officers giving evidence to the GTI. As a result good progress had already been made against many of the recommendations contained within the GTI Phase 1 report when it was released in October 2019. The 3 FRS have used their internal systems and governance arrangements to record and monitor the actions taken as a result their gap analysis. These actions are reported regularly to Principal Officers. Of the recommendations selected from the GTI report for consideration during this Thematic Review only one (GTI Recommendation 33.20) has not been adopted by the FRS due to the technology required to address the recommendation not being available at this time.

*R2 - FRAs should ensure that risk critical learning is cascaded through the organisation in a timely manner, focusing on those staff to whom the learning will have the greatest benefit from a risk reduction perspective.*

The 3 FRS were able to offer evidence as to how risk critical issues, particularly around the risk of external fire spread from Aluminium Composite Material Cladding, were cascaded to the relevant staff.

Following initial theoretical input provided across its service area, South Wales FRS prioritised the practical training facilitated by West Midlands FS for personnel at stations in the Cardiff and Newport areas.

Mid & West Wales FRS focused their training on crews from the Swansea area where the majority of their high rise risks are located. The training was then cascaded to other crews who make up the pre-determined attendance to high rise incidents. Mid & West Wales FRS are also exploring the potential for developing their live fire high rise training with West Midlands FS, which would be prioritised for personnel in the highest risk areas.

North Wales FRS reviewed the Site Specific Risk Information for high rise buildings to take account of the potential for external fire spread, which provided the opportunity for personnel based in those areas to familiarise themselves with the risk. North Wales FRS Officer Development days also took account of the GTI Phase 1 report recommendations and focused on external fire spread.

As a result of Covid restrictions we were not able to undertake station visits and speak to operational crews directly to establish the extent to which this learning had been absorbed.

*R3 - FRAs should ensure that the mediums used to communicate learning to various staff groups is appropriate to their needs, clearly sets out the reasons for bringing it to their attention and is told in a format and manner that will be retained by the audience. Consideration should also be given to*

*building in a 360 degree approach to inform those raising issues when significant changes are to be made.*

The 3 FRS have used a balance of theoretical and practical training to address the GTI Phase 1 report recommendations. They have used information technology to provide easy access to relevant information, covering areas such as operational guidance, alerts and updated Site Specific Risk Information. Specific examples include South Wales FRS providing initial theoretical training to over 900 personnel, Mid & West Wales FRS Business Fire Safety Department providing specialist input and North Wales FRS publishing procedural alerts allowing their personnel to immediately access relevant risk information.

This has been supplemented with practical high rise training and exercising for control and operational personnel utilising the built environment and training facilities, along with specialised training in West Midlands FS.

As stated previously as a result of Covid restrictions we were not able to undertake station visits and speak to operational crews directly to establish the extent to which this learning had been absorbed.

The 360 degree aspect of this recommendation is not relevant in this instance as the GTI learning is from an external source.

*R4 - FRAs should look to introduce quality assurance systems that regularly test how well risk critical learning is received and retained.*

From what we were able to establish the Operational Assurance criteria in use within the 3 FRS is framed around National Occupational Standards. The Operational Assurance criteria would therefore need to be amended to capture evidence against specific aspects of risk critical learning. Alternatively the FRS could undertake a Thematic Assurance process to establish the extent to which risk critical learning has been absorbed (Recommendation 5 of this report refers).

*R5 - FRAs should ensure that the wealth of information derived through the Hot Debriefing processes is captured and shared where appropriate.*

The Operational Learning Systems in each FRS should have the facility to capture Hot Debrief outcomes as a matter of routine. It has not been possible to establish definitely through this Review whether this is the norm. Further research is therefore required to offer an informed view.

*R6 - FRAs should review their ARA processes to ensure they are fit for purpose and that they feed into the wider processes of capturing organisational learning.*

It has not been possible to establish definitely through this Review whether this is the norm. Further research is therefore required to offer an informed view.

*R7 - FRAs should ensure that learning in risk critical environments is maximised through realistic training especially given the decline in 'fire' incidents over the past few years. It is also important that this training is carried out by personnel working together within their normal crews.*

The process of crew based training appears to be well established. All 3 FRS offered evidence of crews training and exercising together on high rise scenarios.

Training has been prioritised on a risk basis and concentrated around the major urban conurbations, where the majority of high rise buildings are located. This training is predominantly carried out by crews and personnel who work together on a day to day basis.

*R8 - The report highlights a number of areas of good practice and where systems being developed show much potential for the future. It is recommended that these systems and processes, in particular those policies on operational monitoring and assurance, are shared through the NIC to adopt a common approach and to avoid duplication of effort.*

It appears that engagement through the National Issue Committee has been affected by external factors and the impact of the Covid pandemic therefore progress in this area has been limited. This Thematic Review identified duplication of effort around the implementation of National Operational Guidance (Recommendation 2 of this report refers). Whatever the vehicle used by the Welsh FRS to coordinate and deliver collaboration, whether that be the National Issue Committee or some other mechanism, it needs the necessary strategic leadership support to succeed.

#### Acknowledgements

Our sincere thanks to the Lead Officers from the 3 FRS, Assistant Chief Fire Officer Richard Prendergast from South Wales FRS, Area Manager Peter Greenslade from Mid & West Wales FRS and Assistant Chief Fire Officer Kevin Roberts from North Wales FRS for their support to this Review. Our sincere thanks also to the Lead Officers nominated to meet with us on the follow up visits. The levels of engagement, openness and candour were exemplary and all of the Officers involved are a credit to the Welsh FRS.

## Recommendations

**Recommendation 1** – that the Welsh FRS include a detailed description of each stage of the FRS Decision Making Model similar to that contained within Appendix 4 of the legacy Fire and Rescue Service Manual Volume 2 Fire Service Operations Incident Command Third Edition 2008 within their operational guidance and Incident Command training syllabus. This description should extend to how the model should be used to set objectives to deliver a tactical plan and to continually review the effectiveness of the plan.

Postscript – the Chief Fire and Rescue Advisor has engaged with the Chair of the National Fire Chiefs Council over this issue. An NFCC workstream has been tasked with developing Incident Command training materials which should address this recommendation.

**Recommendation 2** – an all Wales virtual dedicated National Operational Guidance Transition Team is established across the 3 FRS to develop National standard operational procedures which can be refined for local adoption as necessary. The 3 Welsh FRS should consider mainstreaming this Team to ensure the standardisation and consistency of operational guidance is maintained.

**Recommendation 3** – Site Specific Risk Information policies to be reviewed and amended to explicitly recognise that the generic hazard and risk control measure knowledge contained within National Operational Guidance can be applied at low risk premises. This should reduce the need to hold Site Specific Risk Information files in significant numbers. Any premises determined to require a Site Specific Risk Information file should have an accompanying Operational Tactical Plan which sets out the premises specific hazards and risk controls in addition to those contained within the relevant operational guidance. Updated Site Specific Risk Information files and Operational Tactical Plans

should be routinely accessed by the personnel that did not undertake the most recent re-familiarisation visit to ensure situational awareness is maintained.

**Recommendation 4** – that input on tactical flow rates for firefighting attack and fire ground calculations be included on the syllabus for Breathing Apparatus and Compartment Fire Behaviour initial and refresher courses. This should be supplemented by an online training module for skill maintenance within the station work routine.

**Recommendation 5** - Should the 3 FRS be minded to accept the recommendations contained within this report the Operational Assurance criteria in use within each of the FRS should be amended to capture specific evidence in relation to the recommendations in order to demonstrate they are being applied on the incident ground. Alternatively the 3 FRS could utilise a Thematic Assurance process to target the issues identified within this report.

Richard Prendergast  
Assistant Chief Fire Officer  
South Wales Fire & Rescue Service  
Forest View Business Park  
Llantrisant  
CF72 8LX  
Via email r-prendergast@southwales-fire.gov.uk

Eich Cyf/Your Ref:  
Ein Cyf/Our Ref:

Date: 31 January 2020

Dear Richard,

**Grenfell Tower Inquiry Phase 1 report recommendations**

I was given the following action at the CFOs and Chairs meeting with the Deputy Minister on 13 November 2019;

**ACTION: As part of wider assurance arrangements, Dan Stephens to contact CFOs to establish a mechanism for reporting action on the operational recommendations in the Grenfell Inquiry report**

I subsequently wrote to the CFOs of the 3 Welsh FRS on 30 November 2019 requesting their responses to the Grenfell Tower Inquiry (GTI) Phase 1 report recommendations and advising that I was minded to use the responses to form the basis of a Thematic Review in order to give the necessary assurances to the Minister.

I have now received all 3 responses, for which I am grateful. At the same time I have also considered a report by the previous CFRA which looked at the extent to which the recommendations of previous Thematic Reviews had been actioned.

This report identified that not enough time had passed to make a judgement on the effectiveness in this respect of the last Thematic Review (Learning lessons to avoid safety critical incidents – how well do Fire and Rescue Authorities in Wales learn lessons from incidents to improve public and firefighter safety?) undertaken in 2017.

I am of the view that the Grenfell Tower incident meets the ‘safety critical’ criteria contemplated in the last Thematic Review. I am also of the view that sufficient time has



elapsed since the last Thematic Review for the FRS to have acted upon the recommendations.

It is my intention therefore to use the outcomes of this Thematic Review to also form a judgement on the extent to which the recommendations arising from the last Thematic Review have been acted upon.

Accompanying this letter is a table containing the GTI recommendations on which this review will focus. A short rationale is provided explaining why each recommendation has been selected along with the means by which the extent to which the recommendation has been actioned will be judged (under the column entitled 'Evidence'). The selected recommendations are predominantly operational.

I will conduct the review in two stages. In the first instance I will undertake a desktop review of FRS doctrine and policy as set out within the evidence column. Thereafter I propose to follow up where necessary through discussions with relevant FRS personnel and undertaking visits to the FRS.

I anticipate concluding the desktop review by the end of April with any follow up discussions or visits taking in place in May through to July. In order to meet this timeline I would be grateful if you could ensure I receive the requested documentation via email by 28 February. Can you also copy in Steve Bryant ([Steve.Bryant001@gov.wales](mailto:Steve.Bryant001@gov.wales)) to your response please?

If it assists I would be happy to arrange a telephone call to discuss the review in more detail and to confirm the doctrine I require acknowledging that SWFRS may use different terminology to that which I have used in the attached table.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. Stephens', followed by a long horizontal stroke.

**Dan Stephens** QFSM

Chief Fire & Rescue Adviser / Tân ac Achub Ymgynghorydd Prif

## Grenfell Tower Public Inquiry

### Phase 1 Report Recommendations selected for Thematic Review Assessment

#### South Wales Fire and Rescue Service

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		<b>High Rise Residential Building Materials</b>					<b>Full</b>	<b>Part</b>	<b>N/A</b>
2	33.10b	Fire and rescue services [should] ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.	<p>Before the Grenfell fire, high rise procedures were developed to take account of previous incidents nationally. The approach for responding to high rise incidents was linked to the development of a standard operational procedure.</p> <p>Following the Grenfell fire a High Rise Task Group was established. An example of the initial work carried out was a 'quick strike' whereby training was provided for signs and symptoms of a fire taking hold in the external walls of a high rise building. This was built on with practical high rise fire training secured with West Midlands FS. We consider this to be an example of notable practice.</p> <p>Key learning outcomes of this training included early identification of building failure (compartmentation) and external fire spread. The High Rise Task Group also worked with the Joint Fire Control to identify stations on the pre-determined attendance for high rise incidents to provide training.</p> <p>National Operational Guidance is continually monitored to ensure standard operating</p>	Ops.	<p>A review of operational doctrine to confirm that this recommendation has been actioned</p> <p>Rationale - If the Welsh FRS are basing their doctrine (Standard Operational Procedures) on National Operational Guidance then this hazard along with the control measure knowledge and tactics should be explicitly set out within an Operational Risk Assessment on which the Standard Operational Procedure should be developed. This should then be used to inform the learning outcomes of any associated training</p>	Desktop review of FRS doctrine relating to Operations, Fires and firefighting, Fires in buildings, Fires in buildings under construction or demolition and associated training modules Discussions with relevant FRS personnel FRS visits as necessary	√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
			procedures reflect current requirements, and high rise incidents form part of the incident command continuation courses at all levels. Operational performance at such incidents is monitored by the Operational Development and Review Team, with learning outcomes used to develop changes to procedures where needed.						
<b>Firefighting information</b>									
3	33.11a	The London Fire Brigade [should] review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in Generic Risk Assessment 3.2	<p>There is a standard operating procedure for operational intelligence gathering in place. This activity is fully embedded in Service work streams, following the Provision of Risk Information System (PORIS) approach.</p> <p>Taking account of the complexity of gathering risk information in relation to high rise buildings, workbooks have been developed to assist personnel with their work.</p> <p>Work is ongoing with West Midlands FS to develop a bespoke software system to enhance the provision of site specific risk information, which will be easily accessible via mobile data terminals.</p> <p>The long term vision is for operational, Business Fire Safety and Community Safety information to all be available against one unique property reference number.</p>	Ops.	A review of operational doctrine to confirm that this recommendation has been actioned. Rationale - PN633 is the London Fire Brigade High Rise Standard Operating Procedure. A review of Welsh FRS Standard Operating Procedures and Site Specific Risk Information policies will establish the extent to which Standard Operating Procedures form the foundation of and integrate with Site Specific Risk Information gathering processes. The Standard Operating Procedure should set out the generic hazard and risk controls to provide foundation underpinning knowledge to all operational personnel. The Site Specific Risk Information and associated operational plan should build on this with operational information specific to the premises. Appendix 1 of PN633 provides guidance on the	Desktop review of FRS doctrine relating to Operations, Fires and firefighting, Fires in buildings, Fires in buildings under construction or demolition and associated training modules Desktop review of FRS Site Specific Risk Information policy and associated guidance Discussions with relevant FRS personnel FRS visits as necessary	√		
4	33.11b	The London Fire Brigade [should] ensure that all officers of the rank of Crew Manager	Training is provided to all personnel of Crew Manager and above with specific guidance provided by 'Operational Intelligence for Incidents Booklets,' which provides details of design features in built fire engineering and				√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings	<p>firefighting systems. This guidance is enhanced by the provision of specific booklets for high rise buildings.</p> <p>Where needed, additional visits to higher risk premises are carried out to enhance familiarisation. Support at inspections can also be provided by a Business Fire Safety officer who will be able to use his / her specialist knowledge to analyse risks.</p>		type of hazard information that should be gathered on a Site Specific Risk Information inspection. This Key Area of Assessment seeks to establish to what extent this is explicitly set out in Welsh FRS policy and if it is set out then to what extent it is adhered to in practice. At the Grenfell Tower incident there was no operational pre plan contained within the Site Specific Risk Information which contributed to the absence of defined objectives or a cohesive tactical plan on the night				
<b>Plans</b>									
7	33.12	All fire and rescue services [should] be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	The Computer Aided Drawing team had been tasked with developing plans for all high rise buildings and to ensure those plans available for operational use. Approximately 75% had been completed at the time the submission was provided. The anticipated timescale for completion of the work is twelve months.	Ops.	<p>A review of FRS systems to establish the extent to which this recommendation is actioned</p> <p>Rationale - Floor plans are an integral component of Site Specific Risk Information and are necessary in order to complete robust search audits (referenced in detail below within the rationale for including Recommendations 23 – 25</p>	Desktop review of responses from the FRS setting out arrangements for the provision of operational intelligence to the incident ground Discussions with relevant FRS personnel FRS visits as necessary		√	
<b>Firefighting lifts</b>									
8	33.13a	The owner and manager of every high-rise residential	Firefighting lifts are inspected as part of the Business Fire Safety audit process to ensure compliance with the Fire Safety Order. The	Pol.	A review of FRS systems to establish the extent to which these recommendations have	Desktop review of responses from the FRS setting out	√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		building [should] be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals.	<p>requirements are made clear to the Responsible Person for the premises as part of the audit process.</p> <p>If a lift is identified as defective during an audit, a Firefighter risk form is completed to advise Joint Fire Control, who then 'tag' and make the information available via the turnout sheet and the mobile data terminal. Similarly, if faults are identified by operational personnel through the site specific risk information process, an information exchange form is completed and the same actions are taken by Joint Fire Control.</p>		<p>been addressed given that Article 38 of the Fire Safety Order allows this already</p> <p>Rationale – to establish the extent to which the Welsh FRS are able to disseminate this information to responding crews to inform contingency planning (going beyond a note on the mobilising system to inform crews as they respond and to include proactively altering any tactical plan contained within the Site Specific Risk Information for the premises)</p>	arrangements for the provision of operational intelligence to the incident ground including how temporary changes in hazard and risk profiles are communicated to Operational personnel Desktop review of Station work routines Discussions with relevant FRS personnel FRS visits as necessary			
9	33.13b	The owner and manager of every high-rise residential building [should] be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.	Included above.				√		
		<b>Control – incident communication</b>							
10	33.14a	The London Fire Brigade should review its policies	Through practical (West Midlands FS) and theoretical training, communication has been identified as a key area and its application is	Ops.	A review of FRS doctrine and Information Technology systems to establish the extent to which	Desktop review of doctrine relating to Incident Command and	√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		on communications between the control room and the incident commander	<p>consistent with the Decision Making Model. Examples of areas covered during the training include high rise specific fire survival guidance and identifying building failure from caller information</p> <p>Messages are usually conveyed via the accepted route of Airwave radios, from command support via the Command Unit, if in attendance.</p> <p>Command room training has been provided for Station and Group Managers, to enhance communication options at a large scale incident.</p>		<p>these recommendations have been actioned</p> <p>Rationale – to establish the extent to which the Welsh FRS train Commanders in the use of the principles of the Operational Decision Making Model specifically in relation to Communication and Control. To establish the extent to which Commanders can effectively communicate directly with Fire Control and vice versa</p>	<p>associated training modules</p> <p>Desktop review of Fire Control communication protocols and associated training modules</p> <p>Discussions with relevant FRS personnel</p> <p>FRS visits as necessary</p>			
1 1	33.14b	All officers who may be expected to act as incident commanders (i.e. all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room;	<p>Theoretical and practical training is provided by the High Rise Task Group supported by the Incident Command Team. Skills are assessed during Incident Command assessments.</p> <p>Training has also been provided to Joint Fire Control personnel to establish effective communications with the Incident Commander, which allows relevant information to be passed to the incident ground to support appropriate decision making.</p>				√		
1 2	33.14c	All [control room operators] of Assistant Operations Manager rank and above [should] receive training directed to the specific	Training has been provided specifically for emergency calls relating to high rise incidents, with areas centred on including fire survival guidance and evacuation strategies. Joint Fire Control are working nationally on the development of an incident command qualification for Control Supervisors.				√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		requirements of communication with the incident commander	.						
1 3	33.14d	A dedicated communication link [should] be provided between the senior officer in the control room and the incident commander	The Incident Commander has a direct link to the Joint Fire Control via appliance mounted radios. If the Incident Commander is a Tactical Manager, s/he will have their own personal issue Airwave radio. At complex incidents, including high rise, the Incident Command Unit will be in attendance, allowing the provision of enhanced communications.				√		
<b>Emergency calls</b>									
1 7	33.15d	Electronic systems [should] be developed to record [fire survival guidance] information in the control room and display it simultaneously at the bridgehead and in any command units;	The communication links in place are via individually issued Airwave radios, appliance mounted radios and via the Incident Command Unit. A Command room will also be stood up for specific incidents, allowing direct communication with the Incident Commander. .	Ops.	A review of FRS systems to confirm that this recommendation has been actioned  Rationale - To establish the extent to which Fire Control can effectively communicate fire survival guidance information directly with the Command Team on the incident ground (Operational Decision Making Model - Incident Information)	Desktop review of responses from the FRS setting out arrangements for the provision of operational intelligence to the incident ground Discussions with relevant FRS personnel FRS visits as necessary		√	
1 8	33.15d	Policies should be developed for managing a transition from “stay put” to “get out”.	A General Information page is available for Control personnel to refer to for fire survival guidance in high rise premises. This has been reviewed following the publication of the GTI phase one recommendations.  Training has been provided to Control personnel to ensure relevant information is gathered from	Ops.	A review of operational doctrine to confirm that these recommendations have been actioned  Rationale - A reasonably foreseeable hazard at a high rise incident is a breach of	Desktop review of doctrine relating to Operations, Fires and firefighting, Fires in buildings, Fires in buildings under construction or demolition and	√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
			callers. This information can then be passed to the incident ground as a matter of urgency should it indicate that conditions are deteriorating and a change of tactics may be necessary. Additional training is being developed for the Control Management Team for managing high rise incidents and providing support the Incident Commander.		compartmentation compromising the stay put policy. The control measure in these circumstances is partial or full evacuation. It is acknowledged that the control measure knowledge and tactics need to be fully developed through National Occupational Guidance and then embedded within FRS doctrine however the expectation is that the FRS should provide interim guidance to Operational and Fire Control personnel	associated training modules Desktop review of Fire Control communication protocols and associated training modules Discussions with relevant FRS personnel FRS visits as necessary			
19	33.15e	Control room staff [should] receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	Included above				√		
20	33.16	Steps [should] be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room	Development work has been carried out as a result of a gap analysis. Some of the options considered for handling large volumes of calls requiring fire survival guidance include grouping calls in a conference call and redirecting calls to Police handlers who work alongside the Joint Fire Control.	Ops.	A review of FRS systems to confirm that this recommendation has been actioned  Rationale - to establish the extent to which the Welsh FRS buddy arrangements allow access to risk critical incident information by the assisting Fire Control	Desktop review of responses from the FRS setting out arrangements for the provision of operational intelligence to assisting Fire Control(s) Discussions with relevant FRS personnel FRS visits as necessary	√		
21	33.17	The [London Ambulance Service] and the [Metropolitan Police	Further investigation is necessary before progressing this recommendation, with the suggestion that the work could be carried out by	Ops.	A review of FRS systems and examination of Joint Emergency Services Group documentation to confirm that this	Desktop review of responses from the FRS setting out arrangements for the		√	



