

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 on:

**Monday, 27 March 2023 at 1000 hours**

**In person at South Wales Fire & Rescue Service, Cardiff Gate  
Training & Development Centre, CF3 6YA**

**or**

**Remotely via Microsoft Teams - <https://bit.ly/FireRescue-Authority-27-03-23>**

**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. 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.

3. Chairperson's Announcements

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Signature of Monitoring Officer:



## MEMBERSHIP

### Councillors:

J	Morgan	Blaenau Gwent
P	Ford	Bridgend
M	Hughes	Bridgend
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
C	Wright	Caerphilly
D	Ali	Cardiff
K	Carr	Cardiff
S	Melbourne	Cardiff
D	Naughton	Cardiff
B	Proctor	Cardiff
D	Isaac	Merthyr Tydfil
S	McConnel	Monmouthshire
M	Powell	Monmouthshire
M	Nuaimi	Newport
T	Watkins	Newport
S	Bradwick	Rhondda Cynon Taff
G	Holmes	Rhondda Cynon Taff
D	Parkin	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
A	Best	Torfaen
S	Evans	Torfaen
I	Buckley	Vale of Glamorgan
P	Drake	Vale of Glamorgan

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## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING HELD ON MONDAY 13 FEBRUARY 2023 AT 1000 HRS IN MEETING ROOM 8 OR REMOTELY VIA TEAMS

#### 41. PRESENT:

Councillor	Left	Authority
S Bradwick (Chair)		Rhondda Cynon Taff
P Drake (Deputy Chair)		Vale of Glamorgan
J Morgan		Blaenau Gwent
P Ford		Bridgend
M Hughes		Bridgend
C Elsbury	Left at 1100 hrs	Caerphilly
A Hussey		Caerphilly
C Wright		Caerphilly
D Ali		Cardiff
K Carr		Cardiff
D Naughton		Cardiff
D Isaac		Merthyr Tydfil
S McConnel	Left at 1200 hrs	Monmouthshire
M Powell		Monmouthshire
M Al-Nuaimi		Newport
G Holmes		Rhondda Cynon Taff
D Parkin	Joined at 1015 hrs	Rhondda Cynon Taff
A Roberts		Rhondda Cynon Taff
S Evans		Torfaen

#### APOLOGIES:

B Proctor	Cardiff
T Watkins	Newport
I Buckley	Vale of Glamorgan
ACFO R Prendergast	Director of Tech Services

#### ABSENT:

S Melbourne	Cardiff
A Best	Torfaen

**OFFICERS PRESENT:-** CFO H Jakeway, T/DCFO D Rose – Director of Service Delivery, T/ACFO G Davies – Director of Technical Services, T/ACFO N Williams – Director of Industrial Action, ACO A Reed – Director of People Services, ACO G Thomas – Monitoring Officer & Director of Corporate Services, Mr C Barton – Treasurer, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support, Mr C Rigby – Audit Wales Officer

## **42. DECLARATIONS OF INTEREST**

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

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

## **43. CHAIR'S ANNOUNCEMENTS**

- **TRAGIC DEATH OF FIREFIGHTER IN SCOTLAND**

The Chair took the opportunity to express Members condolences and support to the Scottish Fire & Rescue Service and the family, following the death of Firefighter Barry Martin. Barry was one of five firefighters taken to hospital following an incident on Princess Street, Edinburgh, on 23 January, 2023. Members were advised that at 10:50 am they would be pausing the meeting to join colleagues across the UK who would be observing a minute's silence at 11:00 am as a mark of respect would join all staff gathering at the memorial stone for a moment of reflection. Members and Officers noted that the meeting would reconvene at 11:10 am.

- **FORMER DEPUTY CHAIRMAN COUNCILLOR KEITH HYDE**

On behalf of Members the Chair extended sympathies to the family of a former Deputy Chairperson of the Fire & Rescue Authority, Councillor Keith Hyde. Councillor Hyde was a Member of the Fire Authority from 2004 to 2017.

- **COUNCILLOR AUFRON ROBERTS**

On behalf of all Members and Officers of the Fire & Rescue Authority, the Chair congratulated Councillor Roberts on being

awarded the Member of the Order of the British Empire (MBE) in the New Year's Honours list.

- **INDUSTRIAL ACTION**

The Chair reported that following the Fire Brigades Union ballot over a nationwide pay dispute, 88% of those who voted were in favour of taking industrial action. Further negotiations took place on 8 February, 2023, where an improved offer was made resulting in the FBU postponing industrial action while they balloted members on the latest offer. Members were informed that a further update would be provided as part of the agenda at the end of the meeting.

- **ISAR DEPLOYMENT TO TURKEY**

The Chair reported that three operational members of the Service had been deployed to Turkey to assist the International Search & Rescue team, following the devastating earthquake last week. On behalf of Members the Chair extended thanks for their commitment to supporting the rescue efforts.

Following a request by the Chair, T/ACFO Garry Davies confirmed that he would provide a brief update on the ongoing work being undertaken by the operational team members towards the end of the meeting.

- **RECENT FIRE FATALITY**

The Chair was deeply sad to report that the crews from Merthyr Station attended a fire fatality on Sunday, 22 January, 2023, and thoughts were with the family and loved ones of the individual concerned. The Chair wished to express Members thanks to the crews for their valiant efforts at the incident.

Following a request by the Chair, T/DCFO Rose confirmed that he would provide Members with an update on the incident towards the end of the meeting.

- **THE SOCIAL PARTENERSHIP FORUM**

The Chair informed Members that last month he and the Chief Fire Officer attended the first Fire & Rescue Social Partnership Forum established by the Deputy Minister, along with colleagues from Mid & West Wales FRS, and North Wales FRS, along with WLGA and Fire & Rescue trade union officials. Members noted that it was a

busy and full agenda with very productive discussions on a vast array of areas.

#### **44. MINUTES OF PREVIOUS MEETINGS**

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

- Fire & Rescue Authority meeting held on Monday, 19 December 2022
- Standards Committee meeting held on Monday, 3 October, 2022
- Local Pension Board Committee meeting held on Monday, 17 October, 2022
- Scrutiny Group meeting held on Friday, 28 November, 2022

#### **45. UPDATE ON ACTIONS**

The ACO People Services and ACO Corporate Services provided a brief overview and update on the following outstanding actions:- 21/22-17.3.2, 21/22-17.3.3, and 21/22-32.3.3.

#### **46. REPORTS FOR DECISION**

##### **46.1. INDEPENDENT CULTURAL REVIEW**

The Monitoring Officer and Chief Fire Officer advised that the purpose of the presented report was to update Members on the process of appointing an Independent Review Chairperson, the Terms of Reference for the review, the timescales and potential impacts arising from the review.

Following a lengthy question and answer session on Members concerns relating to the Independent Cultural Review, which included the high cost of appointing a King's Counsel, and whether there would be a possibility of extending the 5 year timeframe for reviewing historical disciplinary cases, Officers assured Members that the Terms of Reference were only in draft format and could be reviewed and amended by the appointed Chair of the Review.

Members also raised their concerns that the Welsh Government Deputy Minister had objected to the appointment of the Chief Fire Officer and Chairman of the Fire Authority being involved in the Independent Cultural Review process, even though the Service had commissioned the review and were covering the whole cost.

Following further debate, Officers assured Members that the CFO and Chair would be acting as advisers to the Independent Panel Members and confirmed that they had taken onboard their comments relating to the possibility of extending the 5 year period and would review the Terms of Reference in due course.

All Members and Officers withdrew from the meeting room at 1050 hrs to attend a short Memorial Service.

All Members and Officers returned to the meeting room at 1105 hrs to reconvene the formal meeting.

## **RESOLVED THAT**

- 46.1.1 Members unanimously agreed to approve the creation of an Independent Appointment Board consisting of the membership outlined in paragraph 2.3 within the report.
- 46.1.2 Following slight amendments by Officers, Members unanimously agreed to approve the draft Terms of Reference for the Independent Review attached to the report at Appendix 1.
- 46.1.3 Members unanimously agreed to approve the allocation of earmarked reserves as outline in paragraph 3.3.4 within the report.
- 46.1.4 Following a request by the Monitoring Officer for nominations for Members to form the Authority Review Board, Councillors McConnell, Wright, Morgan, Carr and Evans all agreed to provide ongoing support to the Independent Chairperson throughout the review.

## **46.2 REVENUE AND CAPITAL BUDGET DETERMINATION FOR 2023/24**

The Treasurer informed Members that the presented report included the recommended Revenue and Capital budget for 2023/24 together with the responses to the consultation exercise undertaken.

The Fire Authority was asked to approve the budget, including a proposed Revenue budget of £89,375,478 representing a 12.70% increase over that set for 2022/23. This increase assumed that the Welsh Government's Scape grant previously paid to the Fire Authority, would be transferred to constituent councils in the final local government settlement as outlined by the Deputy Minister.

### **RESOLVED THAT**

- 46.2.1 Following lengthy debate, Members agreed to approve the proposed Revenue and Capital budgets included within the presented report.
- 46.2.2 Members agreed to give delegated authority to the Treasurer to make an appropriate adjustment to the Revenue budget if the Scape Grant was not transferred into the local government settlement.

## **46.3 STRATEGIC PERFORMANCE INDICATORS TARGET SETTING 2023/2024**

The T/DCFO Service Delivery presented a report for Members to consider the Strategic Performance Indicator Targets for 2023/2024.

### **RESOLVED THAT**

- 46.3.1 Following a question and answer session on concerns relating to tackling grassfires and issues with climate change, Members agreed to approve the Strategic Performance Indicator Targets proposed for 2023/2024.
- 46.3.2 Members agreed to approve delegation to the T/Deputy Chief Fire Officer to review Quarter 4

2022/2023 data, planned reduction strategies, and refine targets as necessary.

- 46.3.3 Members agreed to approve publication of the Strategic Performance Indicator Targets on to the SWFRS internet site.

#### **46.4 REPORT ON RESPONSES TO THE CONSULTATION ON THE STRATEGIC THEMES AND OBJECTIVES FOR 2023/2024**

The Head of Corporate Support informed Members that the Service had recently consulted with the public on the Strategic Themes and Objectives developed for 2023/2024. Members were asked to consider the responses received during the consultation that ran from 21 October, 2022 to 13 January 2023.

Councillor McConnell left the meeting at 1200 hrs.

#### **RESOLVED THAT**

- 46.4.1 Members agreed to review the consultation evaluation in Appendix 1 attached to the report.
- 46.4.2 Members agreed to approve the Strategic Themes and Objectives detailed in Appendix 1 attached to the report.

#### **47. REPORTS FOR INFORMATION**

##### **47.1 AUDIT OF SOUTH WALES FIRE & RESCUE AUTHORITY'S ASSESSMENT OF 2021-22 PERFORMANCE**

The Audit Wales Officer provided Members with a brief overview of the audit of South Wales Fire & Rescue Authority's assessment of 2021/22 performance.

#### **RESOLVED THAT**

Members agreed to note the brief update.

## **47.2 AUDIT WALES ANNUAL AUDIT SUMMARY 2022**

The Audit Wales Officer provided Members with a brief overview of the Audit Wales Annual Audit Summary 2022.

### **RESOLVED THAT**

Members agreed to note the update on the Audit Wales Annual Audit Summary 2022.

## **47.3 REPORT ON ISAR DEPLOYMENT TO TURKEY**

The T/ACFO Technical Services provided Members with a verbal update on the deployment of a team of operational firefighters to Turkey following the recent devastating earthquake in the region.

Officers took the opportunity to thank Members for their ongoing support to quickly deploy operational personnel to such tragic events.

### **RESOLVED THAT**

Members agreed to note the verbal update report.

## **47.4 FORWARD WORK PROGRAMME 2022/2023**

The Monitoring Officer provided a brief overview of the Forward Work Programme for 2022/2023.

### **RESOLVED THAT**

Members agreed to note the Forward Work Programme for 2022/2023.

With reference to Members Development Day due to take place at Cardiff Gate Training & Development Centre in March, Officers agreed to provide further information on the awareness and development sessions in due course.

Officers also assured Members that if they were unable to attend the Development Day then alternative dates would be provided.

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

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

**49. RESOLUTION TO EXCLUDE THE PRESS AND PUBLIC BY VIRTUE OF SECTION 100A AND PARAGRAPHS 14 & 15 OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED)**

A resolution to exclude the press and public by virtue of Section 100A and Paragraphs 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended) was passed.

**49.1. PREPARATIONS FOR OPERATION ATEGOL – SERVICES ACTIONS IN THE EVENT OF INDUSTRIAL ACTION BY FIRE BRIGADES UNION**

The Chief Fire Officer and T/ACFO Industrial Action provided Members with a verbal update on preparations for Operation ATEGOL, and the Services actions in the event of Industrial Action by the Fire Brigades Union.

**RESOLVED THAT**

Members agreed to note the verbal update on Operation ATEGOL.