	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		should] review their protocols and policies to ensure that their operators can identify [fire survival guidance] calls (as defined by the London Fire Brigade) and pass them to the London Fire Brigade as soon as possible.	<p>the Joint Emergency Services Group's Adverse Incident Group.</p> <p>Fire survival guidance training with South Wales Police Control Operators is scheduled to be progressed throughout 2020.</p>		<p>recommendation has been actioned</p> <p>Rationale - to establish the extent to which the Welsh Ambulance Services Trust and the Police are able to pass fire survival guidance call information to the Welsh FRS</p>	receiving of fire survival guidance call information from Welsh Ambulance Services Trust and the Police Discussions with relevant FRS personnel FRS visits as necessary			
<b>Command and control</b>									
2 2	33.18a	The London Fire Brigade [should] develop policies and training to ensure better control of deployments and the use of resources	Deployment and control of resources is carried out in line with Incident Command policies and procedures, with input provided on incident command courses at all levels. It is assessed for Level two and three tactical managers.	Ops.	<p>A review of operational doctrine to confirm that these recommendations have been actioned</p> <p>Rationale – There are two elements to this Key Area of Assessment. Firstly to establish the extent to which the Welsh FRS train Commanders in the principles of the Operational Decision Making Model and Decision Control Process which is an integral component of the Incident Command Foundation Guidance. At the Grenfell Tower incident there was very little if any evidence of adherence with the principles of the Operational Decision Making Model until the attendance of Assistant Commissioner Roe. This is</p>	Desktop review of doctrine relating to Incident Command and associated training modules Desktop review of FRS Breathing Apparatus Command and Control and tactical firefighting procedures and associated training modules Discussions with relevant FRS personnel FRS visits as necessary	√		
2 3	33.18b	The London Fire Brigade [should] develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form	<p>Crew members are expected to pass on critical risk information to either a sector, or incident commanders, as appropriate, when such information becomes available. This is achieved either by radio communication or in person.</p> <p>The importance of retrieving information from crews withdrawing from a risk area is covered during the high rise courses in West Midlands FS. This is standard practice across the Service, and is consistent with breathing apparatus course content and requirements.</p>				√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room).			specifically in regards to gathering incident, hazard and resource information, prioritising objectives and developing a tactical plan. Recommendation 22 refers. The second element links back to recommendations 5-7 and is as much about Breathing Apparatus search audit techniques as it is about communication. It also applies across all incident types. There are two methods of search; directional (left or right hand orientation) or room clearance. Reading the GTI report it is not clear that London Fire Brigade consistently employed either. That coupled with an absence of any search audit process would make it almost impossible for an Officer in Charge to have any confidence that a floor had been cleared whether on the basis of operational intelligence gathered on scene, information received via Fire Control or through active fire survival guidance calls. Recommendations 23 – 25 refer.				
2 4	33.19	The London Fire Brigade [should] develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	<p>The available means for communication between the Incident Commander and the Control room are via command support, enhanced by the Incident Command Unit if in attendance,</p> <p>If the Incident Commander is a Tactical Manager, s/he will have their own personal issue Airwave radio and be able to communicate directly with Joint Fire Control.</p>				√		
2 5	33.20	The London Fire Brigade [should] investigate the use of modern communication techniques to provide a direct line of communication between the control room and the	There is not an ability for this facility, and there is no move towards creating a link from the operations bridgehead directly to the Joint Fire Control, forward control points (fire engines) or the Incident Command Unit.						√

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording fire survival guidance information and the results of deployments.							
<b>Equipment</b>									
2 6	33.21a	The London Fire Brigade [should] urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings;	<p>Breathing apparatus communications equipment has been upgraded to digital. The new Dräger breathing apparatus sets all have integral communications using the latest digital / analogue radios. Repeater packs are carried on the Incident Command Unit to enhance the signal, where needed.</p> <p>They are tested operationally and in the training environment to ensure reliability, which includes use in high rise buildings.</p>	Ops.	<p>A review of FRS communication and command support equipment provision to ensure this capability is operational and effective</p> <p>A review of FRS training records to ensure all personnel required to undertake command support duties are appropriately trained</p> <p>Rationale – Effective communications and command support provision are fundamental to achieving safe systems of work on the incident ground</p>	Desktop review of responses from the FRS setting out arrangements for the provision of operational intelligence to assisting Fire Control(s) Discussions with relevant FRS personnel FRS visits as necessary	√		
2 7	33.21b	The London Fire Brigade [should] urgently take steps to ensure that the command support	Operational managers at all levels undertake incident command training and are assessed every three years.	Ops.		Desktop review of responses from the FRS setting out arrangements for the receiving of fire survival	√		

	Para	Recommendation	Submission Summary	Type	Key Area of Assessment	Evidence required	Compliance		
		system is fully operative on all command units and that crews are trained in its use	There is one incident Command Unit available and is crewed by personnel who are competent in the command support function. Incident command system wallets are carried on all front line pumping appliances and are used in accordance with the relevant standard operating procedure.			guidance call information from Welsh Ambulance Services Trust and the Police Discussions with relevant FRS personnel FRS visits as necessary.			



Llywodraeth Cymru  
Welsh Government

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## **WRITTEN STATEMENT BY THE WELSH GOVERNMENT**

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**TITLE**      **Fire and Rescue Services in Wales: Learning from Grenfell**

**DATE**      **25 February 2021**

**BY**          **Hannah Blythyn MS, Deputy Minister for Housing and Local Government**

The tragic fire at Grenfell Tower in June 2017 will remain in our minds forever. Never before has there been such a large loss of life in a dwelling fire in the UK. It is incumbent on all of us to do what we can to prevent anything like it happening again.

We already know that the fire exposed many serious weaknesses in the current law on building safety. There are too many opportunities to cut corners, or simply to allow risk to increase through neglect, and they need to be eliminated. We have published comprehensive and radical proposals to do just that, in our Building Safety White Paper. This will ensure that blocks of flats are designed, constructed and managed in ways that maximise safety and minimise the risk of fire.

But the Grenfell Tower fire was most immediately a challenge for the Fire and Rescue Service. As the Public Inquiry found, there are many lessons that the Service needs to learn. That is not a matter of blame: it is to be expected from an incident of this unprecedented scale and severity. The Public Inquiry made many recommendations about the emergency response to the fire. Most of these were directed specifically to the London Fire Brigade, but there is every reason to believe that they are more widely relevant. It is vital that the Service acts on these recommendations, to ensure we have the best possible response to any similar fire in the future.

In late 2019, I therefore asked my Chief Fire and Rescue Advisor, Dan Stephens, to conduct a thorough review of how our three Fire and Rescue Services (FRSs) in Wales were learning the lessons from Grenfell. Dan has long experience as a chief fire officer in England and Australia, and has considerable expertise in firefighting operations. He has now completed and published his review, which is available at <https://gov.wales/chief-fire-and-rescue-adviser-thematic-review-learning-grenfell-tower-inquiry-recommendations>. I would like to thank Dan and his team for their producing such a useful and detailed study.

Overall, I am very pleased that it concludes that our FRSs have adopted all of the Public Inquiry recommendations, and have fully implemented almost all of them. That in turn gives us significant assurance that the response to a similar incident in Wales would be swift and effective. As Dan's report puts it, the FRSs' work so far "has substantially reduced the likelihood of such catastrophic outcomes at an incident occurring in Wales." I thank all involved in the Service for their efforts in achieving this.

The report also identifies several issues underlying the Public Inquiry findings, and recommends action on those too. They relate to guidance and training, intelligence-gathering, operational assurance and the use of breathing apparatus. These matters are equally important to ensuring continued high standards in emergency response, and I would urge our FRSs also to address them fully.

## **THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 8.ii

14 FEBRUARY 2022

REPORT OF THE ACO PEOPLE SERVICES

### **FIREFIGHTER PENSIONS – REMEDYING AGE DISCRIMINATION**

**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY THE ACO PEOPLE SERVICES

#### **SUMMARY**

The Fire & Rescue Authority, as Scheme Manager, agreed in July 2021 to provide pension benefit options for those individuals who were considered to be in scope for Immediate Detriment (ID). In December 2021 Members were provided with further information received since reaching their decision in July 2021. This report reaffirms the previously agreed position which is to continue to progress ID cases and to continue work to fully adopt the Memorandum of Understanding (MoU) between the Local Government Association and the Fire Brigades Union.

#### **RECOMMENDATIONS**

1. That Members note that work is continuing on Immediate Detriment cases as previously agreed, and that work continues to fully adopt the MoU between the LGA and the FBU.
2. That Members also note that a further report will be brought to Fire Authority only if any further legal and / or significant taxation or funding issues are identified prior to settling these ID Cases.

## **1. BACKGROUND**

- 1.1 Previous reports have outlined the sequence of events in relation to public sector pensions. In 2011, Lord Hutton's review of public sector pensions introduced reforms. In 2018 the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' Pension Schemes. This is referred to as the McCloud/Sargeant case. The Government consulted on changes to correct the discriminatory elements of the Schemes with an option called 'the Deferred Choice Underpin' being adopted. Previous reports have detailed the different Employment

Appeal Tribunal (EAT) challenges. In addition, the various guidance provided and then subsequently withdrawn has been shared through previous reports.

- 1.2 As reported previously, on 8 October, 2021, the Local Government Association and Fire Brigades Union, published a joint statement, including a Memorandum of Understanding, the principles of which are intended to be consistent with those set out in the Public Service Pensions and Judicial Offices Bill. Fire & Rescue Authorities have been encouraged to consider adoption of the MOU Framework, with a view to ensuring a consistent approach to Immediate Detriment cases across Fire & Rescue Services. The MoU widened the scope of cases to be processed under its terms and set out that it would include those who have retired since April 2015 (category 2 cases) and those who will retire before the legislation is amended to bring in the Deferred Choice Underpin (DCU) remedy, i.e. those who will retire before October 2023 (category 1 cases).
- 1.3 On 19 November, the LGA and FBU issued a joint statement following publication of a policy document and Finance Bill which indicated a different direction of travel than expected with regard to late lump sum payments made to remedy the age discrimination. These late lump sum payments would amount to an Unauthorised Payment where lump sum payments are paid more than 12 months after retirement, and as such could attract an Unauthorised Payment Charge (UPC). This was contrary to previous expectations on this matter. The joint statement sets out that further urgent clarification of the position in relation to UPCs is being sought, but also that the FBU cannot accept further delay in their members accessing their entitlements. Additional concern also remains about the ability of some scheme members to obtain appropriate tax relief on their recalculated pension contributions arising from any remedy adjustment.
- 1.4 This was followed by a statement issued on 29 November by HM Treasury. It noted that the Home Office guidance document originally published in August 2020 was the best attempt possible at that time to set out a pathway for processing pipeline cases ahead of legislation and that the guidance did not cover cases where individuals had already retired ('rectification' cases). Home Office and HMT were also clear that the document contained gaps in respect of pipeline cases, and that cases may need to be revisited, though the belief at the time was that it provided a basis to process at least some pipeline immediate detriment cases. The further work done by HMT and HMRC on drafting the remedy in the McCloud Bill (i.e. the Public Service Pensions and Judicial Offices Bill) has highlighted gaps which appear more considerable than initially thought.



## 2. ISSUE / PROPOSAL

- 2.1 In essence, there is no change to the previous position reported to the Fire Authority. The Authority has the powers to settle cases in line with the MoU as this aspect has previously been tested at Employment Tribunal. As reported at the December 2021 Fire & Rescue Authority meeting, ID options will be provided where an individual who is in scope has provided notice of retirement. In addition, the groundwork will continue for the category 2 cases (i.e. those who have retired). In doing so we are liaising with our tax advisors to understand the tax implications and potential cost implications for the category 2 cases in particular.

## 3. IMPLICATIONS

- 3.1 Whilst the document from HM Treasury placed uncertainty on existing powers to correct the tax positions for individuals, the question in relation to powers has been tested previously at Employment Tribunals. The Authority therefore has the powers to process cases under Section 61 of the Equality Act.

- 3.2 Only if there are further concerns identified in relation to legal, taxation or funding issues, will a further report be generated to the Fire & Rescue Authority.