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## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE HR & EQUALITIES MEETING HELD ON MONDAY, 7 NOVEMBER, 2022

**HELD IN MEETING ROOM 8 OR REMOTELY VIA TEAMS**

#### **8. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
A Roberts (Chair)		Rhondda Cynon Taff
D Ali (Deputy Chair)		Cardiff
K Carr		Cardiff
G Holmes		Rhondda Cynon Taff
A Hussey		Caerphilly
S McConnel		Monmouthshire
D Naughton		Cardiff

#### **APOLOGIES:**

C Elsbury	Caerphilly
P Ford	Bridgend
T Watkins	Newport
ACO A Reed	Director of People Services
AM D Loader	Head of Training

#### **ABSENT:**

Vacant	Torfaen
S Melbourne	Cardiff

**OFFICERS PRESENT:-** Mr A Jones – Head of HR, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support, GM S Jenkins – Group Manager Training

#### **9. DECLARATIONS OF INTEREST**

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

## **10. CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements to report.

## **11. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 18 July, 2022, were received and accepted as a true record of proceedings.

## **12. REPORTS FOR INFORMATION**

### **12.1. FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2022/2023**

The Head of HR informed Members that under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority was the recognised Scheme Manager for Firefighters Pension Schemes.

The Welsh Government issued regular communications to all Chief Fire Officers, Chairs and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These emails and circulars could cover a variety of areas, including all aspects of Firefighters Pension Schemes, and had to be noted or actioned as appropriate.

However, since the last report to the HR & Equalities Committee meeting in July, there had been no further circulars received. The report, therefore, was a duplication of that presented to the Committee in July.

### **RESOLVED THAT**

- 12.1.1 Members agreed to accept the Welsh Government's Firefighters' Pension Scheme Circulars and emails that had been received in the year 2022/2023.
- 12.1.2 Members agreed to note the actions that had been implemented for each of the circulars.

## **12.2 REVIEW OF TRAINING & DEVELOPMENT 2021/2022**

Group Manager Jenkins provided Members with an overview of the Training & Development department's performance during 2021/2022, including the new structure that had been implemented since August 2021, and some detail on how the Management team at Cardiff Gate had improved the way training had been delivered to provide value for money as the 'Private Finance Initiative' (PFI) intended.

Following a question and answer session on the reason for the decrease in attendance on courses, the Group Manager informed Members that due to the change in legislation of Section 19 of the Road Traffic Act, it had been agreed to carry out a trial on a more targeted approach of driver training, with one to one delivery.

### **RESOLVED THAT**

Members agreed to note the content of the report.

## **12.3 UPDATE ON PATHWAYS**

The Head of HR presented a report which outlined the newly created Pathways for South Wales Fire & Rescue Service which was due to be launched in early 2023.

The Pathways project looked to embed the development of skills, knowledge, and capabilities for all staff across the organisation. It outlined leadership development for all levels within the Service and across all functions.

The report outlined the background to Pathways, the work that had taken place, and the proposed benefits to the organisation and wider communities from the launch of the project.

### **RESOLVED THAT**

Following a question and answer session on mentoring and coaching opportunities, as well as developing individuals in-house, Members agreed to note the content of the report.

## **12.4 STRATEGIC EQUALITY PLAN UPDATE 2020-2025 – ANNUAL REVIEW (YEAR TWO)**

The Head of HR provided Members with an update on the year two review of the Service's Strategic Equality Plan for 2020-2025, which showed how the Service was moving towards meeting its Strategic Equality Plan outcomes.

### **RESOLVED THAT**

Members agreed to note the content of the report and the review attached as Appendix 1.

## **13. FORWARD WORK PROGRAMME 2022/2023**

The Deputy Monitoring Officer provided Members with the Forward Work Programme for 2022/2023.

### **RESOLVED THAT**

Members agreed the content of the Forward Work Programme for 2022/2023.

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

There were no items of urgent business to discuss.

- **THANK YOU MESSAGE**

The Chair closed the meeting by wishing to congratulate all local Fire Stations for the exceptional Firework Displays they had put on for members of the public, especially Gilfach Goch and Treorchy Fire Stations as their event was well attended by over 4,000 people.

**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE FINANCE, AUDIT & PERFORMANCE  
MANAGEMENT MEETING**

**HELD ON MONDAY 5 DECEMBER 2022 AT  
IN MEETING ROOM 8 OR REMOTELY VIA STARLEAF**

**17. PRESENT:**

**Councillor**

**Left**

S Evans (Chair)

I Buckley

M Hughes

D Isaac

M Powell

Torfaen

Vale of Glamorgan

Bridgend

Merthyr Tydfil

Monmouthshire

**APOLOGIES:**

J Morgan (Deputy Chair)

M Al Nuaimi

D Parkin

B Proctor

C Wright

Mrs L Mullan

Mrs S Watkins

Blaenau Gwent

Newport

Rhondda Cynon Taff

Cardiff

Caerphilly

T/Head of Finance

Deputy Monitoring  
Officer

**ABSENT:**

**OFFICERS PRESENT:-** ACO G Thomas – Monitoring Officer & Director of Corporate Services, Mr C Barton – Treasurer, Temp AM C Hadfield – Temp Head of Risk Reduction, Ms J Sambell – Temp Senior Accountant, Mr S Gourlay – TIAA Internal Auditor, Mr C Rigby – Audit Wales Officer, Mr W Thomas – Head of Service Performance & Communication

**18. DECLARATIONS OF INTEREST**

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

The Chair declared a personal interest in items which related to planning applications for New Inn Fire Station.

## **19. CHAIR'S ANNOUNCEMENTS**

The Chair wished to record his thanks and appreciation to the Fire Cadets who recently attended a local Remembrance Day Parade, and was pleased to report they were all exemplary and well presented.

## **20. MINUTES OF PREVIOUS MEETING**

The minutes of the previous Finance, Audit & Performance Management meeting held on 10 October 2022, were received and accepted as a true record of proceedings.

## **21. REPORTS FOR DECISION**

### **21.1 REVENUE MONITORING REPORT 2022/2023**

The Senior Accountant informed Members that the Revenue Monitoring report provided details of the Annual Revenue Budget, forecasts and associated information for the year ending 31 March, 2023.

The Treasurer advised Members that the expected overspend would be considered in the Budget.

### **RESOLVED THAT**

Following discussion on the fluctuation in fuel prices, and the decrease in the underspend of the Apprenticeship Scheme, Members agreed to note the report and its contents.

### **21.2 CAPITAL MONITORING REPORT 2022/2023**

The Senior Accountant informed Members that the Capital Monitoring report provided details of the Capital Budget, transactions to date, and the forecast year end position for the year ending 31 March, 2023.

## **RESOLVED THAT**

- 21.2.1 Following a question and answer session on balancing fixed term contracts and the payment of goods, Members agreed to note the budget and progress of capital schemes and approved the alterations in Appendix 1 and associated movements in funding.
- 21.2.2 Officers agreed to amend the typing errors identified in Items 1.5, 2.1.4 and 2.2.2, contained within the report.
- 21.2.3 With reference to the purchase of DIM vehicles, Officers agreed to confirm the number of vehicles ordered.

## **21.3 REVENUE & CAPITAL BUDGET SETTING UPDATE REPORT**

The Treasurer presented a report which updated Members on preparations for the setting of the 2023/2024 budget, and to seek approval for the draft budget for consultation.

The report included the latest projections based on the Authority's plans and strategies as informed by the general financial and operational environment in which services were provided.

The report was built on the Medium Term Financial Strategy (MTFS) report that was considered by the Fire & Rescue Authority in September 2022, and by the FAPM Committee on 10 October, 2022. The report still indicated that the Authority's cost base would significantly increase both this year and next in response to the prevailing inflationary pressures in the economy.

The report now included the likely impact of population projections flowing from the data underpinning the Local Government Settlement which formed the basis of the distribution of the Fire Contributions budget.

The report updated the latest projections based on known changes around pay inflation, changes made by central Government, and those resulting from further work undertaken by officers of the Service as requested by Members.

**RESOLVED THAT**

Following a question and answer session on the challenges in maintaining the On-Call establishment, Members agreed to note the continued risks and uncertainties within the proposed draft Revenue Budget, and to recommend it to the Fire & Rescue Authority as the basis of consultation.

**22. REPORTS FOR INFORMATION****22.1 TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2022/2023**

The Treasurer 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, 2022.

With reference to whether there were any restrictions on the amount of borrowing, the Treasurer advised Members that the Service sets their own restrictions with a long term borrowing strategy which includes a range of maturity dates set at various stages.

**RESOLVED THAT**

Members agreed to note the report and treasury activity for the period 1 April-30 September, 2022.

**22.2 AUDIT ACTIONS REPORT HEALTH CHECK 2022-2023 QUARTER 2**

The Head of Service Performance & Communication provided Members with a brief overview of the Audit Actions Report Health Check 2022/2023 Quarter 2.

**RESOLVED THAT**

22.2.1 Members agreed to note the presented report and its contents.

22.2.2 With reference to the importance of inserting completion dates and decisions against each of the highlighted risks, Officers assured Members that all

recommendations were followed up on an annual basis by the Internal Auditor.

### **22.3 INTERNAL AUDIT PROGRESS REPORT & AUDIT ACTION UPDATE**

The TIAA Internal Auditor presented a report which updated Members upon progress being made against the Internal Audit Plan 2022/2023.

#### **RESOLVED THAT**

Members agreed to note the Internal Audit recommendations and work completed to date on the Internal Audit Annual Plan 2022/2023.

### **23. FORWARD WORK PROGRAMME**

The Monitoring Officer provided Members with the Forward Work Programme for 2022/2023.

#### **RESOLVED THAT**

Members agreed the content of the Forward Work Programme for 2022/2023.

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

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

### **25. REPORT FOR DECISION**

#### **25.1 RESOLUTION TO EXCLUDE THE PRESS AND PUBLIC BY VIRTUE OF SECTION 100A AND PARAGRAPHS 14 & 15 OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED)**

A resolution to exclude the press and public by virtue of Section 100A and Paragraphs 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended) was passed.

## **25.2 AUDIT WALES – CYBER RESILIENCE IN THE PUBLIC SECTOR**

The ACO Corporate Services informed Members that the confidential Audit Wales report provided learning from organisations that had been victims of cyber incidents. It was hoped that by sharing key messages the profile of cyber risks would be raised, and public bodies could learn from one another.

### **RESOLVED THAT**

Following lengthy discussion on the importance of staff receiving mandatory awareness training on issues relating to fraud, Members agreed to note the findings of the Audit Wales report attached at Appendix 1, and an update on cyber risk management within the Service be presented to the next FAPM Committee meeting.

## AGENDA ITEM NO 5

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

Huw Jakeway – CFO Dewi Rose – T/DCFO SD Geraint Thomas – ACO CS Alison Reed – ACO PS	Chris Barton – Treasurer Richie Prendergast – ACFO TS Nigel Williams – T/ACFO IA Garry Davies – T/ACFO TS
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Minute No	Item	Action	Leading Officer	Current Status:
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 (ID)	ACO PS	<p>We have continued to provide pension benefit options for category 1 cases. These are cases where the individual who is in scope of ID, submits their notice of intention to retire.</p> <p>We have purchased and publicised (on an All Wales basis) a modeller, developed by the Government Actuaries Department (GAD) that allow individuals to understand the impact of McCloud at a personal level.</p>
21/22 – 17.3.3	Firefighter Pensions – Remedying Age	Progress exercise to implement the wider remedy work as described in the outcome of the	ACO PS	As set out above, work continues on processing Immediate Detriment (category 1) cases. The groundwork

Minute No	Item	Action	Leading Officer	Current Status:
	Discrimination : McCloud Exercise	HMT consultation on public service pensions for implementation by October 2023 at the latest.		continues on the category 2 cases (those individuals who have retired). Resources have been allocated to this work.
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	<p>In September 2022, the Real Living Wage Foundation announced an increase in the hourly rate from £9.90 to £10.90. The 2022 pay award for green book staff was announced in October 2022 and as a result the lowest paid employee is currently earning £11.18 per hour which is above the new hourly rate set by the Real Living Wage Foundation.</p> <p>Work continues to explore the impact for those organisations who are contracted to deliver services to us. The procurement team are assessing the cost impacts which will be passed on, where suppliers have had to increase their pay rates to comply with the Living Wage levels.</p>
22/23 – 22.1.4	Broadening the Role of Firefighters in	Chair and Chief Fire Officer to discuss thematic review with the Fire Brigades Union; and Chief	CFO	An update report is on today's agenda.

<b>Minute No</b>	<b>Item</b>	<b>Action</b>	<b>Leading Officer</b>	<b>Current Status:</b>
	Wales – Thematic Review	Fire Officer to meet Welsh CFOs to consider the review deadline set by Welsh Government.		
22/23 – 38.1.3	Thematic Review of Operational Training within The Welsh Fire & Rescue Services – October 2022	Provide Members with an update report on conclusion of the Service Review.	CFO	An update report is on today's agenda.
22/23 – 46.3.3	Strategic Performance Indicators Target Setting 2023/24	Publish the Strategic Performance Indicators on the Service website	ACO CS	Completed

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AGENDA ITEM NO 6

**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 6.i  
27 MARCH 2023

REPORT OF THE ACO PEOPLE SERVICES

**PAY POLICY STATEMENT 2023/2024**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ACO PEOPLE SERVICES, ALISON REED  
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 2023/2024 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 27 February, 2023.