### 3.3 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

- 3.3.1 Regular dialogue with the Representative Bodies has commenced and will continue on a regular basis going forward

### 3.4 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	No
Financial	Yes	Health, Safety and Wellbeing	No
Procurement	No	Governance & Audit	Yes
Corporate Risk	Yes	Service Policy	No
Information Management	No	National Policy	Yes

3.4.1 Proceeding to implement Immediate Detriment cases without the relevant legislative processes in place presents an element of risk. However, this is partly mitigated by utilising the technical expertise of Service personnel as well as RCT Pensions and the Local Government Association.

3.4.2 In the joint statement from the LGA and FBU dated 19 November, the FBU have stated it cannot accept further delay in their members accessing their entitlements. There is a risk of legal action against the Authority if it does not progress cases described in the MoU.

### 3.5 Resources, Assets and Delivery

Human Resource and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	Yes

3.6 Resources have been allocated to this project.

3.7 Financial considerations were discussed in the report to the December Fire & Rescue Authority meeting. As this work progresses, a clearer picture of any funding implications should emerge.

## 4. EVALUATION & CONCLUSIONS

4.1 That work continues to progress ID cases as described in this report. Only if there are concerns identified in relation to any legal, significant taxation or funding issues, will a further report be generated to the Fire & Rescue Authority.

## 5. RECOMMENDATIONS

- 5.1 That Members note that work is continuing on Immediate Detriment cases as previously agreed, and that work continues to fully adopt the MoU between the LGA and the FBU.
- 5.2 That Members also note that a further report will be brought to Fire Authority only if any further legal and / or significant taxation or funding issues are identified prior to settling these ID Cases.

<b>Contact Officer:</b>	ACO Alison Reed
<b>Background Papers</b>	Fire & Rescue Authority report, 20 December 2021

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8.iii  
14 FEBRUARY 2022

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**REPORT ON RESPONSES TO THE CONSULTATION ON THE STRATEGIC THEMES AND OBJECTIVES FOR 2022/2023****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES

PRESENTING OFFICER SARAH WATKINS, HEAD OF CORPORATE SUPPORT

**SUMMARY**

The service recently consulted with the public on the Strategic Themes and Objectives developed for 2022/2023. Members are to consider the responses received during the consultation that ran from November 1<sup>st</sup> 2021 to January 24<sup>th</sup> 2022.

**RECOMMENDATIONS**

1. That Members review the consultation evaluation in Appendix A.
2. That Members approve the Strategic Themes and Objectives detailed in Appendix A (collectively considered as our improvement objectives).

**1. BACKGROUND**

- 1.1 In accordance with the Local Government (Wales) Measure 2009, we have a duty to consult on our proposed improvement objectives that support our long-term strategic vision. We also publish an annual report on our achievement and performance.
- 1.2 The objectives in Appendix A (referred to as strategic themes and objectives), which help support the well-being objectives and have a clear link with the National Framework, are contained within the document “How did we do in 2020/2021 and what do we plan to do in 2022/2023”.

1.3 The proposed strategic themes and objectives were approved for public consultation by the South Wales Fire and Rescue Authority on July 19<sup>th</sup> 2021. Following the approval, an engagement strategy was developed.

1.4 The strategy was to:

- Launch the consultation November 1<sup>st</sup> 2021.
- Planned engagement with the following groups: (Rhondda 50+ Forum, Torfaen Engagement Group, Blaenau Gwent Engagement Group, USK, Millennium Centre)
- Invitations to respond sent to all constituent Local Authorities, Town Councils, South Wales Police, Gwent Police, Health Boards, Public Service Boards, Welsh Government contacts, third party and voluntary organisations.
- Shared widely on South Wales Fire and Rescue' social media platforms including Twitter and Facebook.

## **2. ISSUE / PROPOSAL**

2.1 The total number of responses received to the consultation was 220.

2.2 There is strong agreement with our proposed 2022/2023 Objectives. Responses indicate that our public and partners are strongly in agreement with SWFRS's proposed 2022/2023 Objectives, with 87% of responses in agreement with our proposed objectives. This is the slightly lower than the 89% agreement in last year's response to our proposed 2021/2022 Objectives.

2.3 Of those who responded to the demographic section of the survey, results are noted in Appendix A.

2.4 Analysis of the comments received and further analysis of the demographics who responded to the survey will be provided in full at the meeting of the Fire and Rescue Authority on February 7<sup>th</sup> 2022.

## **3. IMPLICATIONS**

Public consultation influences our planning activities for the upcoming financial year. These activities are then used to show compliance with Well-Being Of Future Generations (Wales) Act and the Welsh Language Standards.

### 3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	Yes
Well-Being Of Future Generations (Wales) Act	Yes
Socio Economic Duty	Yes
Sustainability / Environment / Carbon Reduction	No
Safeguarding	No
Consultation and Communications	Yes
Consultation with Representative Bodies	No
Impact Assessment	Yes

### 3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	No
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

### 3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

## 4 EVALUATION & CONCLUSIONS

- 4.1 In conclusion, members will note that in order to fulfil our duties under the Local Government (Wales) Measure 2009, we have to consult on our proposed improvement objectives that support our long-term strategic vision.
- 4.2 We also must publish an annual report on our achievement and performance by March 31<sup>st</sup> that also contains details of our planned activities for 2022/2023.

4.3 These activities must be shaped on the feedback received from consultation that is provided for members to review to ensure we are meeting our above obligations.

5 RECOMMENDATIONS

5.1 That Members review the consultation evaluation in Appendices A.

5.2 That Members approve the Strategic Themes and Objectives detailed in Appendix A (collectively considered as our improvement objectives).

Contact Officer:	Wayne Thomas Head of Service Performance and Communications	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	Proposed Objectives for 2022-2023: Have Your Say Consultation - Preliminary Results



## APPENDIX A

# Proposed Objectives for 2022-2023

## Have Your Say Consultation

### Preliminary Results

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## Strategic Themes and Objectives collectively considered as our improvement objectives for 2022-2023

Strategic Themes	Proposed Objectives
<b>Keeping You Safe</b>	<ul style="list-style-type: none"> <li>• Reduce the impact of false alarms on our resources</li> <li>• Reduce the number of fires in the home and understand the behaviours and cause of them</li> <li>• Reduce the number of Road Traffic Collisions</li> <li>• Reduce the number of deliberate fires</li> <li>• Improve safety in and around the water</li> <li>• Improve fire safety in buildings in our communities</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Use technology for community engagement and deliver services such as home safety advice and virtual school visits via our online facilities</li> <li>• Target fire and road safety activities at those identified as being at greater risk in our communities</li> <li>• Create a more “person-centred” risk approach to targeted activities delivered jointly by our Business Fire Safety (BFS) and Community Fire Safety (CFS) departments</li> <li>• Inspect domestic and business premises with a risk based approach</li> <li>• Educate our communities to ‘Be Water Aware’ when near to water courses, during flooding and when undertaking water based leisure activities</li> <li>• Utilise our attendance at all accidental fire signal activations to educate occupiers of domestic and business premises on how they can make their premises safer from the dangers of fire</li> </ul>
<b>Responding To Your Emergency</b>	<ul style="list-style-type: none"> <li>• Respond effectively when you need us</li> <li>• Do all we can to make sure that our On Call Duty System (OCDS) is available</li> <li>• Train our personnel to respond to current and future risks in our communities</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Embed our Water Rescue Strategy through targeted initial training</li> <li>• Continue to focus on recruitment and retention of our On-Call Duty firefighters</li> <li>• Continually review our resources to effectively respond to emergencies as they arise</li> <li>• Review and develop our operational skills training programme in line with future demands on our Service</li> </ul>
<b>Working With Our Partners</b>	<ul style="list-style-type: none"> <li>• Work with our Public Service Boards (PSBs) to support our communities</li> <li>• Work with our partners to deliver our services where they are needed</li> <li>• Review and evaluate our existing partnerships</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Develop opportunities for Blue light co-location sites across our area</li> <li>• Review and develop our relationships with our key Community Fire Safety Partners</li> <li>• Improve data sharing with our partners across public services to help us provide the right support to those most vulnerable</li> <li>• Continue to build relationships and work alongside our partners in all of the PSBs</li> </ul>

Strategic Themes	Proposed Objectives
<b>Engaging and Communicating</b>	<ul style="list-style-type: none"> <li>• Involve, Engage and Communicate with our communities</li> <li>• Help keep our communities safe through safety education and attending community events</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Seek innovative ways and local opportunities to engage with our communities for risk reduction education initiatives and recruitment activities</li> <li>• Improve further our two-way communications with station staff, using a variety of technological solutions</li> <li>• Encourage more staff, from all departments to participate in our staff forum - Shout, to engage, communicate and enable staff to share their ideas for Service improvements</li> <li>• Involve and consult with our staff, the public and our partners to gain their views and opinions, when making decisions to change our services, equipment and facilities</li> </ul>
<b>Protecting Our Environment</b>	<ul style="list-style-type: none"> <li>• Reduce our energy use and explore alternative methods</li> <li>• Consider how our response and activities impact on our environment</li> <li>• Reduce our usage of single use materials</li> <li>• Explore the use of electric vehicles</li> <li>• Reduce the amount of waste produced</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Recruit a graduate from the All Wales Public Service Graduate Programme to support our Sustainability projects</li> <li>• Develop a system for “grey water harvesting” which will collect water we have used and re-use the water collected for specific circumstances</li> <li>• Develop “well-being” gardens at our fire stations and other sites, using re-cycled products where possible, re-purposed as garden furniture and planters</li> <li>• Expand the use of electric vehicles, increasing the number of electric light vehicles in our fleet</li> <li>• Pilot the use of solar panels, installing them at our Headquarters and Barry fire station by March 2022, to assess the feasibility for further roll out at other Service locations</li> <li>• Ensure the ethical disposal of equipment that has reached end of life</li> </ul>
<b>Using Technology Well</b>	<ul style="list-style-type: none"> <li>• Use the most suitable technology and equipment to improve our services</li> <li>• Review the standard and use of technology and equipment across the Service</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Deliver a major “cross department” project, to adopt the most up to date Microsoft Cloud based systems, including Teams and Office 365</li> <li>• Continue to reduce the carbon footprint of our light vehicle fleet</li> <li>• Design and build a new digital learning management system to hold all training packages for operational and corporate staff in the Service</li> </ul>

Strategic Themes	Proposed Objectives
<b>Valuing Our People</b>	<ul style="list-style-type: none"> <li>• Attract a workforce that reflects and represents our communities</li> <li>• Develop our people by identifying training and development opportunities</li> <li>• Support our people to feel well, healthy and happy at work</li> <li>• Deliver on the recommendations of the Investors in People report</li> <li>• Encourage and support a bilingual culture across the service</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Embed the Personal Review process, ensuring it supports staff with their career aspirations and the Service's succession planning</li> <li>• Launch new "learning pathways" for all staff in April 2022</li> <li>• Design a clear, outcome focussed Flexible Working model</li> <li>• Develop and communicate a single strategy for mental health and wellbeing</li> <li>• Establish a HR delivery model that benefits end users and provides a more streamlined service</li> <li>• Communicate with staff the new Public Sector Pension scheme, being launched in April 2022</li> <li>• Implement innovative ways to support and prepare those candidates from diverse, minority groups, to participate more successfully in our recruitment processes</li> </ul>
<b>Continuing To Work Effectively</b>	<ul style="list-style-type: none"> <li>• Be clear and publicly accountable</li> <li>• Maximise value for money while improving our service</li> <li>• Developing our plans and way forward for a new normal way of working</li> </ul> <p>To meet these Objectives we plan to:</p> <ul style="list-style-type: none"> <li>• Conduct a review of all the Services' projects and priorities to deliver these according to importance and impact against our overall improvement ambitions</li> <li>• Review the efficiency, effectiveness and capacity to deliver on operational training plans to ensure competency is maintained, as we recover from the Covid-19 pandemic</li> <li>• Encourage our office-based staff to work more flexibly, balancing individual personal needs and Service requirements appropriately</li> </ul>

## Consultation Survey Response Evaluation

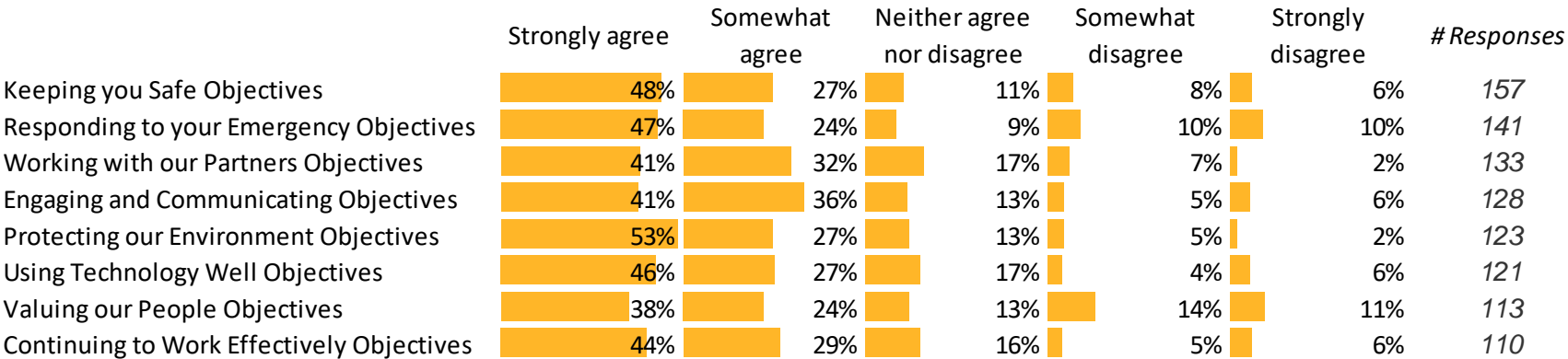
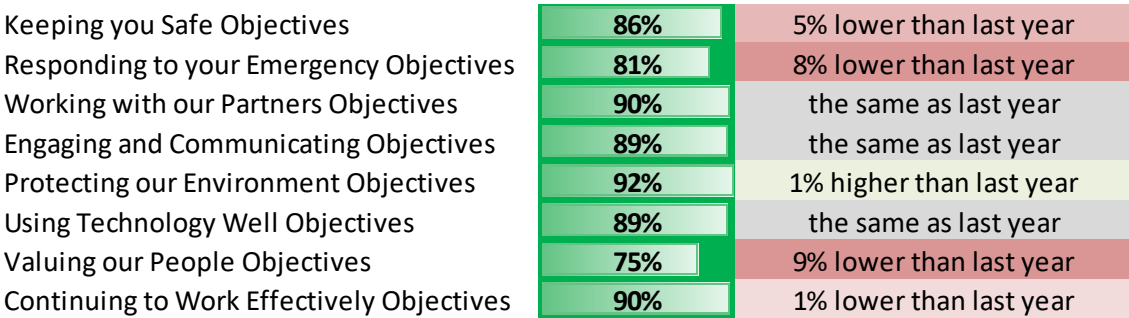
### Overall Response Count

- 220 people responded to the survey, 27% more than the total number of respondents to last year's public consultation.
- 72% of respondents (158) work for SWFRS while 28% (62) work for partners, other stakeholder groups, are members of the public or preferred not to say what their relationship with SWFRS is. For more information, please refer to Appendix A.
- 157 respondents provided their feedback on one or more of the proposed objectives. This is more than double the number of last year when we had 70 responses to proposed objectives. This may have been assisted by restructuring of the survey, asking consecutive questions on each objective. However, there was drop-out between questions as detailed below.
- 98 respondents provided at least some demographic information. This did not reflect the diversity of our communities, but note it is a small response rate for the total population of the Service area. For more information, please refer to Appendix B.

### Level of Agreement for our Proposed Objectives for 2022-2023

- There is strong agreement with our proposed 2022-2023 Objectives, with **87% of responses in agreement with our proposed objectives**. Although strong, this level of agreement is 2% lower than the last two annual consultations.
- The proposed objectives with lowest agreement and largest decline in agreement from last year's consultation were *Responding to your Emergency* and *Valuing our People* objectives. Disagreement for the former was driven by WDS respondents, and to a lesser extent Members of the Public. Disagreement for the latter was driven by WDS respondents, and to a lesser extent Corporate Staff.
- There was a drop-off in responses as respondents proceeded through the eight proposed objectives questions, with 157 answering the first (*Keeping you Safe*) and 110 answering the last (*Continuing to Work Effectively*). This may be because of the decision to have one question per Strategic Theme, containing the full proposed objective and priority actions text, rather than a single matrix style question. No respondent, however, referred to the question content and/or structure as detracting from their ability or inclination to complete the survey.

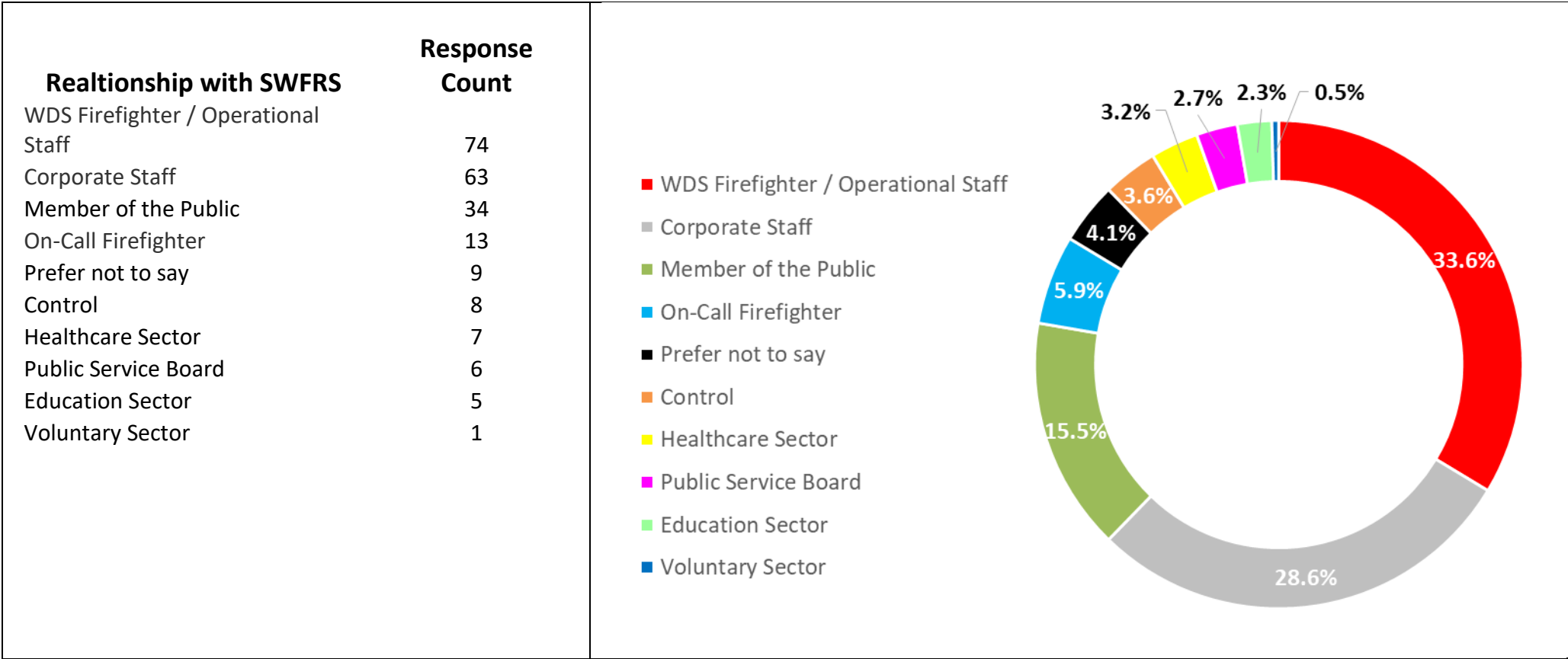
Below is the opinion breakdown by each Strategic Theme proposed objective:



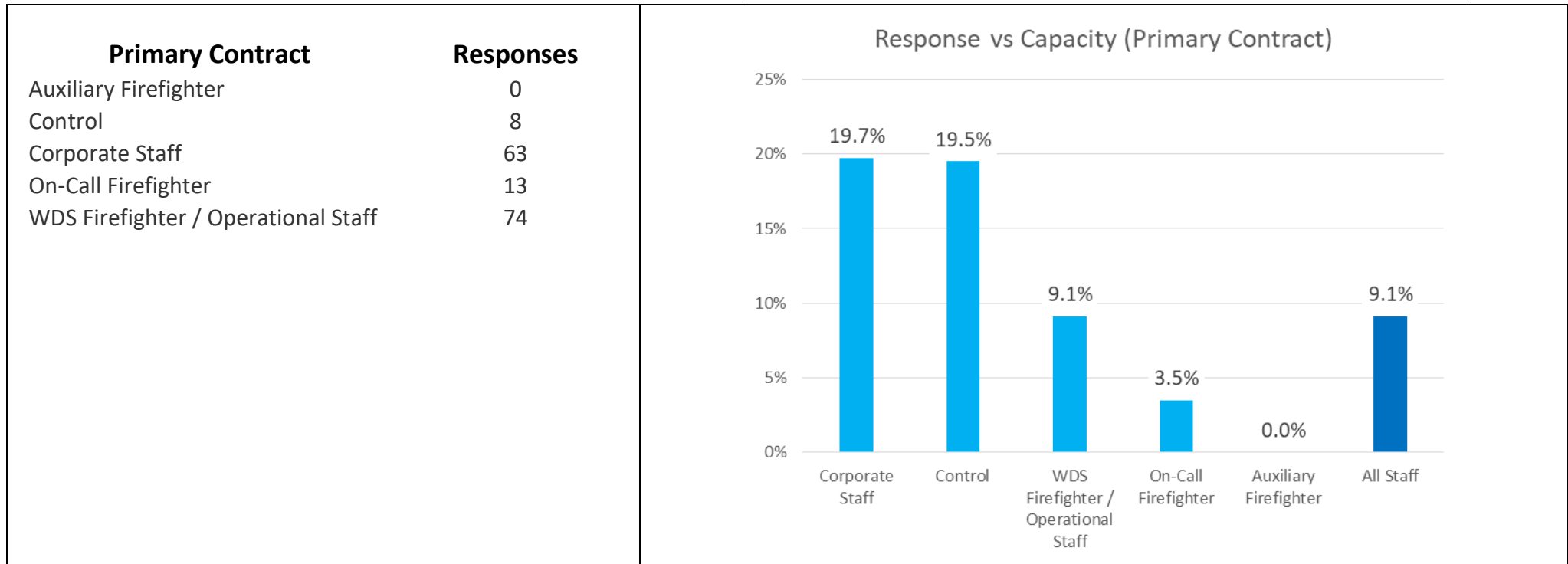
## Primary Narrative Feedback Themes

<b>Keeping You Safe</b>	<ul style="list-style-type: none"> <li>• Response and Prevention Priorities</li> <li>• Review Appliances in Attendance Procedure</li> <li>• Community Engagement</li> </ul>
<b>Responding To Your Emergency</b>	<ul style="list-style-type: none"> <li>• Improve OCDS Retention</li> <li>• Response and Prevention Priorities</li> <li>• Training &amp; Development</li> </ul>
<b>Working With Our Partners</b>	<ul style="list-style-type: none"> <li>• Co-location</li> <li>• Technology</li> <li>• Resource Priorities</li> </ul>
<b>Engaging and Communicating</b>	<ul style="list-style-type: none"> <li>• Meaningful Engagement</li> <li>• Valuing Staff Opinions</li> <li>• Resource Priorities</li> </ul>
<b>Protecting Our Environment</b>	<ul style="list-style-type: none"> <li>• Power/Energy Infrastructure</li> <li>• Electric Vehicles</li> <li>• Standardise Wellbeing Areas Across Locations</li> <li>• Working From Home</li> </ul>
<b>Using Technology Well</b>	<ul style="list-style-type: none"> <li>• Poor Technology and Poor Investment</li> <li>• Changing Technology Requirements</li> </ul>
<b>Valuing Our People</b>	<ul style="list-style-type: none"> <li>• Undervalued Staff</li> <li>• Promotion, Progression and Personal Review Processes</li> <li>• Training Opportunities for Corporate Staff</li> <li>• Multidisciplinary Working</li> <li>• Mental Health and Wellbeing</li> <li>• Equality, Diversity and Inclusion</li> </ul>
<b>Continuing To Work Effectively</b>	<ul style="list-style-type: none"> <li>• Improve OCDS Retention</li> <li>• Flexible Working Model</li> <li>• Poor Investment</li> </ul>

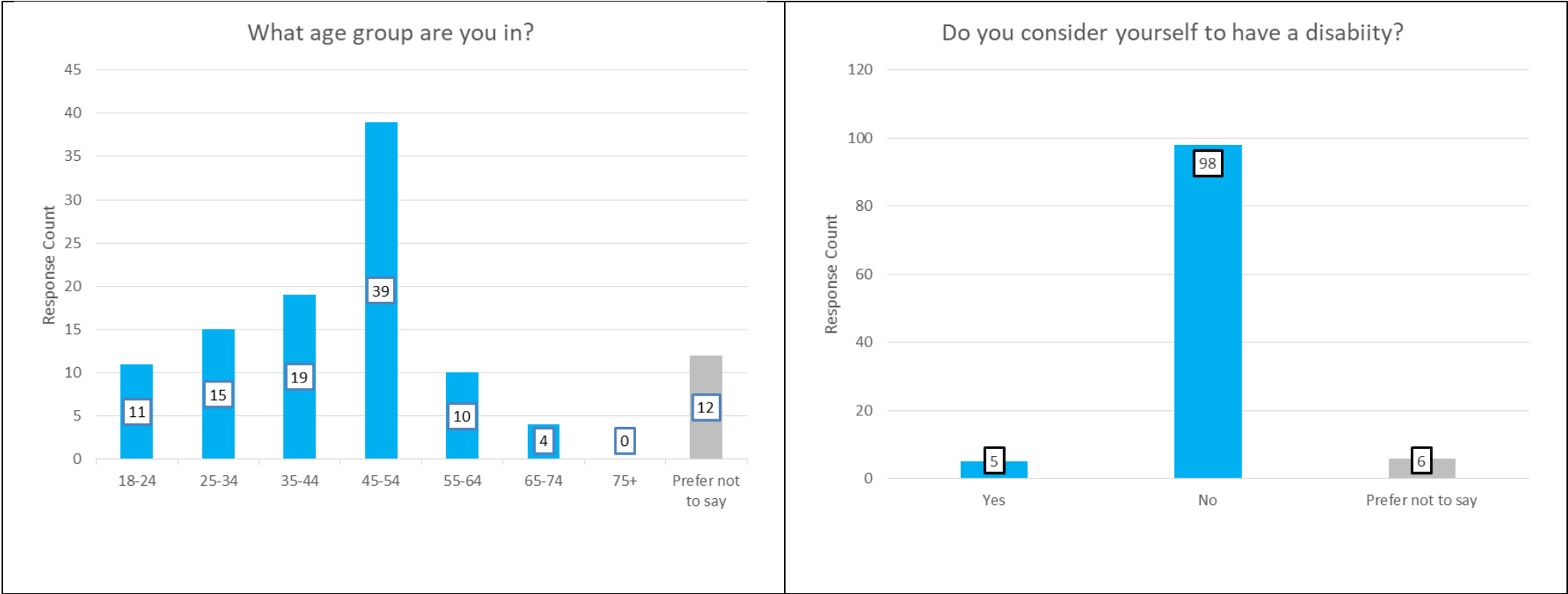
Appendix 1: Relationship with SWFRS



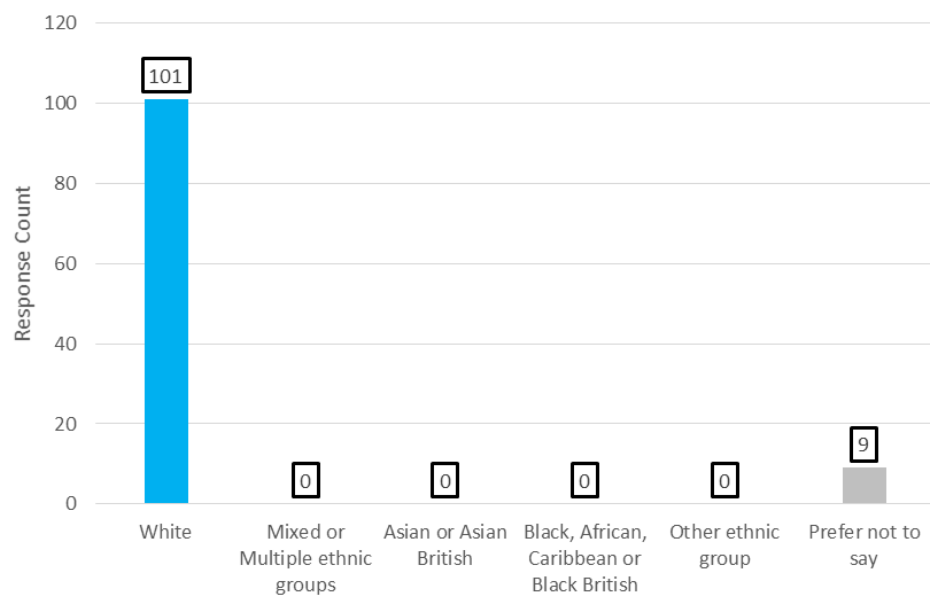




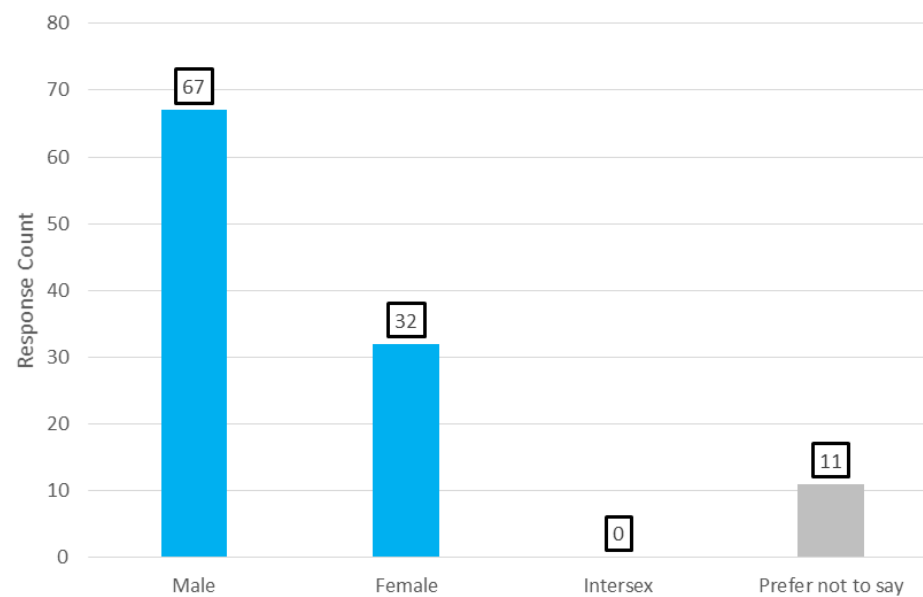
Appendix 2: Consultation Response Demographic Breakdown

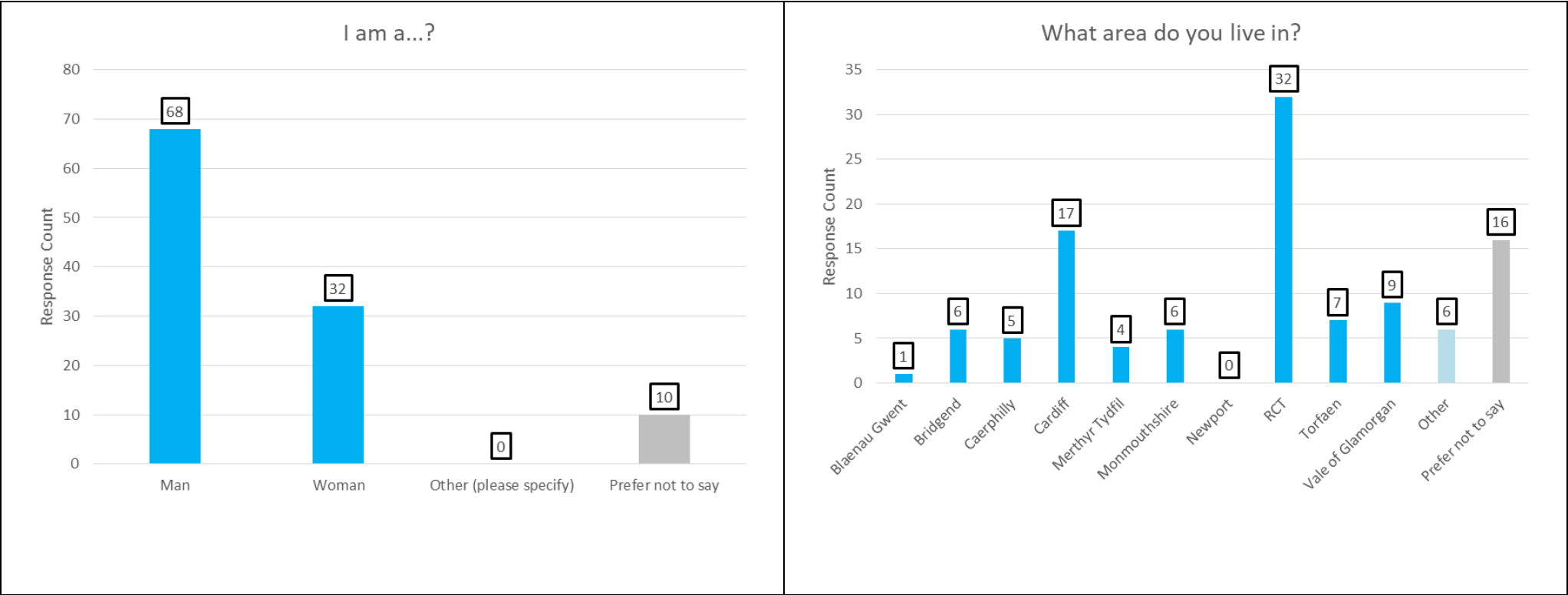


Which of these groups do you identify with?