**RECOMMENDATION**

1. That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2023/2024.
2. That Members approve the 2023/2024 Pay Policy Statement to be published by 31 March 2023.

**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 2023/2024 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 The Pay Policy Statement should be an accurate reflection of the current situation at the point of publication. However, it should be noted that the 2022 pay award for Grey and Gold Book staff has not yet been agreed. The salary details for these groups of staff will need to be amended following agreement.
- 2.5 The Pay Policy Statement has been updated to reflect decisions made in relation to the approach to reviewing Principal Officer remuneration. Section 4 of the Policy Statement refers.

- 2.6 The review of the Honorarium Policy has been completed and section 1.3 of the Pay Policy Statement contains the updated approach.
- 2.7 Appendix 1 contains the updated version of the Pay Policy Statement 2023/2024.

### 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 Following the Job Evaluation exercise that was completed in 2022 for Corporate staff, a review of the Honorarium Policy has been completed and section 13 (Honorarium Payments) of the Pay Policy Statement has been updated to reflect the new arrangements.

#### 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
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#### **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.
- 4.2 The revised Statement includes updated sections following the review of Principal Officer Remuneration which was agreed by the Fire Authority in September 2022.
- 4.3 Section 13 (Honorary Payments) has been updated following completion of the Job Evaluation exercise.
- 4.4 It should be noted that the 2022 pay award for Grey and Gold Book staff has not been agreed. The salary details for these groups of staff will need to be revised following agreement. The Pay Policy Statement will require updating once agreement has been reached and new salary details are available.

#### **5. RECOMMENDATIONS**

- 5.1 That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2023/2024.
- 5.2 That Members approve the 2023/2024 Pay Policy Statement to be published by 31 March 2023.

<b>Contact Officer:</b>	ACO Alison Reed
<b>Background Papers</b>	Appendix 1 – Pay Policy Statement 2023/2024

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## SOUTH WALES FIRE & RESCUE AUTHORITY



### LOCALISM ACT 2011: PAY POLICY STATEMENT 2023/2024

<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 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 increases for	FA 12.10.15

	<p>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 &amp; Rescue Authority will therefore pay these as and when determined in accordance with current contractual requirements.</p>															
4.3	<p>The Fire &amp; Rescue Authority resolved that the HR &amp; Equalities Committee should be assigned to consider Principal Officers' remuneration and their findings reported to the full Fire &amp; Rescue Authority for final determination. NJC for Brigade Managers of Fire &amp; Rescue Services (Services Constitution and Scheme of Conditions of Service 5<sup>th</sup> edition 2006) recommends that salary levels are reviewed annually.</p>	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 border="1"> <thead> <tr> <th><b>Title</b></th> <th><b>Notional % of CFO salary</b></th> </tr> </thead> <tbody> <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> </tbody> </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>	<b>Title</b>	<b>Notional % of CFO salary</b>	<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>	
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<i>Treasurer*</i>	<i>70.88% of ACO</i>															
4.5	<p>The Fire &amp; 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</p>	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 Officer's 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' increases 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 factors 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
4.16	On 26 September 2022, the Fire Authority received a report from an external consultant in relation to Principal Officer pay in Wales and more broadly, the UK. The Fire Authority agreed an uplift of 4.5%, effective 1 July 2022. The Fire Authority also agreed that an annual review of Principal Officer pay would be undertaken. The detail and mechanisms for the review are set out in paragraphs 4.1-4.3 above.	
<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, Corporate and Auxilliary 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 recognised 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, Organisational 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 1:6:77.	FA 15.12.14						
<b>8</b>	<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: -	FA 15.12.14						
	<table border="1"> <thead> <tr> <th><b>DECISION</b></th> <th><b>DELEGATED AUTHORITY LEVEL</b></th> </tr> </thead> <tbody> <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</i></td> </tr> </tbody> </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</i>	
<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>							
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<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</i>							

		<i>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>	
	<i>Acting-up payment at Assistant Chief Officer level where total salary package is less than £100k.</i>	<i>Chief Fire Officer</i>	
	<i>Acting up payment for posts where total salary package is more than £100k.</i>	<i>Full Fire &amp; Rescue Authority</i>	
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 £21,575 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		FA

	normally be appointed to the minimum point of the pay grade for the job.	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	The business case should incorporate the following: - <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	The Assistant Chief Officer People Services will:- <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 organisational 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	FA

	factors.	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 based on business needs.	FA 15.12.14
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 area 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 taxpayer. 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 allowance 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 differential as acting up allowance.	FA 15.12.14
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	<p>The approving officer will:</p> <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 Employee Relations Team 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

13	<b>HONORARIUM PAYMENTS</b>	
13.1	<p>Whilst the majority of the workforce are contracted to substantive posts, at any given point in time there will be some corporate employees who carry out specific duties in a temporary capacity.</p> <p>Where the Service wishes to recognise the significant and additional discretionary efforts of an employee in the above instance, honoraria can be requested to be paid to the employee.</p>	FA 27.03.23
13.2	<p>Payments are made to recognise the employee undertaking agreed <i>additional</i> work against their existing job description. This could be due to a sudden and critical requirement to complete a time bound project or a task of which the employee willingly gives their time and effort to undertake, whilst continuing to undertake their usual work. This work can also be planned, but it will be expected that other ways to reward for the work is considered first (e.g. the creation of a new temporary project job, which should be assessed against the job evaluation framework).</p>	FA 27.03.23
13.3	<p>If a manager wishes to recognise this effort and believes the work falls within the definition of an honorarium payment, they must prepare a business case outlining the key factors to their Head of Service and the Head of HR explaining the circumstances, length of honorarium payment and the amount they recommend should be paid. This will then be considered by the Heads of Service and a decision will be made as to whether it can be paid.</p>	FA 27.03.23
13.4	<p>The payment structure is set out below:</p> <ul style="list-style-type: none"> <li>a. In the majority of cases this shall be for an additional <b>three</b> spinal points above the individual's substantive point. This will take account of any natural progression through the spinal scale to ensure the honorarium payment maintains its value.</li> <li>b. In exceptional cases, and only with the approval of the respective Director, the honorarium may be increased beyond three spinal points.</li> </ul>	FA 27.03.23
	<p>The duration is as follows:</p> <p>Where an honorarium payment is requested, this shall not normally extend beyond <b>six months</b>. Where it is considered necessary to continue payments beyond six months a review must be undertaken between the Head of Service and their Director to consider whether the payment should continue, or if some other arrangement should be made to cover the duties.</p> <p>Any extension beyond the six-month period <b>must</b> be approved by the Director of People Services prior to</p>	FA 27.03.23

	<p>commencement and should not normally last for more than a twelve-month period unless there is a specific business reason.</p> <p>Only one honorarium can be paid to each employee within a 12-month period.</p>	
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 may be pensionable, this however will be dependent on the individual's pensions scheme regulations.	FA 15.12.14
13.7	Information on all honoraria payments will be compiled and reviewed annually by Human Resources and reported to the HR & Equalities Committee for monitoring purposes.	FA 15.12.14
13.8	If the payment of a honoraria 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
<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 resolution to either accept or reject.	FA 15.12.14
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 Assistant Chief Officer People Service's decisions.	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 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 Officer's salary takes place.	FA 15.12.14
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 POLICIES</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</li> </ul>	FA 14.03.16

	<p>retirement, and efficiency of service</p> <ul style="list-style-type: none"> <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>	
<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 utilise a structured approach to both identifying critical positions and developing managers and staff with high potential within the organisation, 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 identifies, assesses, and develops their employees to ensure they are ready to take 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.</p>	FA 14.03.16
<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 1 JULY 2022**

	<b>FT Salary</b>	<b>Actual Salary</b>
<b>DIRECTORS (5 posts)</b>		
Chief Fire Officer	£146,123	£146,123
Deputy Chief Fire Officer (80% CFO)	£116,899	£116,899
Deputy Chief Officer (95% - DCFO)	£111,054	-
Assistant Chief Fire Officer - Technical Services (75.15% CFO)	£109,811	£109,811
Assistant Chief Fire Officer- Service Delivery (75.15% CFO)	£109,811	£109,811
Assistant Chief Officer - People Services (82.5% -ACFO)	£90,594	£90,594
Assistant Chief Officer – Corporate Services (82.5% - ACFO)	£90,594	£90,594
<b>STATUTORY OFFICER (1 post)</b>		
Treasurer (70.88% -ACO)	£64,218	£29,142
<ul style="list-style-type: none"> <li>The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.</li> </ul>		
<b>HEADS OF SERVICE (8 posts)</b>		
Head of Service - Finance (63.634% -ACO)	£57,650	£57,650
Head of Service - Corporate (63.634% - ACO)	£57,650	£57,650
Head of Service - HR (63.634% -ACO)	£57,650	£57,650
Head of Service - ICT (63.634% -ACO)	£57,650	£57,650
Area Manager - Operations *	£84,360	£84,360
Area Manager - Head of Operational Risk Management *	£84,360	£84,360
Area Manager - Head of Risk Reduction *	£84,360	£84,360
Area Manager - Training & Development *	£84,360	£84,360
* <i>Area Manager - Baseline Salary</i>	<i>£61,667</i>	
<i>20% flexi duty allowance</i>	<i>£12,333</i>	
<i>14% continuous duty system pay</i>	<i>£10,360</i>	
<i>CPD</i>	<i>£689</i>	
*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		

## 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	"

	Firefighter			Crew Manager			Watch Manager			Paid as an honorarium		Station Manager	
	Trainee	Develo ment	Com etent	Develo ment	Com etent	Develo ment	Com etent	Develo ment	Competent A	Competent B	Develo ment	Competent A	
<b>105 Hours</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									
Paid a Month				75	75	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	-- Q,5 1-t5	£21,363.75	Jr	£22,005.00		
<b>94.5 Hours</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									
Paid a Month				67.5	67.5	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	£16,514.00	£16,888.50	£17,354.25	£18,478.13	£19,227.38	£19,804.50			
<b>84 Hours</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									
Paid a Month				60	60	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>													
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									
Paid a Month				52.5	52.5	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>													
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									
Paid a Month				45	45	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>													
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									
Paid a Month				37.5	37.5	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>													
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									
Paid a Month				30	30	30	30	30	30	30	30	30	
Total Salary	£4,143.15	£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			

	31.5 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
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						
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	<b>£6,159.38</b>	£6,409.13 <i>71</i>	<b>£6,601.50</b>

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**South Wales Fire & Rescue Service  
Corporate Staff Salary Scales Effective from 01 April 2022**

Grade	Spinal Point	Salary
4	5	£21,575
	6	£21,968
5	7	£22,369
	8	£22,777
6	10	£23,620
	11	£24,054
	12	£24,496
7	15	£25,878
	16	£26,357
	17	£26,845
8	20	£28,371
	21	£28,900
	22	£29,439
9	23	£30,151
	24	£31,099
	25	£32,020
10	26	£32,909
	27	£33,820
11	28	£34,723
	29	£35,411
12	30	£36,298
	31	£37,261
13	32	£38,296
	33	£39,493
14	34	£40,478
	35	£41,496
15	36	£42,503
	37	£43,516
16	38	£44,539
	39	£45,495
17	40	£46,549
	41	£47,573
18	42	£48,587
	43	£49,590

**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 2021** are as follows:

**Apprentice Engineers & Electricians**

Engineering and Electrical Apprentices following a recognised training course. Rate per week and rate for calculation of overtime and other premium payments from the pay week including **1 April 2021** 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 2021</b>	<b>1 April 2021</b>	<b>1 April 2021</b>	<b>1 April 2021</b>
<b>16 Years</b>	£207.27 (55%)	£263.80 (70%)	£339.17 (90%)	£358.01 (95%)
<b>17 Years</b>	£207.27 (55%)	£301.48 (80%)	£339.17 (90%)	£358.01 (95%)
<b>18 Years+</b>	£301.48 (80%)	£320.32 (85%)	£339.17 (90%)	£358.01 (95%)

**APPENDIX 6****SOUTH WALES FIRE & RESCUE AUTHORITY AUXILIARY FIREFIGHTERS**

From 1 April 2022 Auxiliary Firefighter will be linked to Green Book terms and conditions and as such pay will be made up of the following components:

**Pay award 1 April 2022 4.04%**

- £1,068.99 per year retainer (paid in quarterly instalments of £267.24) for the availability of previous 3 months
- £1,068.99 per year for training attendance (paid in quarterly instalments of £267.24) for the attendance and compliance with training requirements
- £267.24 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 £2,137.98 per annum
- An Auxiliary Firefighter that is also a EDRT (LGV response driver) will receive £2,405.22 per annum
- An Auxiliary who is only EDRT (LGV Response driver) will receive £1,336.23 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 £2,137.98 and £3,206.88 depending on skill sets.

Upon deployment Auxiliary firefighters will be paid £70 per hour (inclusive of holiday pay calculation). Existing operational personnel will see their normal pay rate and other Terms & Conditions (including normal hours worked) suspended and all will be paid £70 per hour, irrespective of the position they are deployed to.

**SOUTH WALES FIRE & RESCUE AUTHORITY  
AUXILIARY CONTROL OPERATORS**

Auxiliary Control Operators will be paid at 95% of the ARFF rate above, in line with the main pay agreement for Control Operators. Therefore, their deployment rate will be £66.50 per hour (inclusive of holiday pay calculation). The annual amount paid for attendance at training days will be £1,015.54. There will be no entitlement to Retainer Payment as they will be on a short-term contract.

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.ii  
27 MARCH 2023

REPORT OF THE ACO PEOPLE SERVICES

**GENDER PAY GAP STATEMENT****THIS REPORT IS FOR DECISION**REPORT APPROVED BY ACO PEOPLE SERVICES, ALISON REED  
REPORT PRESENTED BY ACO ALISON REED**SUMMARY**

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the public sector Regulations), all public authorities are required to publish Gender Pay Gap information by reporting the percentage differences in pay between their male and female employees.

Public authorities must publish the required information based on data captured on the snapshot date of 31 March, within 12 months. Accordingly the deadline for publication is 30 March, 2023.

**RECOMMENDATION**

That Members approve the 2022 Gender Pay Gap report at Appendix 1 attached to the report, to be published by 30 March, 2023, and to note that further analysis is attached at Appendix 2.

**1. BACKGROUND**

- 1.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, came into force from 6 April, 2017, where relevant employers in the private and voluntary sectors are required to publish Gender Pay Gap information by reporting the percentage differences in pay between their male and female employees.
- 1.2 There are separate but parallel gender pay gap reporting provisions for public sector employers which are contained in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (The public-sector Regulations).
- 1.3 The Authority must publish the information within 12 months of the 'snapshot date' of 31 March, meaning that the deadline for publication is 30 March, 2023. The prescribed information must be published on an annual basis.

- 1.4 Members should not confuse the gender pay gap with equal pay, which concerns pay differences between male and female employees performing the same or similar work.
- 1.5 The Authority must publish its gender pay gap information, together with a written statement confirming its accuracy, on its own website and the Government website. While there is no legal requirement to do so, the Authority may also publish a narrative to explain their gender pay gap information.

## 2. ISSUES

- 2.1 Attached at Appendix 1 of this report is the South Wales Fire & Rescue Authority Gender Pay Gap Statement for 30 March 2022. The statement summarises the required reporting metrics and the Authority's position in terms of the gender pay gap. Members should note that there is no reporting against the metrics that relate to the payment of bonuses because the Authority does not pay performance related bonuses to any of its staff or operate any bonus schemes.

## 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 The Gender Pay Gap is based on the average pay of females and males, and is directly impacted by the numbers of women and men in different roles and at different levels in the organisation.

3.1.2 Reasons which may contribute to a gap include:-

- Differing terms and conditions and pay scales for groups of staff across the Service.
- A high proportion of women in often lower paid part-time roles.
- Pay or promotional choices that are made at various points of an individual's working life.

- Employee benefits such as salary sacrifice schemes i.e. Child Care Vouchers, Personal lease Car Scheme or Cycle to Work payments.

### 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 An employer who has a headcount of 250 or more must comply with regulations on Gender Pay Gap reporting.

### 3.3 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	No

## 4. EVALUATION & CONCLUSIONS

- 4.1 We are committed to continuing to reduce the overall gap and as identified in Appendix 1 our approach to do so is multifaceted.
- 4.2 Because there are many contributing factors to a Gender Pay Gap, there is not one simple solution that fixes it.
- 4.3 We will continue to work proactively to encourage applications for roles in the Service from women and all backgrounds. We are working actively with focus groups to better understand how we break down any perceived barriers to females undertaking uniformed roles in the Service.
- 4.4 The Authority has recently signed up to become a Real Living Wage Employer.
- 4.5 We are also reviewing our internal processes to support our approach:
- Mixed gender sift and interview panels.
  - Blind sifting where all identifiable characteristics are removed.
  - Changing the perception of some roles in the Service through our media campaigns

- Developing new learning pathways for all staff.

## 5. RECOMMENDATIONS

- 5.1 That Members approve the 2022 Gender Pay Gap report at Appendix 1 to be published by 30 March, 2023, and to note that further analysis is attached at Appendix 2.

<b>Contact Officer:</b>	ACO Alison Reed Director of People Services
<b>Background Papers</b>	Appendices - Gender Pay Gap Statement (Welsh and English Versions) Appendix 2 - Analysis



Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

# GENDER PAY GAP REPORT 2022

From 2017 onwards, any UK organisation employing 250 or more employees has to publicly report on its gender pay gap. We are required to report on the mean and median gender pay gap and also a breakdown, by quartiles of the proportion of men and women in each quartile, based on hourly pay.

The gender pay gap is the difference between the actual hourly rate of pay between male and female employees, regardless of their role in the Service. These calculations are based on an individual's net earnings paid in March 2020 and include elements such as salary, allowances, honorariums and salary sacrifice payments.

The Service is confident that men and women are paid equally for undertaking equivalent roles across the organisation, as staff are paid, irrelevant of gender, using nationally agreed pay scales.

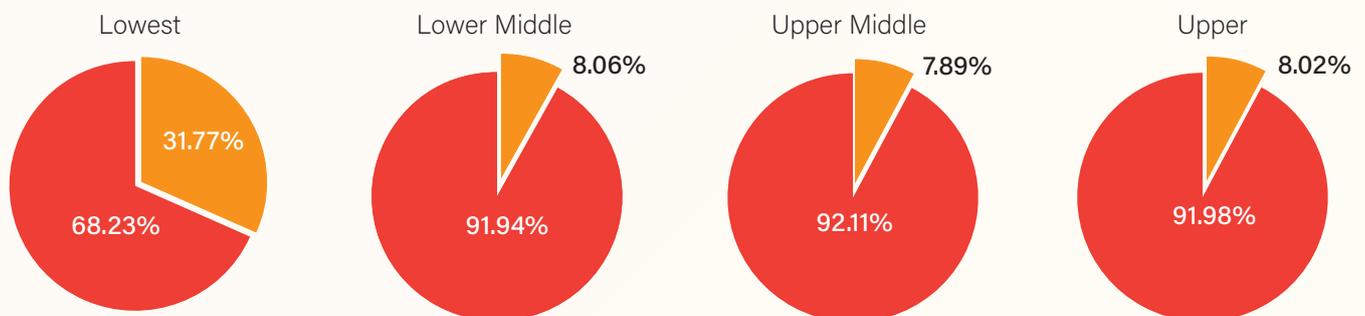
## Mean and Median Data

Difference between men and women		
	Mean (Average)	Median (Mid Point)
Hourly rate	11.81% (15.33%)	8.85% (15.56%)

**Note:** The figures in brackets are the 2021 figures for comparison purposes.

The table above shows our overall mean (average) and median (mid-point) gender pay gap based on hourly pay as at the 31 March 2022. This indicates a positive reduction in the gap between male and female employees. Through its positive action the Service has seen some success in increasing the number of employment contracts secured by females but on the converse, it has also seen a reduction in the number of contracts that can be used in the GPG assessment, which are those paid a full month as at March 2022.

## Pay Quartiles (based on hourly rates)



The above information illustrates the gender distribution at South Wales Fire & Rescue Service, as at 31st March 2022, as per Gender Pay Gap Reporting requirements.



# GENDER PAY GAP REPORT 2022

The gender pay gap is based on average pay of females and males, so one of the biggest causes of it can be the numbers of women and men in different roles and at different levels in the organisation.

For example, if the majority of employees in the upper pay levels are male and the majority of employees in the lower pay levels are female, there is likely to be a gender pay gap, even though everyone is being paid the correct pay for the roles they are undertaking.

Other reasons which may contribute to a gap include:

- Differing terms and conditions and pay scales for groups of staff across the Service
- A high proportion of women in often lower paid part-time roles
- Pay or promotional choices that are made at various points of an individual's working life
- Employee benefits such as salary sacrifice schemes i.e. Child Care Vouchers, Personal Lease Car Scheme or Cycle to Work payments

There are many possible root causes to these reasons. Some may be personal, such as choices people make because of their own circumstances, their work preferences and their aspirations. Other causes are part of society generally, such as the roles that people have historically been attracted to or feel comfortable working in.

Because there are many contributing factors to a gender pay gap, there isn't one simple solution that fixes it.

As part of our Recruitment and Attraction Strategy, South Wales Fire & Rescue Service actively encourages applications from women, from all backgrounds, across all roles and is also working actively with focus groups to better understand how we break down any perceived barriers to females undertaking uniformed roles in the Service.

## Closing the Gender Pay Gap

We are committed to continuing to reduce the overall gap and this is demonstrated through the following initiatives.

Our processes – recruitment, retaining and developing a diverse workforce:

- Mixed gender sift and interview panels
- Blind sifting where all identifiable characteristics are removed
- Changing the perception of some roles in the Service through our media campaigns
- Developing new learning pathways for all staff
- Unconscious Bias Training
- Creating a more inclusive workplace
- Flexible working options