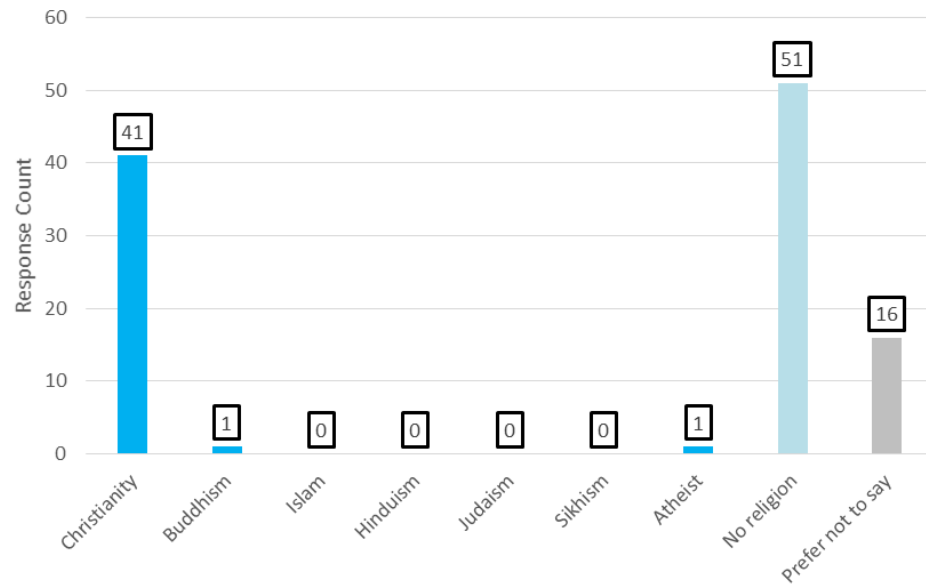


At birth were you described as... ?

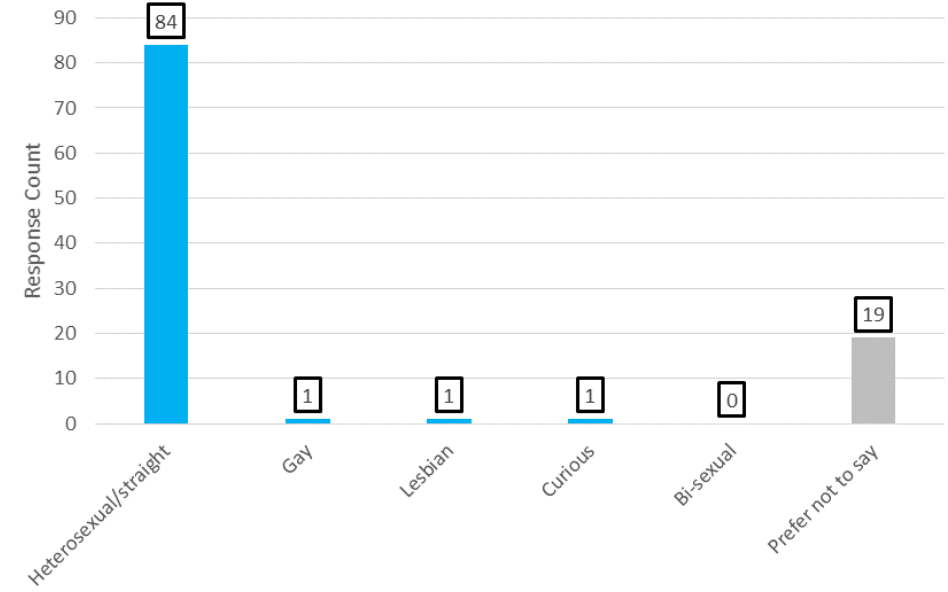




What is your religious belief?



What is your sexual orientation?



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## **THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 8.iv  
14 FEBRUARY 2022

REPORT OF THE CHIEF FIRE OFFICER

### **BROADENING THE ROLE OF FIREFIGHTERS IN WALES – FIRE & RESCUE SERVICE CAPACITY – THEMATIC REVIEW**

**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY CFO HUW JAKEWAY

#### **SUMMARY**

This report is an overview of Welsh Government's Chief Fire & Rescue Advisor, Mr Dan Stephens, Thematic Review of the Fire & Rescue Service's capacity and capability to assume a broader role for firefighters in Wales.

#### **RECOMMENDATION**

1. That Members acknowledge the thematic report of the Chief Fire & Rescue Advisor into the Welsh Fire & Rescue Services capacity to carry out work arising from broadening the role of firefighters in Wales.
2. That Members note this report will be considered by the Service's Operational Co-ordination Group.
3. Members note that a further update report will be provided to the Fire & Rescue Authority in due course.

## **1. BACKGROUND**

- 1.1 In November 2020, the Welsh Government Cabinet approved a proposal to pursue a broader role for the Welsh Fire & Rescue Services (FRSs) in support of the National Health Service (NHS) Wales.
- 1.2 A Broadening of the Role Working Group was convened involving representatives from the Fire & Rescue Services, Welsh Ambulance Service Trust (WAST), Health Boards (HBs), and Welsh Government (WG) officials.
- 1.3 In March 2021, the Deputy Minister for Social Partnership and the then Minister for Health & Social Services informed the Senedd of plans to develop a broader role for the Welsh Fire & Rescue Services (FRSs), in particular to support the National Health Service in Wales.

- 1.4 Discussions between senior FRS and NHS officers had identified clear potential for firefighters in Wales to respond to certain medical emergencies, to people who had fallen but were uninjured, and to help prevent falls in the home.
- 1.5 In December 2021 the Deputy Welsh Minister for Social Partnership confirmed the need to be assured that the Fire & Rescue Services has the capacity to take on a broader role without jeopardising its core functions as set out in Appendix 1 attached to the report.
- 1.6 To provide assurance the three Welsh Fire & Rescue Services have the capacity to carry out any additional work arising from broadening of the role, the Chief Fire & Rescue Advisor Wales completed a Thematic Review, 'Broadening of the role of the firefighters in Wales', attached to the report as Appendix 1.
- 1.7 The Review made 4 recommendations to the three Welsh Fire & Rescue Services, two linked to reviewing existing shift systems, one to analyse station work routines, and another to consider increasing functionality of mobilising systems.

## **2. ISSUES**

- 2.1 The three Welsh Fire & Rescue Services have been represented and contributed to the work of the Broadening of the Role Working Group from its inception. Other representatives included Welsh Ambulance Trust (WAST), Health Boards (HBs), and Welsh Government (WG).
- 2.2 The agreed outline specification for broadening of the role of firefighters covers response to out-of-hospital cardiac arrests, response to non-injured fallers and falls prevention.
- 2.3 The Chief Fire & Rescue Advisor Wales completed a Thematic Review – Broadening of the role of the firefighters in Wales (December 2021), to assure Ministers the three Welsh Fire & Rescue Services had sufficient capacity to undertake broadening of the firefighter role without detriment to core functions.
- 2.4 The Thematic Review focussed on four areas:-
  - Analysis of operational utilisation,
  - Analysis of pre-programmed non-incident related activity,
  - Analysis of actual non-incident off station related activity,
  - Analysis of likely activity arising from broadening of the role.



- 2.5 The analysis considered data covering three financial years (up to and including 2019/20) from a selected number of stations with differing duty systems (wholetime shift, wholetime day crewed, and On-Call), and with historical high levels of incident activity.
- 2.6 The Review identified four recommendations for the three Welsh Fire & Rescue Services to consider, two linked to reviewing existing shift systems, one to analyse station work routines, and another to consider increasing functionality of mobilising systems.
- 2.7 The Written Statement (December 2021) from Deputy Minister for Social Partnership, outlines an expectation for Fire & Rescue Authorities to consider the findings of the review carefully, and to take all appropriate action arising from it.
- 2.8 The Written Statement also confirms the Deputy Minister and their officials have already discussed these issues with the Fire Brigades Union and with other Representative Bodies, and will continue to work with them and the Fire & Rescue Authorities with a wider aim of broadening the Service's role. Suggesting Fire & Rescue Authorities agree any changes to working practices with firefighters and their Representative Bodies, in a clear spirit of social partnership.
- 2.9 The recommendations contained within this report will be considered by the Service's Operational Co-ordination Group (OCG). To facilitate this a 'Working Group' with appropriate representation from across the Service, including representation from Representative Bodies, will be formed to review the contents of the Review, including the four recommendations. This will enable an update report to be presented to the Operational Co-ordination Group, and to a future meeting of the Fire & Rescue Authority.

### **3. IMPLICATIONS**

#### **3.1 Community and Environment**

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	Yes
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	Yes
Impact Assessment	No

### 3.2 Regulatory, Strategy and Policy

Legal	No	Data Protection / Privacy	No
Financial	No	Health, Safety and Wellbeing	Yes
Procurement	No	Governance & Audit	No
Corporate Risk	No	Service Policy	No
Information Management	No	National Policy	no

### 3.3 Resources, Assets and Delivery

Human Resource and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	Yes
Procurement	No
Budget Revenue/Capital	No

## 4. EVALUATION & CONCLUSIONS

- 4.1 There are no Equality Impacts arising from the report. Equality considerations will be an integral part of any future recommendations to the Fire & Rescue Authority.

## 5. RECOMMENDATIONS

- 5.1 Members acknowledge the thematic report of the Chief Fire & Rescue Advisor into the Welsh Fire & Rescue Services capacity to carry out work arising from broadening the role of firefighters in Wales.
- 5.2 That Members note this report will be considered by the Service's Operational Co-ordination Group.
- 5.3 Members note that a further update report will be provided to the Fire & Rescue Authority in due course.

<b>Contact Officer:</b>	CFO Huw Jakeway
<b>Background Papers</b>	Appendix 1 – Chief Fire & Rescue Adviser Thematic Review 2021  Appendix 2 – Written Statement – Broadening the Role of Firefighters



Llywodraeth Cymru  
Welsh Government



# Broadening of the role of firefighters in Wales

2021 Thematic Review report by the  
Chief Fire and Rescue Advisor and  
Inspector for Wales



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## Introduction and background

In November 2020, the Welsh Government Cabinet approved a proposal to pursue a broader role for the Fire and Rescue Service (FRS) in support of the NHS. Following this approval, a Broadening of the Role Working Group was convened involving representatives from the FRS, Welsh Ambulance Service Trust (WAST), Health Boards (HBs) and Welsh Government (WG). Through the Working Group, an outline specification has been agreed which would see Welsh firefighters taking on additional duties in support of Health and Social Care colleagues. The specification covers response to incidents of out-of-hospital cardiac arrest, response to non-injured fallers and falls prevention.

At the time of writing, further engagement is underway with key stakeholders over how broadening of the role might be delivered in practice in order to bring certainty to any proposals. For an agreement to be reached, any proposals would have to be referred to the National Joint Council (NJC) to be progressed through to a negotiated settlement.

In my role as Chief Fire and Rescue Advisor, I have undertaken a review of the capacity within the 3 Welsh FRS to carry out the additional work arising from broadening of the role, in order to give the necessary assurances to Ministers that this can be done safely and without detriment to core functions.

This report sets out the findings of that review.

## Executive summary

The objective of this review is to establish if the Welsh FRS have the scope to take on additional work in support of Health and Social Care, without detriment to core functions.

The review shows that FRS appliance utilisation rates (overall time spent at incidents) are low across the 3 duty systems in operation within Wales. At the fire stations with the highest operational activity levels across Wales, utilisation rates ranged from 0.3% of total time available on the retained duty system (RDS) to 8.1% of total time available on the wholetime shift system.

The data provided by WAST covered out-of-hospital cardiac arrest and non-injured fallers incidents across Wales for the period 2017/18 – 2019/20 inclusive. Analysis of the WAST data shows that activity levels are highest during the current FRS wholetime day shift (0900 – 1800) although the peak of activity levels is from 0700 – 1200 which encompasses the last 2 hours of the current FRS night shift.

The most frequently occurring WAST incident deployment duration is 31 – 60 minutes, although there were some incidents where time spent with the patient exceeded 4 hours.

The analysis demonstrates that there is significant capacity within the wholetime shift system (2 x 9 hour days, followed by 2 x 15 hour nights, followed by 4 days off) which predominantly falls between 2200 - 0700 on the night shift when there is limited or no programmed activity and when FRS and WAST incident activity levels are at their lowest.

What the analysis also demonstrates, in my view, is that more time should be allocated to training, exercising and risk reduction activity on the wholetime shift system through greater access to this capacity, irrespective of any agreement on broadening of the role. In any event, a fundamental review of station work routines is required to ensure that activity is appropriately scheduled to maximise output. As an example, it would not be realistic to programme practical training using a station yard in a residential area or to undertake home safety visits from 2200 – 0700. There is, however, activity that can be programmed during these times that is currently undertaken on the day shift, examples being routine maintenance of equipment, cleaning of appliances or classroom-based training.

The requirement to allocate more time to training, exercising and risk reduction activities would be compounded if the additional time demand arising from broadening of the role is then factored in as the analysis demonstrates that WAST incidents are consistently high during the wholetime day shift. This has fatigue and risk implications which are set out within this report. There is also an as yet unquantifiable time demand from falls prevention activities.

The analysis demonstrates that there is no unallocated capacity within the existing wholetime day crewing system as there is programmed activity throughout the full duration of the shift. The day crewing work routine affords up to over twice the amount of time allocated to training, exercising and risk reduction activity than on the shift

system. However, the Grey Book stipulates 7 hours within the weekly contracted 42 hours as standby from home address on the day crewing system. To achieve 42 hours per week over an 8 day reference period, shifts would need to be 12 hours in duration. In practice, the 7 hour standby at home stipulation results in shifts of 10 hours duration (acknowledging a 9 hour 30 minute duration in Mid & West Wales FRS). There are FRSs in England that have accessed this capacity through the introduction of 12 hour day shifts on day crewing type duty systems.

FRS incident utilisation rates on the retained duty system (RDS) are lower than on the shift or day crewing duty systems. This is to be expected as RDS stations cover areas with relatively low populations and/or levels of fire and rescue risk.

Contractually RDS firefighters are required to attend their fire station for 2 - 3 hours per week on a drill night so impact on training, exercising and risk reduction activity of a broader role should be minimal, provided the RDS firefighters are not mobilised during this period. In the simplest terms, therefore, capacity exists within the system to take on the additional health-related incident responses proposed through a broader role.

There will undoubtedly be fatigue and risk issues arising for RDS firefighters from taking on additional responses as a number will inevitably occur overnight. These issues will, however, rest with the primary employer as they do now, along with the impact of extended periods of time away from the primary workplace. That said the FRS should still actively monitor RDS mobilisations for any potentially adverse occurrences such as multiple or protracted night-time mobilisations of the same appliance (and crew).

In North and Mid & West Wales FRS, there will also be an additional cost in using firefighters on the RDS, as they are paid at the hourly rate per turnout along with a disturbance allowance. South Wales operate a salary scheme for RDS which would likely avoid the majority of additional costs arising from taking on additional responses.

When the WAST incident data is overlaid with existing FRS incident data and programmed activity, the need to create additional capacity on the shift duty system in particular becomes imperative. The addition of the WAST workload and any falls prevention activity will undoubtedly have an impact on programmed risk critical activity, much of which will need to be reprogrammed into the rest period within the existing night shift.

This will make the existing night shift duration untenable from a fatigue and risk perspective and therefore must be addressed if broadening of the role is to be pursued. In simple terms, it is unlikely that a rest period of any meaningful duration could be programmed in to the work routine, which if working for a full 15 hour shift would significantly increase fatigue and risk, particularly on the subsequent night shift 9 hours later. The solution is to equalise the length of day and night shifts, thus increasing the gap between night shifts to 12 hours to allow for meaningful rest whilst free from duty, or to reduce the shift duration to 8 hours to deliver at least a 16 hour break between shifts.



Whilst the time available for training, exercising and risk reduction activity is greater on the day crewing system than on the shift system, this time would be impacted upon by the additional responses arising from broadening of the role. In order to create additional capacity on the day crewing system to offset this impact, the FRS could pursue converting the 7 hours on standby at home into positive hours on station which would be utilised for training, exercising or risk reduction activity, along with making an immediate response to incidents. The latter point is particularly relevant to North Wales FRS who have a day crewing shift start time of 1200 at present, which means that the peak of WAST calls would occur during the retained duty period.

## Headline findings

In summary the significant findings from the review are that:

- There is scope for the FRS to provide support to the NHS from within its existing resources. Appliance mobilisation and utilisation rates are low, reflecting the sustained success of the FRS in reducing the incidence of fires and other emergencies
- However, on the wholetime shift system, capacity largely exists during the night shift, and in particular the period from 2200 - 0700. In contrast, health-related incidents peak during the day, and in particular in the period from 0700 - 1200. Any falls prevention activity would mostly have to take place during the day shift
- Realising this capacity will therefore necessitate changes to current station work routines on the wholetime shift system, such that almost all station-based duties would need to be routinely programmed into the night shift
- This will have fatigue and risk implications which would be addressed through equalisation of shift durations
- Such changes are, in my view, necessary in any event on the wholetime shift system, irrespective of broadening of the role. The current shift system does not meet Health & Safety Executive (HSE) guidance, nor does it allow, in my view, sufficient time for training, exercising and risk reduction activities all of which are critical to firefighter and public safety

I have made recommendations to give effect to these findings, which are listed at the end of this report.