**Councillor Steven Bradwick**  
Chair, South Wales Fire and Rescue Authority

Gwasanaeth Tân ac Achub  
De CymruSouth Wales  
Fire and Rescue Service

## Gender Pay Gap Analysis

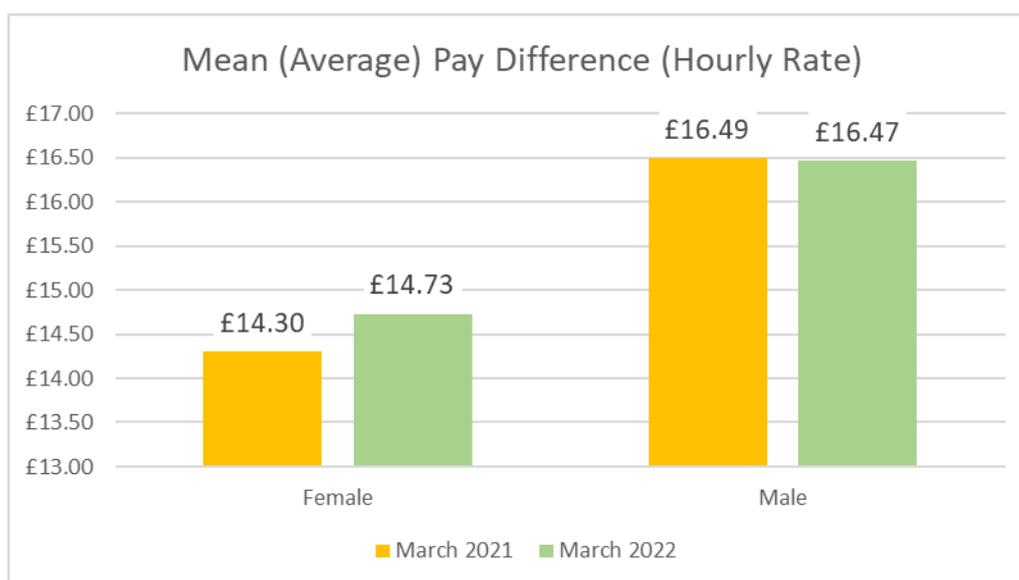
### 2021 vs. 2022

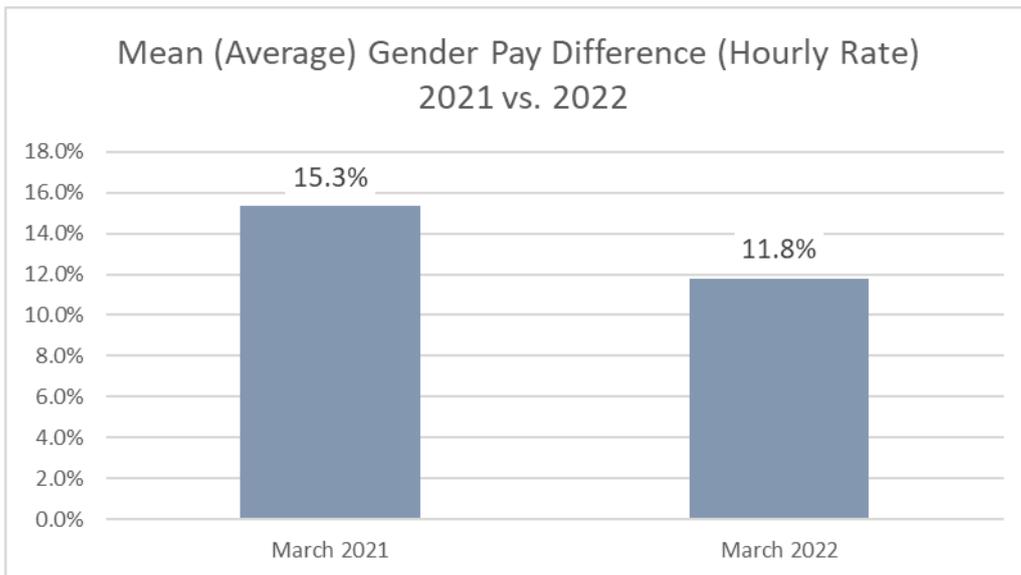
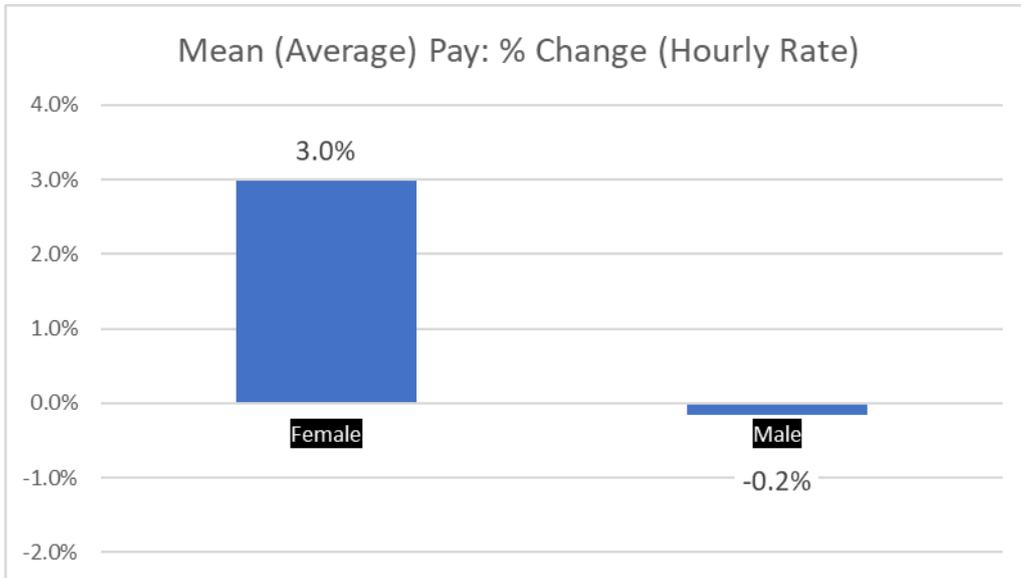
Gender Pay Gap data comparing March 2021 with March 2022.

**IMPORTANT:** This information is only applicable to this report and cannot be compared to other headcount/contract reports that may be produced across the organisation, due to the calculation requirements set by the government.

### Mean (Average) Pay

- Mean (Average) pay for female employees increased by 3% from March 2021 to March 2022. This compared to a 0.2% decrease for male employees.
- The Mean (Average) gender pay gap has narrowed, from 15.3% in March 2021 to 11.8% in March 2022.
- Male employees were on average paid £1.74/hr more than female employees in March 2022, compared to £2.19/hr in March 2021.

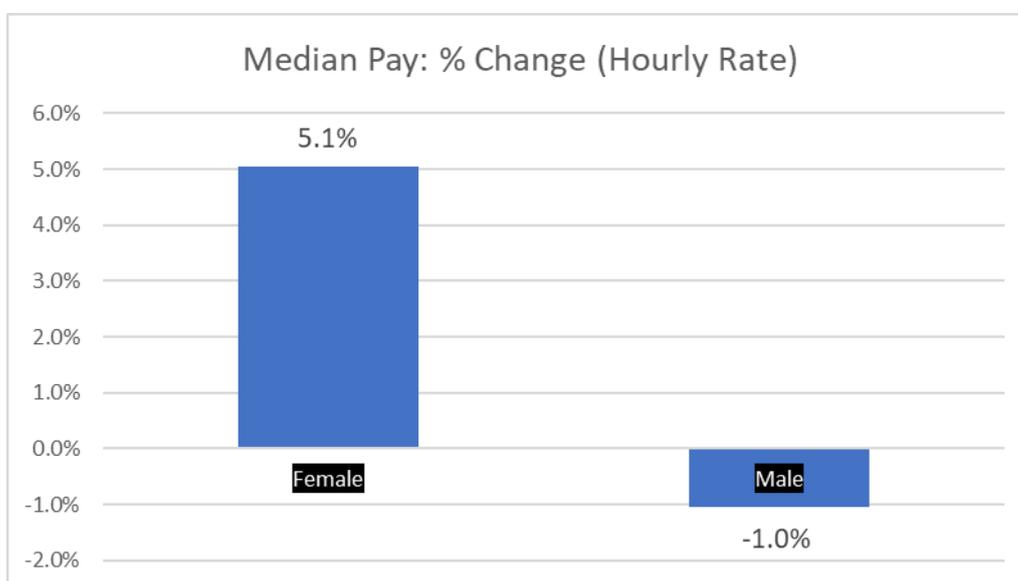
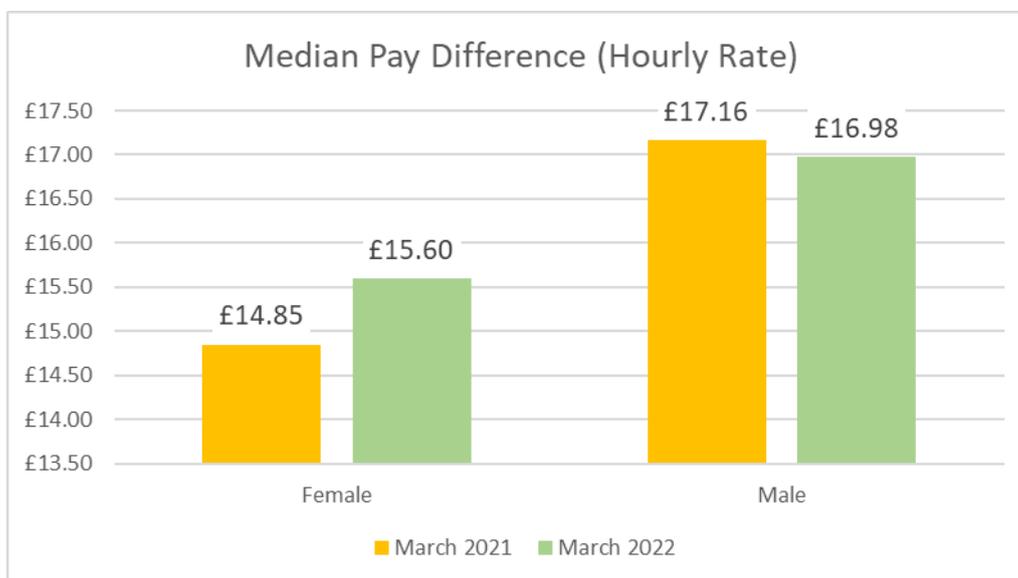


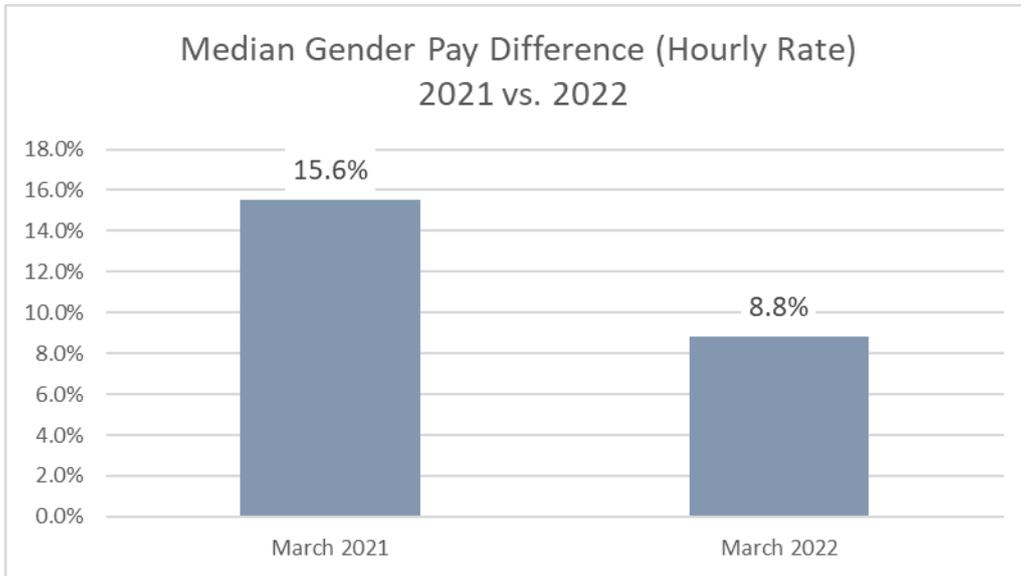




## Median Pay

- Median pay (the middle hourly pay rate) for female employees increased by 5.1% from March 2021 to March 2022. This compared to a 1% decrease for male employees. The Median pay increase for female employees from March 2021 to March 2022 was greater than the Mean pay increase, indicating that a larger proportion of female employees were paid in higher pay scales in March 2022 than in March 2021 (see Pay Quartiles analysis below).
- The Median gender pay gap has narrowed, from 15.6% in March 2021 to 8.8% in March 2022.
- The Median male employee pay rate was £1.38/hr more than the Median male employee pay rate in March 2022, compared to £2.31/hr in March 2021.

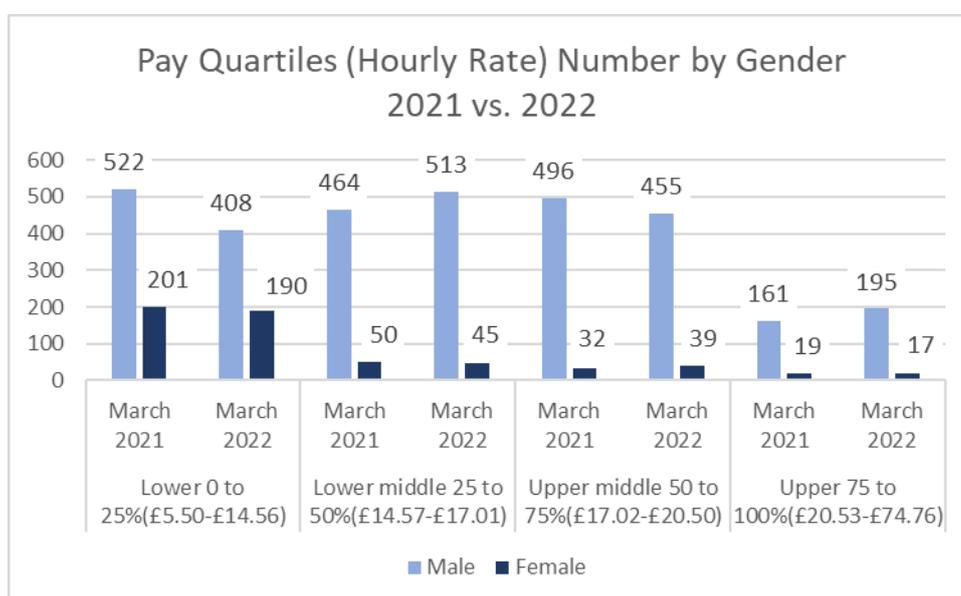
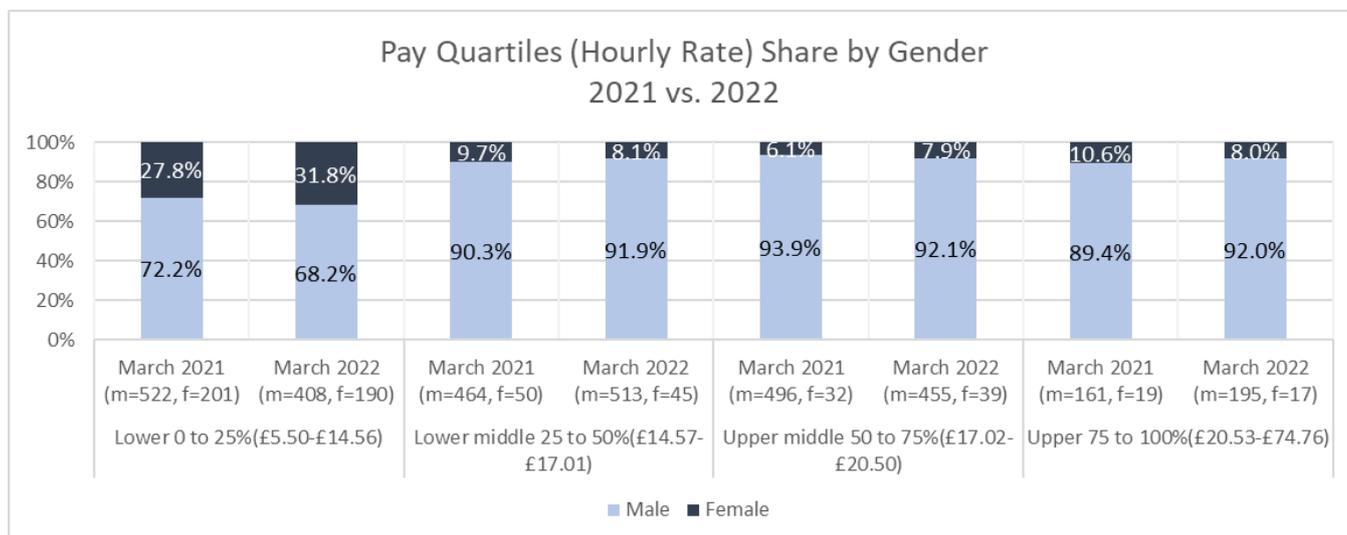


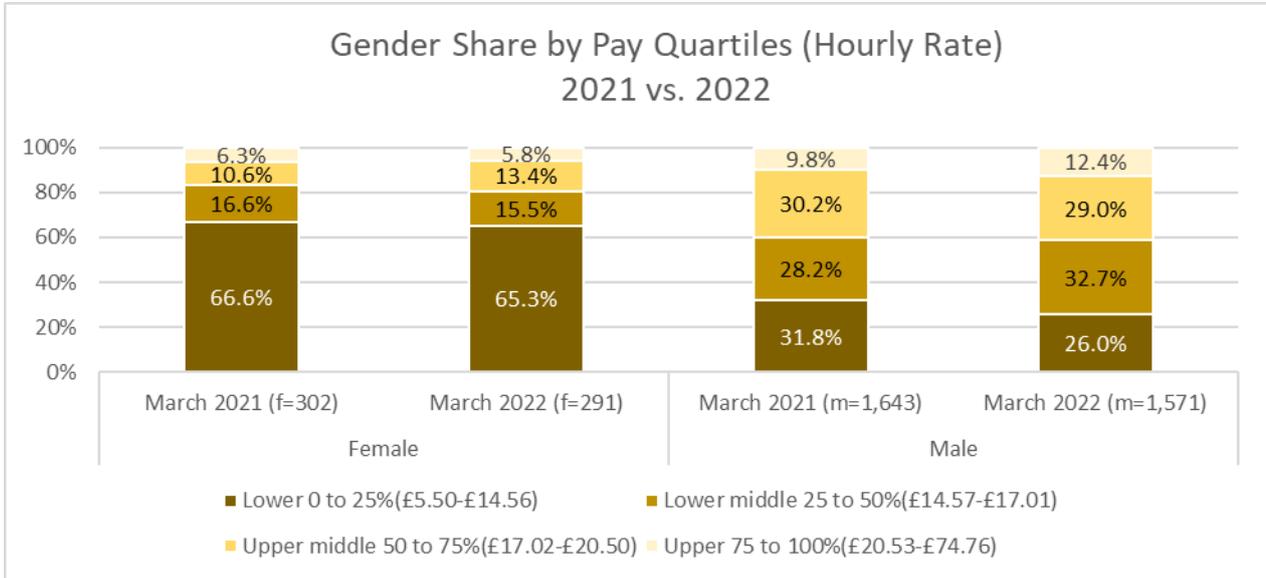




## Pay Quartiles

- The number of female employees within the Upper Middle Pay Quartile increased from March 2021 to March 2022, and the share of female employees within that quartile also rose.
- The number of male employees within the Upper Pay Quartile increased from March 2021 to March 2022, and the share of male employees within that quartile also rose.
- The share of female employees paid in the Lower Quartile fell by 1.3% from March 2021 to March 2022. The share of female employees paid in the Lower Middle and Upper Quartiles also fell, whilst the share paid in the Upper Middle Quartile grew by 2.8%.
- The share of male employees paid in the Lower Quartile fell by 5.8% from March 2021 to March 2022. The share of male employees paid within the Lower Middle and Upper Quartiles rose.





**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iii  
27 MARCH 2023

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**REPORT ON STRATEGIC PLAN AND PRIORITY ACTIONS 2023-2024****THIS REPORT IS FOR DECISION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES  
REPORT PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE  
SUPPORT**SUMMARY**

To approve the publication of the South Wales Fire and Rescue Service Strategic Plan 2020-30 Year 4 Update by 31<sup>st</sup> March 2023.

**RECOMMENDATION**

It is recommended that Members:

Note the outline of the content that will be provided to the public in the Strategic Plan.

Approve the publication of the South Wales Fire and Rescue Service Strategic Plan 2020-30 Year 4 Update by 31<sup>st</sup> March 2023.

**1. BACKGROUND**

- 1.1 The purpose of this report is to propose our year four update of our Strategic Plan 2020-30.
- 1.2 Members will be aware of the requirement to publish the first stage of the Annual Improvement Plan by the statutory deadline of 31<sup>st</sup> March in accordance with the requirements of the Local Government (Wales) Measure 2009.
- 1.3 Our Strategic Plan sets out our commitment to the communities of South Wales until 2030. It is a single strategic plan that allows us to identify the areas upon which we will focus in order to address the longer-term community and organisational challenges (Strategic Themes), with our shorter-term service improvements (Objectives) required to support and complement our longer-term aims. The document will outline how these objectives support the achievement of the Wellbeing Goals as part of the Wellbeing of Future Generations (Wales) Act 2015.

## 2. ISSUE

- 2.1 Stage 1 of the Annual Improvement Plan is a statutory document, required in accordance with Local Government (Wales) Measure 2009 – Part 1 Guidance to Fire and Rescue Authorities, September 2015. The final document will take the same style and format as previous years.
- 2.2 This report outlines Eight Strategic Themes and supporting Objectives for the forthcoming financial year, based on an internal analysis conducted at Executive and Senior Management Team level with support from the Service Performance and Communications Department.
- 2.3 For clarification, as well as utilising the feedback from the public consultation, the Strategic Themes have been developed with reference to the chapters of the Fire and Rescue National Framework for Wales 2016 and closely align to the Wellbeing Goals published under The Wellbeing of Future Generations of Wales Act 2015.
- 2.4 Each Strategic Themes has a set of Objectives (outlined in Appendix 1) that have been developed to capture the key priorities for the coming years. They have been influenced by feedback obtained during the consultation phase along with priorities outlined in local community risk management plans.
- 2.5 These Objectives meet our statutory obligations as per the Local Government (Wales) Measure 2009 and provide greater clarity and focus.
- 2.6 For clarity, the Strategic Themes are as follows:
  - Keeping You Safe
  - Responding To Your Emergency
  - Working with Our Partners
  - Engaging and Communicating
  - Protecting Our Environment
  - Using Technology Well
  - Valuing Our People
  - Continuing To Work Effectively
- 2.7 During January and February 2023 the Planning, Performance and Risk Team held planning meetings with all directorates in order to capture tasks for the forthcoming year. The Strategic Plan will include which tasks we intend to carry out and what Objective and Theme they support.

- 2.6 These tasks are mapped to our Strategic Themes, Objectives, Wellbeing Goals, National Framework Chapters and Equality Outcomes. This enables the service to monitor its progress against the delivery of our Strategic Plan and compliance with key legislation.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

3.1.1 Equalities outcomes were considered in the development of these objectives and strategic planning process.

3.1.2 Strategic Themes are our top-level plan and have been considered in accordance with our contribution toward the Wellbeing of Future Generations (Wales) Act 2015.

#### 3.2 Regulatory, Strategy and Policy

Legal	No
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 Delivery of these strategic themes are primarily addressed within the commitments of the medium-term Financial Strategy or will be met as part of the financial planning for subsequent years.

### 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 RECOMMENDATIONS

4.1 It is recommended that Members:

1. Note the outline of the content that will be provided to the public in the Strategic Plan.
2. Approve the publication of the South Wales Fire and Rescue Service Strategic Plan 2020-30 Year 4 Update by 31st March 2023.

<b>Contact Officer:</b>	Wayne Thomas Head of Service Performance and Communications
<b>Background Papers</b>	Appendix 1 – Strategic Themes and Objectives

## Appendix 1 – Strategic Themes and Objectives

Strategic Themes	Objectives
<b>Keeping You Safe</b>	<p><b>We will keep you safe by:</b></p> <ul style="list-style-type: none"> <li>• Reducing the impact of false alarms on our resources</li> <li>• Reducing the number of fires in the home and understanding the causes and behaviours of them</li> <li>• Reducing the number of Road Traffic Collisions (RTCs)</li> <li>• Reducing the number of deliberate fires</li> <li>• Improving safety in and around water</li> <li>• Improving fire safety in buildings in our communities</li> </ul>
<b>Responding To Your Emergency</b>	<p><b>We will respond to your emergency by:</b></p> <ul style="list-style-type: none"> <li>• Responding effectively when you need us</li> <li>• Doing all we can to make sure that our On-Call Duty System (OCDS) crews are available</li> <li>• Training our firefighters, emergency Fire Control Staff and other staff to respond to current and future risks in our communities</li> </ul>
<b>Working With Partners</b>	<p><b>We will work with our partners by:</b></p> <ul style="list-style-type: none"> <li>• Working with Public Service Boards (PSBs) to support our communities</li> <li>• Working with our partners to deliver our services where they are needed</li> <li>• Reviewing and evaluating our existing partnerships</li> </ul>
<b>Engaging and Communicating</b>	<p><b>We will Engage and Communicate by:</b></p> <ul style="list-style-type: none"> <li>• Involving our communities and make sure they have their say in what we do</li> <li>• Helping to keep our communities safe by delivering safety education and attending community events</li> </ul>
<b>Protecting Our Environment</b>	<p><b>We will protect our environment by:</b></p> <ul style="list-style-type: none"> <li>• Reducing the usage of single use materials</li> <li>• Expanding the use of electric vehicles</li> <li>• Reducing our energy use and our carbon footprint</li> <li>• Considering how our activities impact on the environment</li> <li>• Reducing the amount of waste produced</li> </ul>

Strategic Themes	Objectives
<b>Using Technology Well</b>	<b>We will use technology well by:</b> <ul style="list-style-type: none"> <li>• Using the most suitable technology and equipment to improve our services</li> <li>• Reviewing the standard and use of technology and equipment across the service</li> </ul>
<b>Valuing Our People</b>	<b>We will value our people by:</b> <ul style="list-style-type: none"> <li>• Attracting a workforce that reflects and represents our communities</li> <li>• Developing our people by identifying training and development opportunities</li> <li>• Supporting our people to feel well, healthy and happy at work</li> <li>• Delivering on the recommendations of the Investors in People (IIP) report</li> <li>• Encouraging and supporting a bilingual culture across the Service</li> </ul>
<b>Continuing To Work Effectively</b>	<b>We will continue to work effectively by:</b> <ul style="list-style-type: none"> <li>• Being clear and publicly accountable</li> <li>• Maximising value for money while improving our service</li> <li>• Developing new ways of working</li> </ul>

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iv  
27 MARCH 2023

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**PUBLIC SERVICE BOARDS' WELL-BEING PLANS****THIS REPORT IS FOR DECISION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES  
REPORT PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE  
SUPPORT**SUMMARY**

To review and approve for publication by Cwm Taf Morgannwg, Cardiff, Gwent and Vale of Glamorgan Public Service Boards their Well-being Plans 2023-2028.

**RECOMMENDATION**

It is recommended that Members:

Consider and approve the publication of the Cwm Taf Morgannwg, Cardiff, Gwent and Vale of Glamorgan Public Service Boards' Well-being Plans.

**1. BACKGROUND**

- 1.1 The purpose of this report is to consider and recommend approval for publication of Local Well-being Plans for the four Public Service Boards (PSBs) of which South Wales Fire and Rescue Authority is a statutory member: Cwm Taf Morgannwg, Cardiff, Gwent and Vale of Glamorgan.
- 1.2 Members will be aware of the Well-being of Future Generations (Wales) Act 2015 (WFGA) which sets out a "sustainable development principle" requiring specified public bodies to act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 1.3 The WFGA also puts a well-being duty on specified public bodies to act jointly via PSBs to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.
- 1.4 South Wales Fire and Rescue Service is a statutory member of the four local PSBs and is therefore required to approve local well-being plans prior to publication.

- 1.5 The first well-being plans were published to cover the five-year period 2018-2023 by nine local PSBs: Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Cwm Taf Morgannwg (for Merthyr Tydfil and Rhondda Cynon Taf), Monmouthshire, Newport, Torfaen and Vale of Glamorgan.
- 1.6 In order to aid achievement of well-being goals for the next planning period, mergers have been agreed as follows:
  - Bridgend PSB has joined Cwm Taf Morgannwg PSB to form a regional body.
  - Gwent PSB has been formed by merger of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen PSBs.
- 1.7 Following assessment of local well-being, the PSBs have consulted on their plans for the five-year period 2023-2028, which are now submitted for approval.