## Methodology

On 9 June 2021, I wrote to the 3 Chief Fire Officers (CFOs) advising them of my intention to conduct a Thematic Review of the capacity of the FRS to take on additional responsibilities arising from broadening of the role. Within the letter I requested that the CFOs nominate a single point of contact from their FRS with whom I could liaise to access data to inform the review. I also set out within a separate document the methodology I intended to apply to the review along with the rationale. A copy of the Methodology document is appended to this report.

The Review consists of 4 areas of focus.

- i. An analysis of operational utilisation which establishes the amount of time that the appliances selected for the review are engaged at incidents
- ii. An analysis of pre-programmed non-incident related activity through a review of station work routines. Examples of such activity are risk critical training and skill maintenance (referred to as training and exercising within this report) or Site Specific Risk Information (SSRI) gathering and home safety visits (referred to as risk reduction within this report)
- iii. An analysis of actual non-incident off-station related activity to establish the amount of time that the selected fire appliances are utilised off station on non-incident related activity (typically risk reduction activity)
- iv. An analysis of the likely activity arising from broadening of the role to overlay with the previous three areas to determine the extent to which core activity may be impacted

There are three duty systems in operation across Wales; wholetime shift (2 x 9 hour day shifts, followed by 2 x 15 hour night shifts, followed by 4 days off), wholetime day crewing (4 x day shifts with each day shift immediately followed by a retained cover period, followed by 4 days off) and retained (on call firefighters providing up to 120 hours per week cover responding to incidents, and who typically live within a 5 minute radius of a station), known as the RDS.

For the purposes of the operational utilisation analysis, we selected in conjunction with and agreement from the 3 FRS, the most operationally active stations (based on historic incident data) from each duty system (6 stations from each FRS, 18 stations in total). Note: South Wales FRS do not currently operate the day crewing duty system so we selected 3 shift and 3 RDS stations. Where the station had more than one frontline firefighting appliance, we undertook a utilisation analysis of each frontline appliance based at the station, some of which are crewed using different duty systems<sup>1</sup>. We also undertook an analysis of primary crewed special appliances based at the selected stations.

The rationale for selecting what have historically been the stations with the highest levels of incident activity was to establish the most acute impact of taking on any additional responsibilities on the basis that the impact would in all likelihood be less at other stations with lower incident activity levels.

<sup>1</sup> For instance, Wrexham has two wholetime frontline appliances and one RDS appliance, Bangor and Carmarthen have one day crewed appliance and one RDS appliance.

The analysis covered the 3 financial years up to and including 2019/20. This is to recognise the impact Covid 19 restrictions may have had on off-station activity during 2020/21.

The station work routine and non-incident related off-station activity analysis is concerned only with the wholetime shift and day crewing duty systems. I have not reviewed these activity types on the RDS as contractually firefighters on this system are only required to attend their local station for 2-3 hours per week on a drill night. Whilst firefighters on the RDS can be contractually required to give up to 120 hours cover per week, this availability is almost exclusively for the purpose of responding to incidents within a designated period of time (typically 5 minutes from alert to attending the station to then responding to the incident).

We requested that WAST provide us with data for all out-of-hospital cardiac arrest and non-injured fallers incident responses. We specifically asked for time of call and duration of incident which we took as the WAST 'time spent with patient' data set after agreement with our WAST colleagues that this would be most reflective of the time the FRS would likely be engaged at WAST incidents. This was to enable us to overlay the WAST incidents by time of day and duration with FRS data.

This data was analysed by North Wales FRS on our behalf who extracted the data specific to the station areas featured within the review and presented it on heat maps by FRS area, highlighting the selected stations and also in graphical format on a pan-Wales basis.

North Wales FRS undertook a non-injured fallers' response trial which ran from August 2016 – May 2018. North Wales FRS provided us with the data from this trial for time of call and time on scene which most closely represents the WAST metric of time spent with patient. The trial data is not included within this report as it does not extend to out-of-hospital cardiac arrest responses and did not operate over the full 24 hour period of the day. It does, however, closely match WAST data.

It is not possible to quantify the additional activity demand which may arise from falls prevention work; however, for it to have a meaningful impact the number of interventions would have to be significant.

## Analysis of operational utilisation

The table below provides a summary of the utilisation rates of the selected appliances from each of the FRS. Whilst every effort has been made to ensure the robustness of the data, the table may, in some instances, not include mobilisations where an appliance has been stood down prior to attending an incident or when an appliance has been mobilised to standby at another station in a strategic cover move. The absence of these mobilisations has a negligible effect on the overall utilisation rate.

### Number of hours appliances are in use, and percentage of time they are in use.

Duty System Callsign			Hours in use			Percentage of time in use		
			2017-18	2018-19	2019-20	2017-18	2018-19	2019-20
<b>Mid and West Wales</b>								
Morrison	Wholetime	WM44P1	591.5	643.2	551.8	6.8	7.3	6.3
	RDS	WM44P2	150.7	128.6	98.1	1.7	1.5	1.1
Swansea Central	Wholetime	WM45P1	669.6	710.7	672.0	7.6	8.1	7.7
Pontardawe	Day Crewed	WM56P1	277.8	280.3	261.1	3.2	3.2	3.0
Carmarthen	Day Crewed	WM62P1	431.7	353.0	312.8	4.9	4.0	3.6
	RDS	WM62P2	188.2	92.7	102.6	2.1	1.1	1.2
Newtown	RDS	WM01M2	74.2	81.7	71.0	0.8	0.9	0.8
	RDS	WM01P1	213.4	206.2	251.6	2.4	2.4	2.9
Gorseinon	RDS	WM41P1	215.4	266.1	234.9	2.5	3.0	2.7
<b>North Wales</b>								
Wrexham	Wholetime	WN37P1	375.3	375.2	434.9	4.3	4.3	5.0
	Wholetime	WN37P2	511.2	484.1	481.4	5.8	5.5	5.5
	RDS	WN37P3	34.0	42.6	79.8	0.4	0.5	0.9
	Wholetime	WN37R1	8.3	10.2	12.2	0.1	0.1	0.1
Deeside	Wholetime	WN38P1	312.7	375.5	320.0	3.6	4.3	3.6
	RDS	WN38P2	76.4	104.9	60.5	0.9	1.2	0.7
Bangor	Day Crewed	WN2P1	225.6	314.9	294.0	2.6	3.6	3.3
	RDS	WN2P2	28.2	83.8	53.0	0.3	1.0	0.6
Caernarfon	Day Crewed	WN1P1	213.0	275.3	272.9	2.4	3.1	3.1
Holywell	RDS	WN42P1	134.5	220.4	94.0	1.5	2.5	1.1
Johnstown	RDS	WN43P1	63.3	144.9	120.4	0.7	1.7	1.4
<b>South Wales</b>								
Cardiff Central	Wholetime	WS51P1	462.5	431.1	487.1	5.3	4.9	5.5
	Wholetime	WS51P2	681.9	657.6	619.7	7.8	7.5	7.1
	Wholetime	WS51A4	82.7	92.4	68.2	0.9	1.1	0.8
Roath	Wholetime	WS50P1	488.4	567.1	543.6	5.6	6.5	6.2
Malpas	Wholetime	WS45P1	378.1	426.1	397.7	4.3	4.9	4.5
	Wholetime	WS45R5	100.6	113.2	120.0	1.1	1.3	1.4
Abergavenny	RDS	WS40P1	161.3	229.5	167.1	1.8	2.6	1.9
	RDS	WS40P2	41.3	65.1	30.4	0.5	0.7	0.3
Pontyclun	RDS	WS14P1	135.3	130.7	129.9	1.5	1.5	1.5
Abertillery	RDS	WS35P1	114.7	172.9	149.7	1.3	2.0	1.7

Call volumes and utilisation rates across the 3 duty systems are low. This is to be expected and is an indication of the success of the FRS in managing down incident numbers. FRS utilisation rates should be the lowest of all the emergency services. Indeed, it would be catastrophic if they were not.

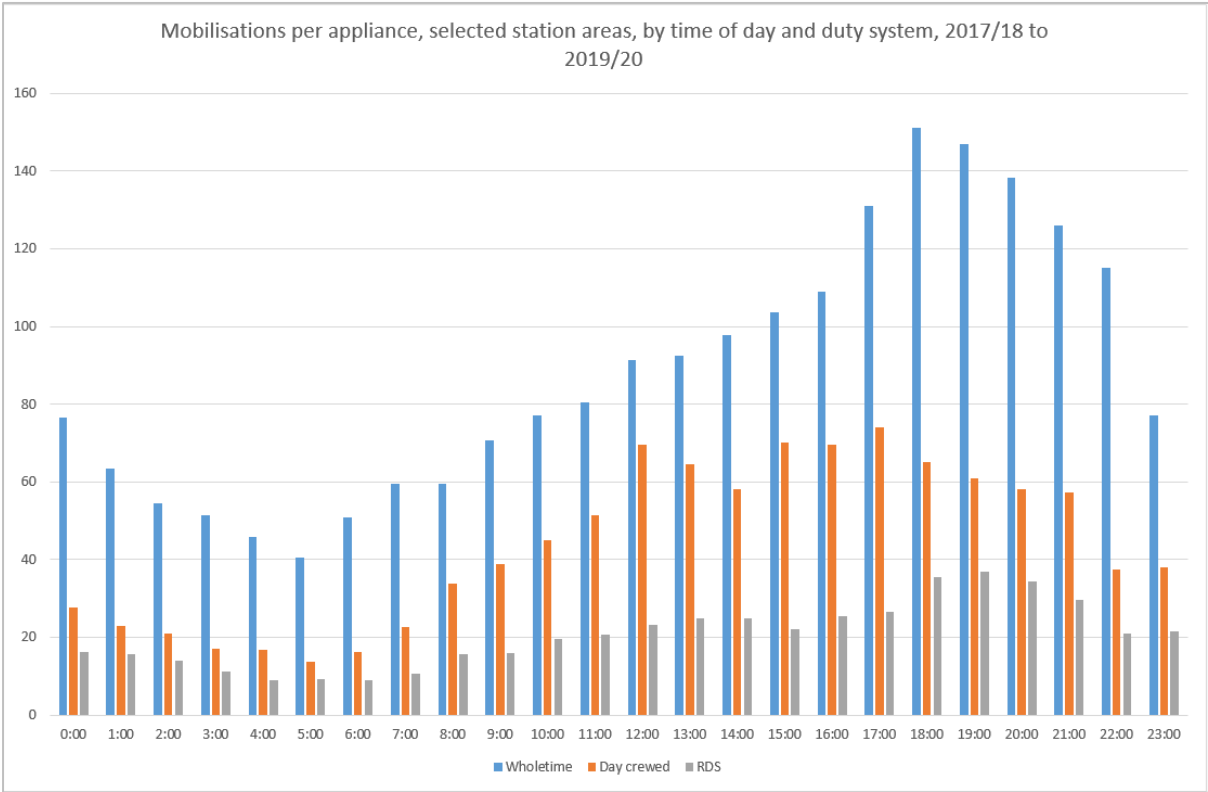
Utilisation rates for appliances at shift stations across Wales ranged between 3.6% at Deeside (WN38P1) in 2017/18 and 2019/20 to 8.1% at Swansea Central (WM45P1) in 2018/19.

Utilisation rates for shift crewed special appliances ranged from 0.1% for the Rescue Unit at Wrexham (WN37R1) (all years) to 1.4% for the Rescue Unit at Malpas (WS45R5) in 2019/20. These appliances are only mobilised to specific types of incidents or on request so the lower utilisation rate is absolutely to be expected.

Utilisation rates for appliances at the day crewed stations in Mid & West and North Wales ranged between 2.4% at Caernarfon (WN1P1) during 2017/18 to 5% at Carmarthen (WM62P1) during 2017/18.

Utilisation rates for appliances at RDS stations across Wales ranged between 0.3% at Abergavenny (WS40P2) during 2019/20 and Bangor (WN2P2) during 2017/18 to 3% at Gorseinon (WM41P1) during 2018/19.

Utilisation rates are typically higher on the night shift than the day shift which is to be expected as activity levels increase in the evening – for instance as a result of domestic cooking fires and deliberately-set small grass and waste fires. Activity levels across the 3 FRS and the three duty systems are fairly consistent in that incident numbers tend to increase mid-afternoon before peaking around 1700 - 2100. Actual time engaged at incidents on the day shift is typically around the same or slightly less than the time engaged from 1800 – 0000 during the night shift.



Utilisation during the night shift rest period 0000 – 0700 is low. The highest utilisation recorded for a wholetime appliance was the second appliance at Cardiff Central

(WS51P2) with an overall utilisation of 167.4 hours (6.6%) over the year 2017/18. The lowest utilisation recorded was the appliance at Deeside (WN38P1) with an overall utilisation of 46.5 hours (1.8%) over the year 2017/18.

Despite the low utilisation rates during the rest period, firefighters are still being mobilised to and engaged at incidents. This has fatigue and risk implications not least because of the short duration of time off duty between the first and second night shift (9 hours) which is less than the statutory minimum requirement of 11 hours and falls outside of HSE guidance contained within HSG 256 Managing shift work: Health and safety guidance. This is before any additional activity is contemplated and, therefore, is something the FRS should consider whatever the outcome of the work on broadening of the role or before considering how additional capacity might best be accessed to deliver more training, exercising and risk reduction activity (see below).

## Analysis of programmed activity

The wholetime shift and day crewing duty systems were the focus for this area of analysis. The shift system in operation within the 3 FRS is identical with 2 day shifts of 9 hour duration (0900 – 1800) followed by 2 night shifts of 15 hour duration (1800 – 0900), followed by 4 days off.

The day crewing shift durations and start and finish times differs between North Wales and Mid & West Wales FRS. North Wales FRS operate 4 day shifts of 10 hour duration each immediately followed by 14 hours retained cover, followed by 4 days off. The day shift commences at 1200 and concludes at 2200.

Mid & West Wales FRS operate 4 day shifts of 9 hours 30 minutes duration each immediately followed by 14 hours and 30 minutes retained cover, followed by 4 days off. The day shift commences at 0830 and concludes at 1800 (9 hours 30 minutes duration).

South Wales FRS do not currently operate the day crewing duty system.

In order to undertake this analysis, I requested that the 3 FRS provide me with any guidance relating to station work routines for the shift and day crewing systems and in particular any methodology supporting the allocation of time for risk critical training and competency assessment.

There is no formalised work routine in operation within any of the 3 FRS, although South Wales have a Work Instruction for Station Procedures which sets out some high level principles and guidance for Watch Officers to follow. The preference within each FRS is to devolve responsibility to Watch Officers for on-shift activity.

To account for the absence of a formalised station work routine, each of the FRS single points of contact provided a spreadsheet which detailed typical activity across the day and night shift.

An example of a typical shift system work routine is shown below.



<b>Wholetime shift system day shift</b>		
Parade	9:00:00	09:10:00
BA, inventory and vehicle checks	9:10:00	09:45:00
Standard tests, maintenance, cleaning	9:45:00	11:00:00
Break	11:00:00	11:15:00
Training, exercises	11:15:00	13:00:00
Lunch break	13:00:00	14:00:00
Risk reduction (Integrated Safe and Well visits, SSRI, 72d visits)	14:00:00	15:45:00
Break	15:45:00	16:00:00
Gym/Physical Training	16:00:00	17:00:00
Station and vehicle cleaning, administration, preparation for change of shift	17:00:00	18:00:00
<b>Wholetime shift system night shift</b>		
Parade	18:00:00	18:10:00
BA, inventory and vehicle checks	18:10:00	18:45:00
Training, exercises or Risk reduction	18:45:00	20:00:00
Gym/Physical Training	20:00:00	21:00:00
Meal break	21:00:00	22:00:00
Essential work / Station Routines / Private Study	22:00:00	0:00:00
Stand Down	0:00:00	7:00:00
Cleaning routines	7:00:00	8:00:00
Breakfast	8:00:00	8:30:00
Cleaning routines	8:30:00	9:00:00

The submissions from each FRS show that there is work activity planned across the full day shift. On the night shift there is work activity planned from 1800 up until 2200. Thereafter there is a 2 hour period for either essential work (non-determined), station routines or private study followed by a rest period from 0000 to 0700. This 9 hour period on the night shift represents the only spare capacity within the work routine with the possible exception of the 1 hour 30 minutes allocated to cleaning routines at the conclusion of the night shift. It is also the period when there is least operational activity.

An example of a typical day crewing work routine is shown below.

<b>Wholetime day crewed shift</b>		
Parade	12:00:00	12:10:00
BA, inventory and vehicle checks, Standard tests, maintenance, cleaning	12:10:00	13:00:00
Training and exercises	13:00:00	15:00:00
Break	15:00:00	15:15:00
Risk reduction (Integrated Safe and Well visits, SSRI, 72d visits)	15:15:00	16:30:00
Gym/Physical Training	16:30:00	17:30:00
Meal break	17:30:00	18:30:00
Training, exercises and Risk reduction	18:30:00	20:30:00
Break	20:30:00	20:45:00
Cleaning routines	20:45:00	21:45:00
Preparation for end of shift	21:45:00	22:00:00

## Training and exercising

The time allocated to training and exercising within the work routine across the 3 FRS varies between 5 hours 30 minutes - 6 hours per tour of duty on the shift system and between 8 - 16 hours per tour of duty on the day crewing system. The variation is because periods of time are allocated within the work routines to training and exercises or risk reduction activity. The upper figure would only be achieved if no risk reduction activity had been undertaken during the night shift on the shift system or at all during the 4 day tour of duty on the day crewing system. It would also only be achieved if there had been no mobilisations during this time.