## **2. ISSUE**

- 2.1 Local well-being plans are intended to provide an holistic, citizen focussed approach to the planning and delivery of public services in Wales. The plans set out:
  - how local objectives will contribute within the area to achieving well-being goals;
  - how objectives have been set in relation to the latest assessment of local well-being;
  - the proposed steps which will be taken; and
  - the time period expected to meet the objectives.
- 2.2 Cwm Taf Morgannwg PSB signed off the Local Well-being Plan on 28th February 2023 for circulation to statutory members for approval. This is attached at Appendix 1.
- 2.3 Cardiff PSB signed-off the Local Well-being Plan 2023-2028 on 15th February 2023 for circulation to statutory members for approval. The Plan is attached at Appendix 2.
- 2.4 Draft Local Well-being Plan has been circulated by Gwent PSB to constituent local authorities for consideration. The draft plan is attached at Appendix 3.
- 2.5 The Local Well-being Plan for Vale of Glamorgan PSB will be circulated to statutory partners on 17<sup>th</sup> March 2023 for approval to publish. A draft version is attached at Appendix 4 – note this may be subject to change.

- 2.6 These tasks are mapped to our Strategic Themes, Objectives, Wellbeing Goals, National Framework Chapters and Equality Outcomes. This enables the service to monitor its progress against the delivery of our Strategic Plan and compliance with key legislation.

### 3 IMPLICATIONS

#### 3.1 Community and Environment

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

- 3.1.1 The WFGA sets out seven well-being goals which must be considered to ensure strategic links are being made for delivery of the sustainable development principle.

#### 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	No
National Policy	No

- 3.2.1 There are no additional financial obligations in relation to the service's engagement with and support of local PSBs.

- 3.2.2 It is a requirement that local well-being plans are subject to approval by statutory member organisations prior to publication.

#### 3.3 Resources, Assets and Delivery

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

#### 4 RECOMMENDATIONS

4.2 It is recommended that Members consider and approve the publication of the Cwm Taf Morgannwg, Cardiff, Gwent and Vale of Glamorgan Public Service Boards' Well-being Plans.

<b>Contact Officer:</b>	Wayne Thomas Head of Service Performance and Communications
<b>Background Papers</b>	Appendix 1 – Cwm Taf Morgannwg Local Well-being Plan 2023-2028  Appendix 2 - Cardiff Local Well-being Plan 2023-2028  Appendix 3 - Gwent Local Well-being Plan 2023-2028  Appendix 4 – Vale of Glamorgan Local Well-being Plan 2023-2028

## APPENDICES

### Appendix 1 – Cwm Taf Morgannwg Local Well-being Plan 2023-2028

LINK [https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/\\_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20Agenda%20No%206.iv%20-%20Appendix%201%20-%20Cwm%20Taf%20Morgannwg%20Local%20Well-being%20Plan%202023-2028.pdf&action=default](https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20Agenda%20No%206.iv%20-%20Appendix%201%20-%20Cwm%20Taf%20Morgannwg%20Local%20Well-being%20Plan%202023-2028.pdf&action=default)

### Appendix 2 - Cardiff Local Well-being Plan 2023-2028

LINK [https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/\\_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20Agenda%20No%206.iv%20-%20Appendix%202%20-%20Cardiff%20Local%20Well-being%20Plan%202023-2028.pdf&action=default](https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20Agenda%20No%206.iv%20-%20Appendix%202%20-%20Cardiff%20Local%20Well-being%20Plan%202023-2028.pdf&action=default)

### Appendix 3 - Gwent Local Well-being Plan 2023-2028

LINK [https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/\\_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20-%20Agenda%20No%206.iv%20-%20Appendix%203%20-%20Gwent%20Local%20Well-being%20Plan%202023-2028.pdf&action=default](https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/_layouts/15/WopiFrame.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2023-03-27%20-%20Agenda%20No%206.iv%20-%20Appendix%203%20-%20Gwent%20Local%20Well-being%20Plan%202023-2028.pdf&action=default)

### Appendix 4 – Vale of Glamorgan Local Well-being Plan 2023-2028

LINK <https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business-Support/Minutes/2023-03-27%20-%20Agenda%20No%206.iv%20-%20Appendix%204%20-%20Vale%20of%20Glamorgan%20Local%20Well-being%20Plan%202023-2028.pdf?Web=1>

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.v  
27 MARCH 2023

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**REVISED SCHEME OF DELEGATIONS****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES

REPORT PRESENTED BY ACO GERAINT THOMAS, DIRECTOR OF CORPORATE SERVICES

**SUMMARY**

As part of the review of the South Wales Fire & Rescue Authority Constitution, the revised Scheme of Delegations (attached at Appendix 1) is presented for Members' consideration and approval.

**RECOMMENDATIONS**

That Members agree and adopt the proposed updated Scheme of Delegations.

**1. BACKGROUND**

- 1.1 Section 37 of the Local Government Act 2000 requires South Wales Fire & Rescue Authority to keep up to date and publish its Constitution. Any amendments to the Constitution must be formally approved and adopted by the Authority.
- 1.2 The Scheme of Delegations aims to ensure decisions are made at the right level in an open and transparent way. Decisions must be made in accordance with legal requirements and the organisation's policies and procedures in place.
- 1.2 In accordance with the Authority's approved Scheme of Delegation, a number of statutory functions are delegated to Heads of Service who are authorised to discharge these duties on behalf of the Service. The Scheme of Delegations was last reviewed and updated in 2019.

**2. RELEVANT ISSUES**

- 2.1 The Scheme delegates powers and duties within broad functional descriptions and includes powers and duties under all legislation present and future within those descriptions. Any reference to a specific statute includes any statutory extension or modification or re-enactment of such

statute and any regulations, orders or bylaws made there under.

2.2 In exercising delegated powers, officers shall comply with:

- any statutory provisions;
- the Authority's Constitution;
- the Authority's policy framework and budget;
- the Officers' Code of Conduct;
- the Code of Recommended Practice on local authority publicity in Wales;
- agreed arrangements for recording decisions;
- taking legal or other appropriate professional advice when required;
- the principles of best value by using the most efficient and effective means available;
- the need to consult persons or representatives of persons who may be affected by the decision, including where appropriate the relevant Fire and Rescue Authority member.

2.3 Following review, changes and amendments have been incorporated into a revised and updated Scheme of Delegations, attached at Appendix 1. There are no substantial changes to the previous Scheme of Delegations but responsibility transferred where appropriate to a Director or Head of Service.

2.4 The Authority's Standing Orders Working Group, which consists of three Fire & Rescue Authority Members, has analysed the amended Scheme of Delegations and the final draft is now put before the Authority for consideration.

### 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	No
Impact Assessment	No

3.1.1 Clear and transparent decision-making is fundamental to the work of the Authority and delivery of the Strategic Plan. Ensuring that the

appropriate governance arrangements are in place is also consistent with the sustainability duty under the Well-being of Future Generations Act and the well-being goals of a more equal Wales and a Wales of cohesive communities.

### 3.2 Regulatory, Strategy and Policy

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

3.2.1 An Officers' Scheme of Delegations forms part of the Constitution for South Wales Fire and Rescue Authority which is integral to the governance arrangements for the Authority. The updated Scheme of Delegations will be contained within section 11.7 of the new Constitution which was approved by the Authority in December 2022.

### 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. RECOMMENDATION

4.1 That Members agree and adopt the proposed updated Scheme of Delegations.

<b>Contact Officer:</b>	ACO Geraint Thomas Director of Corporate Services
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<b>Background Papers:</b>	<b>Date</b>	<b>Source/Contact</b>
None		

<b>Appendices:</b>	
Appendix 1	Scheme of Delegations

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# **SWFRA SCHEME OF DELEGATION 2023**

# SWFRA SCHEME OF DELEGATION

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# 1 Introduction

- 1.1 In order to provide a practical method of operational and financial management throughout the Organisation, Officers have been given certain powers by the Fire and Rescue Authority in the form of Officer Delegations.
- 1.2 Under the provisions of the Local Government Act 1972, the Organisation is required to maintain a list of powers delegated to Officers and to make it available for inspection purposes.
- 1.3 This list of delegated powers is maintained by the Monitoring Officer and forms an integral part of the Authority's overall governance arrangements.
- 1.4 These delegated powers, as detailed in the following sections, may from time to time be amended, added to or reduced in the interest of operational efficiency as determined by the Fire and Rescue Authority. The most up to date version of this Scheme of Delegations will be maintained on the Service's intranet site as part of the Constitution of the Authority.
- 1.5 In choosing whether or not to exercise a delegation, Officers should be mindful of the over-riding need to comply with the Fire and Rescue Authority Constitution including the Financial Procedure Rules (and any associated Financial Policies and Procedures). They should also consider whether or not it would be appropriate to consult other Officers or Members before exercising a delegation.
- 1.6 For the purposes of this Scheme of Delegations, the term "Organisation" includes the South Wales Fire and Rescue Service and/or the South Wales Fire and Rescue Authority as appropriate.
- 1.7 For clarity the statutory posts of the Organisation are filled by the following Officers:

Head of Paid Service	Chief Fire Officer
Chief Financial Officer	Treasurer
Monitoring Officer Proper Officer SIRO (Senior Information Risk Owner) SRO (Senior Responsible Officer)	Director Corporate Services

## 2 General Delegations

### 2.1 General

- 2.1.1 In relation to Principal Officers and Heads of Service, delegated powers are identified against each position as outlined in the paragraphs below. For the purposes of these delegations, Principal Officer includes the Directors and Treasurer. Heads of Service includes Area Managers and Corporate Heads of Service.
- 2.1.2 Where delegations are given below Principal Officer level within a particular Directorate, this does not prevent the relevant Principal Officer also exercising these powers. Principal Officers may also request reports upon the exercise of delegated powers by an Officer within their Directorate as and when they consider appropriate.

### 2.2 Principal Officer Delegation

- 2.2.1 Officers to whom functions are delegated under this scheme may not sub-delegate those functions. However, where it would be impracticable for all the powers and duties conferred on a named person to be performed by that individual, that person may authorise officers in their departments to perform tasks, or to carry out specific statutory functions under the provisions of relevant legislation, on their behalf.
- 2.2.2 Each Officer will ensure that where s/he wishes to authorise officers within her/his department to sign documents or perform functions on her/his behalf s/he will:
- 2.2.3 where applicable, record that authorisation, naming the officer, the date, tasks which that officer is authorised to perform, and including the signature of the officer, and retain that record until such a time it is no longer required; and
- 2.2.4 where applicable, comply with the requirements of the Council's Financial Regulations and Contract Standing Orders.
- 2.2.5 An authorised officer will perform the tasks on behalf of the authorising officer. Any decisions taken under this, or any other similar authority, shall remain the responsibility of the Authorising Officer and must be taken in the name of that Office.
- 2.2.6 Any reference in these delegations to a Post or Office e.g. Director People Services, Head of Finance and Procurement etc. shall be to the post holder or office holder at that time (permanent or temporary) and if the title of the Post or Office is changed or the functions of the Post or Office are varied, then the reference will be to the Officer undertaking the relevant function at that time.

- 2.2.7 All staff are given authority to act and take decisions commensurate with their level of responsibility and in accordance with the Organisation's agreed policies and procedures in force at that time.
- 2.2.8 Operational personnel performing the role of "Incident Commander" have authority to carry out their respective duties in accordance with the Service's Standard Operating Procedures or National Operating Guidance (NOG) when adopted in entirety and the South Wales Incident Command System.
- 2.2.9 Suitably trained Officers will have the authority to fulfil the role of "Gold", "Silver" and "Bronze" Commander at multi- agency incidents, where circumstances required.
- 2.2.10 Those personnel who are qualified as Emergency Fire Appliance drivers have authority to exercise the powers under Section 87 of the Road Traffic Act 1984, when responding to emergency calls.
- 2.2.11 All staff have responsibility for ensuring a safe working environment at their place of work and taking remedial or preventative action in accordance with approved procedures where the working environment is not safe.

## **2.3 Principal Officers**

- 2.3.1 Manage the Organisation in the absence of the Chief Fire Officer and Deputy Chief Fire Officer, and as such, make decisions as required.
- 2.3.2 To determine policy and procedures to ensure the Organisation discharges its statutory duties and ensures efficient and effective service delivery.
- 2.3.3 Authority to make all necessary decisions to effectively manage the Directorate within approved budget in a manner consistent with the plans and objectives of the Organisation, to ensure that the Organisation discharges its statutory duties and to ensure efficient and effective service delivery.
- 2.3.4 Incur expenditure and authorise use of resources within the approved budget of the Fire and Rescue Authority.
- 2.3.5 Chief Finance Officer and/or Director of Corporate Services approve a scale of chargeable services on behalf of the Organisation.
- 2.3.6 To agree responses on behalf of the Organisation to consultations or similar exercises by external agencies, including the Welsh Government.
- 2.3.7 Principal Officers acting as Executive Leadership Team to approve the Organisation's Risk Management Policy Statement and Strategy.
- 2.3.8 To determine approved budget holders within their directorate.