I have not been able to definitively establish the extent to which the FRS have a formalised and documented methodology to support the allocation of time to risk critical training. To do so would necessitate a Thematic Review in its own right (which I intend to undertake). The 3 FRS all have competency recording systems set around periodic frequencies for training and assessment but there is no standardised methodology within the UK FRS that sets out a rationale for either the frequency of assessment or the amount of training required to maintain competence on items of equipment or through partaking in standard practices and practicing techniques as detailed within the FRS Training and Development Manual. In the absence of standardised methodology I can only offer professional judgement which is that I am not convinced the maximum of 6 hours that is allocated to training each tour of duty across the FRS on the shift system is likely to be sufficient to meet all risk critical training and assessment needs inclusive of a working knowledge of National Operational Guidance (NOG). I make this comment acknowledging that all firefighters undertake formalised crew-based and/or off-shift training along with periodic mandatory Breathing Apparatus and Compartment Fire Behaviour courses.

The scope of NOG which forms the basis of the essential underpinning knowledge for all firefighters is significant. All firefighters require a good understanding of the all incident hazard and control measure knowledge detailed within NOG. As NOG is relatively new and continues to evolve, the Welsh and indeed all FRS across the UK are still developing a full understanding of what this means for training demand.

Firefighters also need to be competent in the techniques to safely and effectively deploy every single item of equipment on a fire appliance. This includes firefighting pumps, ladders, methods of entry, breathing apparatus, safe working at height, hazardous materials, road traffic collision and water rescue equipment. The training demand to meet this need is significant. This is compounded on stations with a special appliance such as a Heavy Rescue Tender (Malpas and Wrexham in the utilisation analysis) which have many additional items of equipment.

Such is the importance of this issue, and in order to do it sufficient justice, I intend to undertake a Thematic Review of risk critical training in the coming months.

RDS firefighters have 2 - 3 hours contact time per week contractually allocated to maintain competence across all of these areas, which is around half that available to their wholetime colleagues on the shift system. As the analysis of appliance deployments shows, RDS crews are also deployed less often to actual incidents, and so gain less practical experience. This is not an issue I intend to address here as it is

too important and stands as an issue in its own right. It is something I will revisit, however, within a Thematic Review into risk critical training mentioned earlier. I intend that one of the central themes of that Review will be the challenges of maintaining competence within the RDS as it stands.

## Risk reduction

As well as providing an emergency response, the FRS has duties to prevent fires and promote fire safety, and to gather risk information to support an assertive and effective response. This requires firefighters to work away from the station on a routine and regular basis on SSRI gathering visits but also on other activities such as fire safety audits, hydrant inspections and home safety visits. The importance of gathering comprehensive and reliable SSRI was noted in the Phase One report of the Grenfell Tower public inquiry, and was among its recommendations.

The time allocated to these activities within the work routine across the 3 FRSs varies between 4 - 8 hours per tour of duty on the shift system and 10 - 13 hours per tour of duty on the day crewing system. As stated previously, the higher figure is only achieved if less training or exercising has been undertaken and there has been no mobilisations during the time period.

Activity should be dependent on the risk profile of the station area, such as the number of premises requiring an SSRI visit, and the numbers of people at particular risk of fire who might benefit from a home safety visit. It is not obvious from the station work routines that time is allocated based on risk profile. I accept that this is devolved to Watch Managers but it appears to me that time allocations are based on longstanding custom and practice and are constrained by the time available rather than being primarily driven by risk-based need.

My professional judgement is that more time should be allocated to risk reduction activity than is currently the case, given the scope and complexity of the built environment and the demographics across Wales.

## Issues around accessing additional capacity

In order to safely access the capacity within the wholetime shift system of 2 day shifts followed by 2 night shifts followed by 4 days off (commonly known as 2, 2, 4), the FRS would need to equalise the day and night shift durations to 12 hours which is permissible within the parameters set within the National Scheme of Conditions of Service (Grey Book) for the shift system. This is because the fatigue and risk implications of programming work into the existing night shift rest period would be unacceptable both to firefighters and to those whom they sought to protect by responding to emergencies.

The HSE produce guidance for employers on shift work including the steps to be taken to minimise fatigue and risk (HSG 256 Managing shift work: Health and safety guidance). This guidance sets out best practice in relation to shift durations and breaks between shifts. The HSE have produced a calculation tool that determines Fatigue and Risk scores for shift systems. The calculator has recently been removed from the HSE website; however the Welsh FRS could request that English FRSs who have experience of using the calculator, of which there are several, undertake this analysis on their behalf.

Several English FRSs have introduced 12 hour duration shifts on the wholetime shift system in order to increase productivity and at the same time address fatigue and risk issues. This has been achieved through recourse to the Resolution Advisory Panel (RAP) facilitated through the NJC mechanisms.

The HSE guidance advises that shifts should be no longer than 8 hours in duration. The Welsh FRS could consider the introduction of a new system with shifts of 8 hour duration to further manage fatigue and risk issues and which meets the principles for the shift system set out within the Grey Book. If the Welsh FRS were minded to pursue 8 hour shifts this could be achieved through recourse to the NJC Technical Advisory Panel (TAP) if a negotiated settlement could not be reached with the representative bodies.

The analysis demonstrates that there is no unallocated capacity within the existing wholetime day crewing system as there is programmed activity throughout the full duration of the shift. The day crewing work routine affords over twice the amount of time allocated to training, exercising and risk reduction activity than on the shift system. However, the Grey Book stipulates 7 hours within the weekly contracted 42 hours as standby from home address on the day crewing system. To achieve 42 hours per week over an 8 day reference period shifts would need to be 12 hours in duration. In practice, the 7 hour standby at home stipulation results in shifts of 10 hours duration (acknowledging a 9 hour 30 minute duration in Mid & West Wales FRS).

There are several English FRSs who have introduced 12 hour day shifts on day crewing type duty systems in order to increase productivity. This has been achieved through recourse to the Technical Advisory Panel (TAP) facilitated through the NJC.

Any changes to the existing shift and day crewing systems would be significant for firefighters and would need to be the subject of full engagement with their

representatives through the NJC. The NJC processes can be very resource intensive and take a significant period of time to conclude.

***Recommendation 1:*** that the FRS review the existing shift system to identify how best the additional capacity identified within this report can be accessed to increase training, exercising and risk reduction activity. This should be done irrespective of whether broadening of the role is pursued

***Recommendation 2:*** that the FRS review the existing shift system and any proposed new shift system against HSG 256 Managing shift work: Health and safety guidance to ensure that the fatigue and risk implications are appropriately considered

***Recommendation 3:*** that the FRS undertake an analysis of training, exercising and risk reduction activity requirements based on risk and allocate blocks of time to each within a formalised station work routine framework. These blocks should be interchangeable at the discretion of Watch Officers to ensure appropriate flexibility

It should be noted that in the context of broadening the role and specifically falls prevention activity, this activity would typically be integrated within a home fire safety visit. The practical consequence is that the visit will take longer to complete so unless more time is allocated within the work routine, the actual number of visits, inclusive of the core function home fire safety aspect, will reduce. In order to achieve a substantive effect for Health and Social Care, it is likely that the number of interventions would need to be significant; therefore, the amount of additional time demand arising from falls prevention activity should not be understated.

It should be possible to quantify the opportunity cost of these interventions by simply multiplying the hourly rate of the crew by the amount of time engaged on home safety (inclusive of falls prevention) activity. The benefit may be more difficult to quantify but it should result in reduced number of incidents of fallers in the home, and thus fewer admissions to hospital and less reliance on long-term care. This would serve to give an indication to Health and Social Care colleagues of the value of any investment in this area.

## Analysis of non-incident off-station related activity

The focus of this analysis was the amount of time spent on off-station non-incident related activity. Typically this is risk reduction activity (SSRI, home safety checks, schools visits etc) or training and exercising at off-station locations.

I initially requested that the FRS interrogate off-station activity status codes within their mobilising systems which would show time deployed by appliance on each specific activity. On further investigation none of the 3 FRSs have as yet built in the functionality within their mobilising systems to be able to undertake this analysis (which would be achieved by coding each individual activity).

As an alternative, I requested that instead the FRS carry out an analysis of the total amount of time per appliance spent on off-station activity as this would at least allow me to triangulate actual activity with the predicted activity provided within the station work routine spreadsheets on which the WAST incident data would be overlaid.

All 3 FRSs undertook lengthy investigations of their systems to establish if this could be achieved. What became evident was that the amount of work required to extract the information would be significant and in my view disproportionate to the potential benefit to be realised. I therefore withdrew this request and paused this element of the review. However, I remain concerned that this data is not available, not simply because it frustrates the review, but because in my view the FRS should be able to receive assurance that such activities are being undertaken at sufficient frequency and with the appropriate amounts of time devoted to them.

***Recommendation 4:*** *that the 3 FRSs build in the functionality to their mobilising system to allocate status codes to specific activities (such as SSRI visits) in order to generate management assurance that these activities are being undertaken with sufficient frequency, and to facilitate more precise analysis of time spent on such activities.*

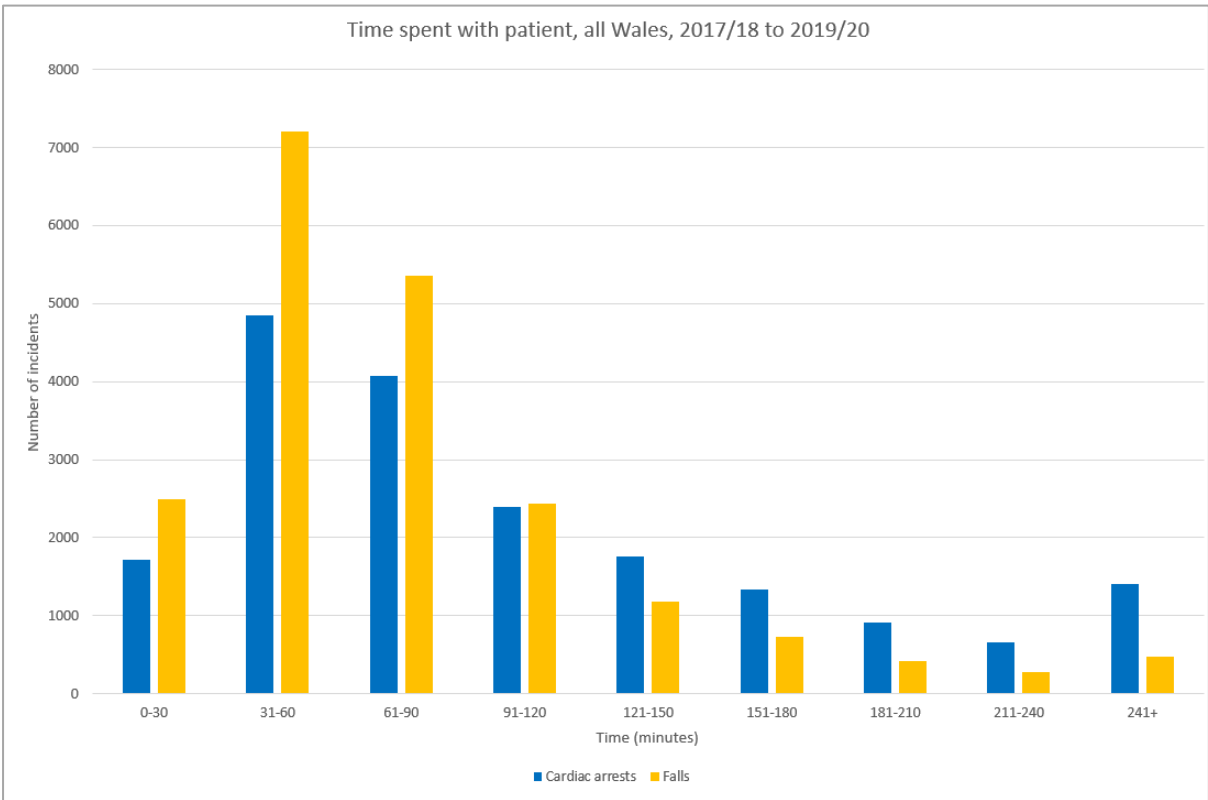
Analysis of the additional workload arising from WAST incidents

I engaged with colleagues from WAST to access data on out-of-hospital cardiac arrest and non-injured fallers incidents occurring across 2017/18 – 2019/20.

The WAST data included total number of incidents, duration of the incident (expressed as ‘time spent with the patient’) and time of day that the call was received.

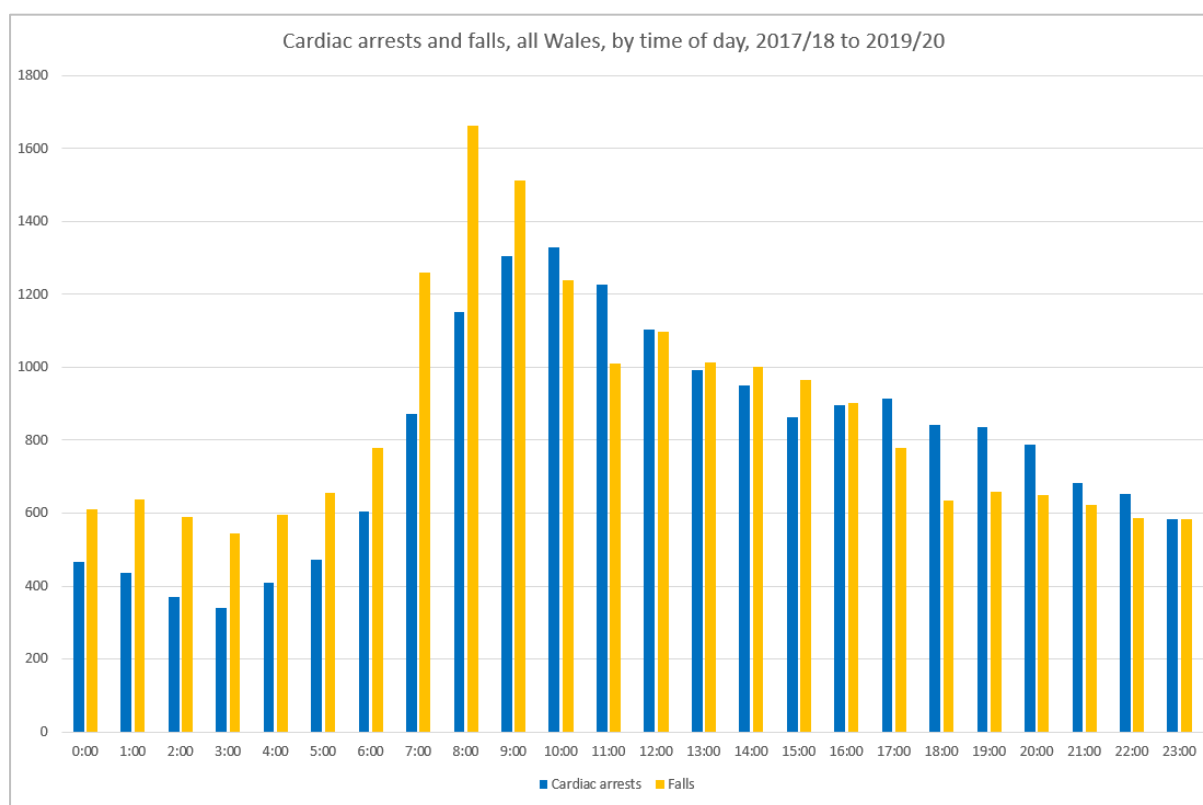
North Wales FRS data analysts extracted and mapped the data for the 18 station areas selected for the purposes of the review. They also produced a number of graphs showing all-Wales data which I use below in order to present the most accurate picture when overlaying with FRS data.

The graph below shows the time that paramedics spent with the patient for the three years covered by this review. The most frequently occurring incident duration is 31 - 60 minutes followed by 61 – 90 minutes.

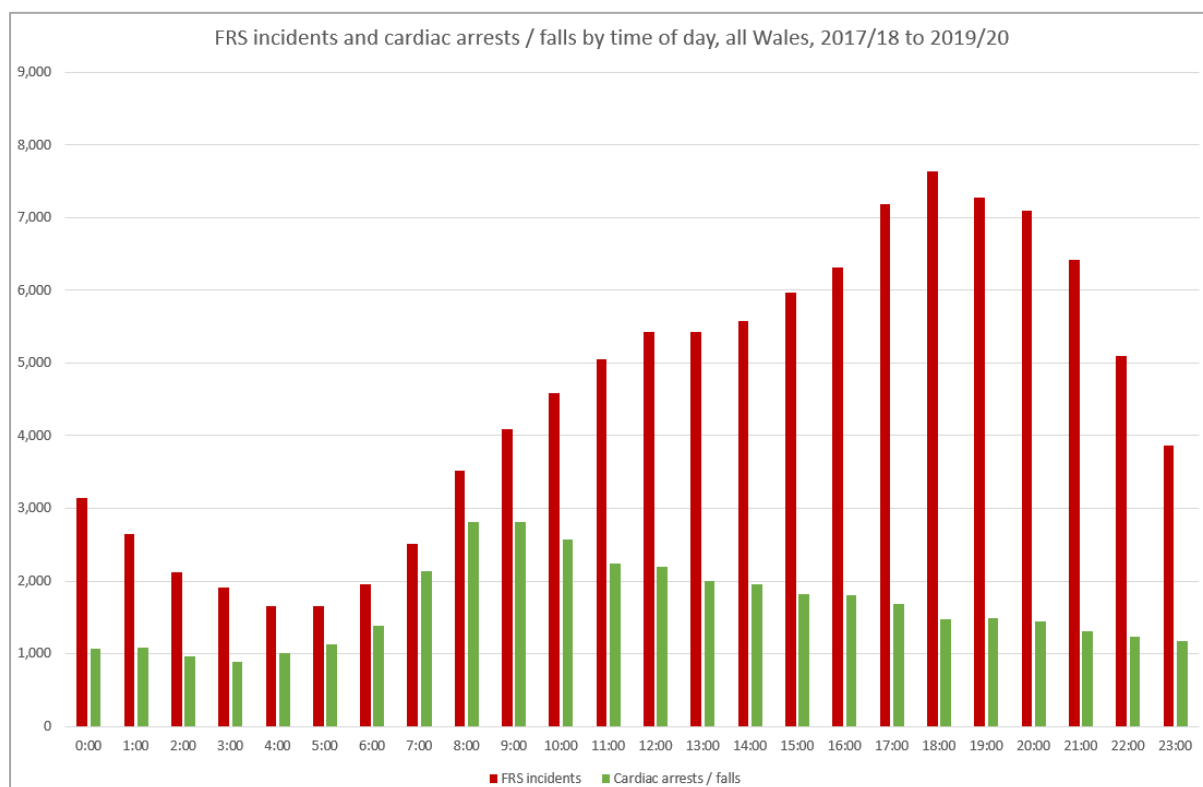


The graph below shows incidents by time of day for the three years covered by this review. Like the FRS data, the WAST data shows higher call volumes during the day than overnight. Unlike the FRS data the peak for out-of-hospital cardiac arrest and non-injured fallers occurs from 0700 – 1200 although incident numbers remain high throughout the existing FRS day shift.





The WAST data can also be combined with those for FRS mobilisations. Overall, and on an all-Wales basis, the call volumes are understandably lower as they only cover 2 incident types but there is a notable morning peak in out-of-hospital cardiac arrest and falls, although there are less occurring during the evening peak in fire incidents.



Overall, the WAST data suggest the following:

- The potential extra workload for the FRS from broadening of the role may be significant. On an all-Wales basis, and for the three-year period used, there were 39,667 cardiac arrest and falls incidents in addition to 108,340 incidents to which the FRS responded. During the period from 0700 - 1000 in particular these calls amounted to 75% or more of core FRS mobilisations. The FRS would not attend all of the WAST incidents but the volumes are still significant
- The majority of health incidents (55% of cardiac arrests and 73% of falls) required an attendance of up to 90 minutes which demonstrates the extent of the additional workload
- This workload may be disproportionately high in station areas which did not feature in the review. For instance, the WAST data appear to show a high volume of falls incidents in areas with a relatively elderly population, such as in some of the towns on the North Wales coast, which may experience a relatively low level of fire-related incidents
- Health-related incidents are spread throughout the 24-hour period, but most frequently occur in the daytime, especially the morning. This underlines the point made earlier over the need to release capacity during the FRS wholetime day shift by moving substantial amounts of station-based activity to the night shift rest period

## Acknowledgements

My thanks to the Lead Officers from the 3 FRSs, Assistant Chief Fire Officer Dewi Rose and Group Manager Stuart Townsend from South Wales FRS, Area Manager Craig Flannery from Mid & West Wales FRS and Assistant Chief Fire Officer Richard Fairhead from North Wales FRS for their support to this Review.

My thanks also to the Lead Officers nominated to support us with data capture and analysis and in particular Pippa Hardwick and Rich Noble from North Wales FRS for their analysis of the WAST data on behalf of the 3 FRSs.

For the WAST data my thanks to Sonia Thompson, WAST Director of Operations and Adam Thomas, WAST Senior Information Analyst.

Finally my thanks to Claire Davey, Welsh Government Knowledge and Analytical Services Directorate, for all of her work on the incident utilisation analysis.

## Recommendations

**Recommendation 1:** that the FRS review the existing shift system to identify how best the additional capacity identified within this report can be accessed to increase training, exercising and risk reduction activity. This should be done irrespective of whether broadening of the role is pursued

**Recommendation 2:** that the FRS review the existing shift system and any proposed new shift system against HSG 256 Managing shift work: Health and safety guidance, to ensure that fatigue and risk implications are appropriately considered

**Recommendation 3:** that the FRS undertake an analysis of training, exercising and risk reduction activity requirements based on risk and allocate blocks of time to each within a formalised station work routine framework. These blocks should be interchangeable at the discretion of Watch Officers to ensure appropriate flexibility.

**Recommendation 4:** that the 3 FRSs build in the functionality to their mobilising system to allocate status codes to specific activities (such as SSRI visits) in order to generate management assurance that these activities are being undertaken with sufficient frequency, and to facilitate more precise analysis of time spent on such activities.



Llywodraeth Cymru  
Welsh Government

## APPENDIX 2

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# WRITTEN STATEMENT BY THE WELSH GOVERNMENT

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**TITLE** Broadening the role of firefighters

**DATE** 6 December 2021

**BY** Hannah Blythyn MS, Deputy Minister for Social Partnership

In March of this year, I and the then Minister for Health and Social Services informed the Senedd of our plans to develop a broader role for the Fire and Rescue Service (FRS), in particular to support the NHS. Discussions between senior FRS and NHS managers had identified clear potential for firefighters to respond to certain medical emergencies and to people who had fallen but were uninjured, and to help prevent falls in the home. Doing so should lead to better health outcomes and yield significant savings.

Since then, detailed discussions have continued on the vital scoping and specification of this role. We, the FRS and the NHS, need to be absolutely clear about the tasks which firefighters might be called upon to do, that they can carry out those tasks effectively, and that them doing so will yield positive outcomes. I remain confident that we and our partners will produce a comprehensive specification that will make a real and beneficial difference.

We also need to be assured that the FRS has the capacity to take on a broader role without jeopardising its core functions. Without that assurance there would be a potential risk to the safety both of firefighters and of those to whom they respond. To address that, our Chief Fire and Rescue Advisor, Dan Stephens, has recently completed an in-depth review of the FRS's capacity and capability to assume a broader role. We are publishing the report today, and it is available at [Fire and rescue service capacity: thematic review | GOV.WALES](https://gov.wales/fire-and-rescue-service-capacity-thematic-review)

Dan Stephen's report concludes that there is clear scope for broadening the role. Even at our busiest fire stations, appliances are deployed to emergency calls for around 7-8% of the time. That is, of course, something to be proud of; it reflects the great success the FRS has had in preventing fires in recent years. But it also makes clear that there is, in principle, scope to build on this.

The report also shows that fire incidents peak during the evening, for instance as a result of domestic cooking fires. By contrast, cardiac arrests and falls tend to occur more in the morning. Falls prevention work – which would be a natural extension of the FRS's current programme of home fire safety visits – would also take place mostly during the daytime. Accommodating such a role may look relatively straightforward.

However, the challenge that the Chief Advisor has analysed in detail, is that firefighters' jobs encompass much more than simply responding to fires. They need recurrent training to ensure high levels of competence in the wide range of equipment and techniques they need to use, and to maintain that equipment in prime condition. Firefighters also need to undertake risk reduction work, including fire safety visits to homes, schools and other places, and gathering information about premises at particular risk of fire. All of this is essential for the FRS to provide a swift, safe and effective response to fires and other emergencies. Currently, this activity can be, and is, conducted in between emergency responses; taking on a broader role could, potentially, significantly reduce the time available for these essential tasks.

One way to resolve this would be to undertake training and other station-based activities during the quieter periods of the night shift. Currently, wholetime firefighters work a 15-hour night shift, and within that there is a 7-hour period between midnight and 7am when firefighters may rest if they are not responding to emergency calls. This time could be used for training, freeing up time during the day shift to discharge a broader role. To do that would necessitate shortening the length of the night shift, as without the current rest period the 9-hour interval between successive night shifts would create an unacceptable risk of fatigue.

Consequently, changes to current working practices may be necessary if the FRS is to take on a broader role safely. Indeed, the Chief Advisor's report has concluded that such changes may be necessary in any event, as the report presents evidence that not enough time currently is given to training and risk reduction work. There are also concerns that existing shift patterns may not comply with HSE guidance on managing the risk of fatigue that need to be considered urgently.

These are matters for our Fire and Rescue Authorities, not for the Welsh Government. But I would expect them to consider the findings of the review carefully, and to take all appropriate action arising from it. Keeping our firefighters safe is clearly among their top priorities, and this report contains important recommendations in that respect.

The changes that the report considers and outlines would also be significant for the workforce. Accordingly, both myself and my officials have already discussed these issues with the Fire Brigades Union and with other representative bodies and will continue to work with them and the FRAs in our wider aim of broadening the Service's role. I would expect Fire and Rescue Authorities to agree any changes to working practices with firefighters and their representative bodies, in a clear spirit of social partnership.

This is a challenging and ambitious agenda, but one which offers real potential to maximise the public value of our Fire Service. I will provide Members with a further update in due course.

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**FORWARD WORK PROGRAMME FOR  
FIRE & RESCUE AUTHORITY 2021/22**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
19 July 2021	Carbon Reduction Plan	To seek Members' observations and approval on the proposed plan and associated actions.	DCO  Contact Officer: Geraint Thomas	Completed
19 July 2021	Strategic Risk	To advise Members of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	DCO  Contact Officer: Sarah Watkins	Completed
19 July 2021	End of year Health Check on Performance and Strategic Objectives 2020/21	To advise Members of end of year performance against agreed targets and to advise Members of the end of year health check position in securing the achievement of the Strategic Objectives.	DCO  Contact Officer: Sarah Watkins	Completed
19 July 2021	Welsh Language Standards	To update Members on compliance against the Welsh Language Standards.	ACO PS  Contact Officer: Alison Reed	Completed
19 July 2021	Report on Proposed Priority Actions 2022/23	To advise Members of the proposed Priority Actions 2022/23 and to seek authority to enter into public consultation on these.	DCO  Contact Officer: Sarah Watkins	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
19 July 2021	Job Evaluation	To agree the Job Evaluation outcomes for the Service.	ACO PS  Contact Officer: Gill Goss	Completed
19 July 2021	Firefighter Pensions Update	To advise Members of the current position regarding Firefighter Pensions.	ACO PS  Contact Officer: Alison Reed	Completed
27 Sept 2021	Health & Safety Annual Report 2020/21	To advise Members of Health & Safety performance of the organisation.	ACFO TS  Contact Officer: Richie Prendergast	Completed
27 Sept 2021	Update on MTFS and Reserves Strategy	To update Members on the Financial Strategy and Reserves Strategy of the Authority prior to considering the report on the 2022/23 Budget Setting Strategy.	Treasurer  Contact Officer: Chris Barton	Completed
27 Sept 2021	Budget Strategy 2022/23	To obtain clarification upon the political steer for the Budget Strategy for 2022/23 budget setting process.	Treasurer  Contact Officer: Chris Barton	Completed
27 Sept 2021	Treasury Management Outturn 2020/21	To advise Members of the year end treasury management position.	Treasurer  Contact Officer: Chris Barton & Geraint Thomas	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
20 Dec 2021	Half Yearly Health Check of Performance and Review of Strategic Themes	To advise Members of performance against agreed performance indicator targets and achievement of Strategic themes at the mid-way point of the year.	T/ACO CS  Contact Officer: Sarah Watkins	Completed
20 Dec 2021	Treasury Management Mid Term Report 2021/22	To advise Members of the mid-year position in relation to our treasury management.	Treasurer  Contact Officer: Lisa Mullan	Completed
20 Dec 2021	Independent Remuneration Panel for Wales' Draft Annual Report	To consider the IRPW's draft Annual Report and enable comments to be submitted to the Panel within required timescales.	T/ACO CS  Contact Officer: Geraint Thomas	Completed
14 Feb 2022	Grenfell Tower Inquiry Thematic Review	To provide Members with an update on the Service's consideration of the Review report	CFO  Contact Officer: Huw Jakeway	On agenda
14 Feb 2022	Estimated Revenue & Capital Budget determination for 2022/23	To consider consultation responses and to set the recommended budget determination for consideration by the Fire Authority.	Treasurer  Contact Officer: Lisa Mullan	On agenda
14 Feb 2022	SPI Target Setting 2022/23	To set the targets for the following financial year.	ACFO SD  Contact Officer: Sarah Watkins	On agenda

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
14 Feb 2022	Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2022/23	To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan.	T/ACO CS  Contact Officer: Sarah Watkins	On agenda
14 Feb 2022	Pay Policy Statement 2020/21	To consider the Authority's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	ACO PS  Contact Officer: Alison Reed	On agenda
28 March 2022	Gender Pay Gap Statement	To update Members on the analysis of the gender pay gap across the Service.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Proposed New Terms of Reference for the Scrutiny Group	To present to Members the recommended Terms of Reference for the Scrutiny Group following further consideration by the HR & Equalities Committee and the FAPM Committee.	T/ACO CS  Contact Officer: Geraint Thomas	
28 March 2022	Audit Wales Certificate of Compliance	To advise Members of the AW Certificate of Compliance received in relation to the publication of the 2021/22 Improvement Plan.	T/ACO CS  Contact Officer: Geraint Thomas	
28 March 2022	Annual Report of the work of the Finance, Audit & Performance Management Committee & its scrutiny group during 2021/22	To advise Members of the work of the Committee.	T/ACO CS  Contact Officer: Sarah Watkins	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
28 March 2022	Annual Report of the work of the HR & Equalities Committee during 2021/22	To advise Members of the work of the Committee.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Annual Report of the Work of the Local Pensions Board 2021/22	To advise Members of the work of the Board.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Annual Report of the Work of the PSB's	To update Members on the work of each of the PSB's and how this impacts upon the work of SWFRS.	T/ACO CS  Contact Officer: Sarah Watkins	
28 March 2022	Treasury Management Strategy 2022/23	To secure Members' approval to the adoption of the Treasury Management Strategy 2022/23.	Treasurer  Contact Officer: Lisa Mullan	
28 March 2022	Fire Authority & Committee Meeting Dates for 2022/23	To present Members with proposed dates of Authority & Committee meetings for 2022/23.	T/ACO CS  Contact Officer: Geraint Thomas	
28 March 2022	Strategic Equality Plan	To provide Members with the current Strategic Equality Plan.	ACO PS  Contact Officer: Andrew Jones	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
28 March 2022	Review of Firefighter Pension Schemes	To provide Members with an update on the current position of the Firefighter Pension Schemes.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Member Attendance	To review Member attendance 2021/22.	T/ACO CS  Contact Officer: Geraint Thomas	

Huw Jakeway – CFO  
Sally Chapman – DCO  
Dewi Rose – ACFO Service Delivery  
Richie Prendergast – T/DCFO Technical Services  
Alison Reed – ACO People Services

Chris Barton – Treasurer  
Geraint Thomas – T/ACO Corporate Services  
Lisa Mullan – T/Head of Finance & Procurement  
Sarah Watkins – Head of Corporate Services  
Andrew Jones – Head of Human Resources

## AGENDA ITEM NO 9

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

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1.	Apologies for Absence	
2.	Roll Call	
3.	Declarations of Interest	
	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.	
4.	Chairperson's Announcements	
5.	To receive the minutes of;	
	<ul style="list-style-type: none"> <li>• Fire &amp; Rescue Authority Meeting held on 20 December 2021</li> </ul>	5
	<ul style="list-style-type: none"> <li>• Local Pension Board Committee held 18 October 2021</li> </ul>	15
	<ul style="list-style-type: none"> <li>• Finance, Asset &amp; Performance Management Scrutiny Group held on 6 December 2021</li> </ul>	21
6.	Update on Actions	27
7.	<b>REPORTS FOR DECISION</b>	31
7.i.	Revenue Budget 2022/23	33
7.ii.	Report on the Strategic Performance Indicator Targets 2022/23	49
7.iii.	Annual Pay Policy Statement 2022/2023	65
8.	<b>REPORTS FOR INFORMATION</b>	95
8.i.	Grenfell Tower Inquiry Thematic Review Progress Report	97
8.ii.	Firefighter Pensions – Remedying Age Discrimination	139

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8.iii.	Report on Responses to the Consultation on the Strategic Themes and Objectives for 2022/2023	145
8.iv.	Broadening the role of Firefighters in Wales – Fire & Rescue Service capacity –Thematic Review	163
8.v.	Forward Work Programme for Fire & Rescue Authority 2021/22	197
9.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	203