- 2.3.9 To take necessary action and decisions in accordance with the level of authority given to them in the Organisation's Financial Procedure Rules.
- 2.3.10 To authorise overseas travel within approved budget.
- 2.3.11 To hear and determine appeals in accordance with the Service's Policies and Procedures.
- 2.3.12 To make revenue virements within service area for which they are responsible of up to £50,000 with written approval of Head of Finance or Senior Accountant.
- 2.3.13 To make revenue virements between different service areas of up to £100,000 with written approval of Head of Finance or Senior Accountant and retrospectively reported to FAPM Committee.
- 2.3.14 To undertake duties and responsibilities set out in any of the Authority's constitutional documents and plans.

## **2.4 All Principal Officers and Heads of Service**

- 2.4.1 Initiation, development, delivery, review and revision of partnership schemes, collaborations and projects for the furtherance of the Organisation's priorities and objectives.
- 2.4.2 Prepare, review, amend and implement operating policies and procedures to assist the Organisation in discharging its statutory and other duties.
- 2.4.3 In accordance with agreed procedures, authorise the filling of vacancies.
- 2.4.4 Authority to apply disciplinary sanctions up to and including dismissal in accordance with the Service's Policies and Procedures
- 2.4.5 Authority to apply capability sanctions up to and including dismissal in accordance with the Service's Policies and Procedures
- 2.4.6 Consider and determine applications from employees regarding secondary employment in accordance with the policy of the Organisation.
- 2.4.7 Authority to attend and take decisions on behalf of the Organisation at Community Safety Partnerships and Public Service Boards.
- 2.4.8 Dispose of redundant equipment (excluding vehicles) in accordance with approved policies and procedures.

## **2.5 Principal Officer on Duty**

- 2.5.1 Authority to take all necessary action to respond to and co-ordinate the response of the Organisation to an incident, major emergency or disaster and

where appropriate to report the action taken to the Chairperson of the Fire Authority.

## **2.6 All Operational Staff**

- 2.6.1 Power under the Fire and Rescue Services Act 2004 for the purposes of:
- (a) s.38: securing a suitable supply of water in the event of a fire
  - (b) s.44: powers of firefighters etc in an emergency etc
  - (c) s.45 & 46: obtaining information and investigating fires
- 2.6.2 Power under the Fire and Rescue Services (Emergencies) (Wales) (Amendment) Order 2017 make provision in its area, to the extent that it considers it reasonable to do so, for the purpose of:
- (a) rescuing people, or protecting them from serious harm in the event of an emergency involving flooding; and
  - (b) rescuing people in the event of an emergency involving inland water.
- 2.6.3 Power to utilise the exemptions under the Road Traffic Acts when responding to an emergency.
- 2.6.4 Authority to undertake familiarisation visits at risk premises to assist the Organisation in discharging its duties under s.7.2.d of the Fire and Rescue Services Act 2004.
- 2.6.5 Respond to emergency situations as directed by Control or a Senior Officer.
- 2.6.6 Commit appropriate resources in accordance with Service Procedures.
- 2.6.7 Authority to impound breathing apparatus sets following any failure in accordance with Health and Safety (RIDDOR) Regulations.

## **2.7 Budget Holders**

- 2.7.1 In accordance with Financial Policies and Procedures of the Organisation, authority to incur expenditure and ensure control over departmental budgets and the management of devolved budgets.

## **2.8 All Managerial & Supervisory Staff**

- 2.8.1 Ability to make disciplinary, capability and conduct reviews, assessments, decisions and sanctions in line with organisational policies and procedures.
- 2.8.2 Authority to undertake investigations involving RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) or other incidents where considered appropriate and take decisions or make recommendations on remedial or preventative action, as appropriate.

### **3 Chief Fire Officer**

#### **The Chief Fire Officer, and in their absence, the Deputy Chief (Fire) Officer**

- 3.1 To take all necessary action within approved budgets to discharge the duties, functions and responsibilities of the Organisation under or in relation to the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 or other legislation or subordinate legislation applicable to the Fire and Rescue Service including power to authorise Officers to take action under any provision or supplementary power contained within that Act or subordinate legislation.
- 3.2 To take all necessary action to respond to and co-ordinate the response of the Organisation to an emergency or disaster and subsequently to report to the Chairperson of the Fire and Rescue Authority where appropriate.
- 3.3 To deploy staff, vehicles, resources and equipment and to utilise the Authority's buildings and other assets in the most effective manner to discharge the Organisation's responsibilities.
- 3.4 Incur expenditure on behalf of the Organisation in accordance with approved budgets.
- 3.5 Act in urgent matters (where the Fire & Rescue Authority would normally determine), where there is insufficient time to call a special meeting. Wherever possible the Monitoring Officer and other relevant Statutory Officers and Chairperson or Deputy Chairperson of the Authority and/or Chair of the relevant committee should be consulted subject to details of the action being reported to the next available meeting of the Fire and Rescue Authority.
- 3.6 In consultation with the Chairperson and/or the Deputy Chairperson of the Fire and Rescue Authority, take such action as considered necessary to mitigate risk to the community in relation to any issue likely to cause disruption to business or business continuity.
- 3.7 Accept offers of external funding in consultation with the Treasurer or Head of Finance, where appropriate, subject to the details of any such acceptance being reported to a future meeting of the Finance Audit and Performance Management Committee.
- 3.8 In the absence of the Monitoring Officer or Deputy Monitoring Officer, to sign or seal documents on behalf of the Organisation.
- 3.9 To take any action considered necessary to ensure:
  - (a) that the duties, functions and responsibilities of the organisation are prioritised as far as is practicable to mitigate risk to the community and risk to our staff; and
  - (b) that the organisations available resources are deployed as effectively and efficiently as possible to mitigate risks to the community and risks to our staff; and

- (c) that where required to mitigate risk to the community and risk to our staff, additional financial resources may be drawn from the Authority's reserves for use if required where approved budget is not available.

3.10 Where practicable, the statutory officers of the Service and the Chairperson or Deputy Chairperson of the Authority will be consulted on the proposed use of these delegations and the Monitoring Officer shall report the use of these delegations to the next available Fire Authority meeting.

## **4 Chief Fire Officer and Monitoring Officer**

4.1 In any year where local government elections are to be held between the last Fire and Rescue Authority meeting of the Municipal year and the first meeting of the Authority after the AGM the Chief Fire Officer and Monitoring Officer may make decisions upon any matters in the interests of the Fire and Rescue Authority which for reasons of urgency or due process cannot wait until the first meeting of the Fire and Rescue Authority following the AGM. The Chief Fire Officer and Monitoring Officer shall consult with appropriate officers and following the AGM of the Fire and Rescue Authority shall consult with the chairperson and or deputy chairperson of the Authority. Any decisions taken under this delegated power must be recorded by the Monitoring Officer and reported to the first meeting of the Fire and Rescue Authority following the AGM.

4.2 To approve the acquisition of land and buildings subject to the:

- (a) Acquisition being in the approved Capital Programme
- (b) Total value of payment in any one case not to exceed £250,000

4.3 To declare land and buildings surplus to requirement provided.

- (a) The land and buildings do not exceed £0.5m in value in any one case.
- (b) An appropriate appraisal of the land and buildings has been carried out.

## **5 Delegations to Statutory Officers**

### **5.1 Head of Paid Service**

5.1.1 To perform the role of Head of Paid Service in accordance with Section 4 of the Local Government and Housing Act 1989 and any subsequent or subordinate legislation and in particular when considered necessary to do so to report to the Fire and Rescue Authority with proposals on:

- (a) the effective co-ordination and discharge by the organisation of their different functions
- (b) the number and grades of staff required by the organisation for the discharge of their functions
- (c) the configuration of the organisation's staff

(d) the appointment and management of the organisation's staff

5.1.2 On behalf of the Organisation, implement national conditions of service and such other local agreements as may be determined by the Fire and Rescue Authority and/or the Service from time to time.

## **5.2 Monitoring Officer**

**The Director of Corporate Services as Monitoring Officer, and in their absence, the Head of Corporate Support as Deputy Monitoring Officer**

5.2.1 To perform the role of Monitoring Officer in accordance with the provisions of section 5 and 5a of the Local Government and Housing Act 1989 or other recommended guidance and any subsequent or subordinate legislation and in particular to report to the Fire and Rescue Authority on any proposal, decision or omission by the Fire and Rescue Authority, its committees or Officers or other bodies on which it is represented which has given rise to or is likely to give rise to:

- (a) a contravention of law or any code of practice made or approved by or under any enactment
- (b) such maladministration or injustice as would fall within the investigation remit of the Public Services Ombudsman

5.2.2 To receive the following:

- (a) notification of the appointment of a Member by a constituent Authority
- (b) resignation by a Member
- (c) notices under the Fire and Rescue Authority's approved Code of Conduct for Members
- (d) notices under the Local Government (Committees and Political Groups) Regulations 1990
- (e) declaration by a Member to observe the Fire and Rescue Authority's approved Code of Conduct for Members.

5.2.3 To keep up to date and amend the Members Payment Scheme in line with the determinations of the Independent Remuneration Panel for Wales.

5.2.4 To sign any document on behalf of the Organisation.

5.2.5 To execute and arrange for the sealing of documents on behalf of the Organisation.

5.2.6 Authorise the exchange of information with other individuals or organisations in accordance with the law and any agreed protocols or procedures following consultation, where necessary, with the Information, Governance and Compliance Officer.

## **5.3 Chief Finance Officer (Treasurer)**

**The Treasurer, and in their absence, the Head of Finance as their Deputy**

- 5.3.1 To perform the role of Treasurer in accordance with the South Wales Fire and Rescue Service (Combination Scheme) Order 1995, Sections 112, 113 and 114 of the Local Government Finance Act 1988 (as amended by the Fire and Rescue Services Act 2004 Sch. 1, para 68 (3)), Local Government and Housing Act 1989 and the Accounts and Audit (Wales) Regulations 2014 and any subsequent or subordinate legislation.
- 5.3.2 To determine and issue the constituent authorities' contributions.
- 5.3.3 To determine the accounting policies, procedures, records and systems for the Organisation and approve any amendments thereto.
- 5.3.4 To secure the provision of treasury management services.
- 5.3.5 Authority to enter into credit arrangements on behalf of the Organisation.
- 5.3.6 The writing off of bad debts up to the value of £10,000 where there is no prospect of recovery.
- 5.3.7 To report any potentially unlawful decision on expenditure within the Organisation.
- 5.3.8 To settle, subject to discussion with the Director of Corporate Services, any uninsured claim against the Authority up to £50,000 subject to an annual report to the Fire and Rescue Authority on the use of this delegation.
- 5.3.9 In consultation with the Director of Technical Services to dispose of vehicles in the most appropriate manner to ensure best value is obtained for the Organisation.
- 5.3.10 To agree the carry forward of year end balances for specific items of expenditure up to an individual value of £100,000, such sum to be included in earmarked reserves, included in the Statement of Accounts and reported to the Fire and Rescue Authority.

#### **5.4 SIRO – Senior Information Risk Owner**

**The Director of Corporate Services, and in their absence, Head of Corporate Support as Deputy)**

- 5.4.1 To perform the role of Senior Information Risk Owner in accordance with the Freedom of Information Act 2000, Data Protection Act 2018 and the General Data Protection Regulation 2016 and any subsequent or subordinate legislation and in particular to:
  - (a) determine effective organisational management of information in all its forms and locations
  - (b) determine the Strategy and act as advocate for good practice in information governance within the Organisation.
  - (c) To determine efficient ways of handling both electronic and paper-based information, how it is held, used and shared.

- (d) To determine how information is kept safe and secure, and ensuring it is appropriately shared when necessary to do so.
- (e) To determine robust management of the risks involved in the handling of information, and compliance with regulatory and statutory guidance including Data Protection and Freedom of Information.
- (f) To disseminate the importance of good information governance and particularly what has been highlighted by the Information Commissioner.
- (g) To deal with and mitigate against the implications of data security breaches and make recommendations on how the Organisation may guard against this.

## **5.5 SRO – Senior Responsible Officer**

**The Director of Corporate Services, and in their absence, Head of Corporate Support as deputy**

- 5.5.1 To perform the role of Senior Responsible Officer in accordance with the Regulation of Investigatory Powers Act 2000, the Human Rights Act 2000, The Data Protection Act 2018 & the Data Retention and Investigatory Powers Act 2014 and any subsequent or subordinate legislation and in particular to:
- (a) Determining, by name, appropriate officers able to grant RIPA authorisations (Authorising officers)
  - (b) Verifying the competency of officers before authorising them to grant RIPA authorisations
  - (c) Ensuring the integrity of the surveillance processes in place and compliance with legislation and Home Office Codes of Practice
  - (d) Engagement with Surveillance Commissioners and inspectors when they conduct their inspections
  - (e) Overseeing implementation of any post inspection action plans

## **5.6 Proper Officer**

**The Director of Corporate Services, and in their absence, Head of Corporate Support as deputy.**

- 5.6.1 To perform the role of Proper Officer in accordance with the relevant Local Government legislation and any subsequent or subordinate legislation and in particular to:
- (a) accept written notice of nominated office
  - (b) be the officer to whom general notices and recording of disclosures of interests should be given
  - (c) give notice, signing and issuing of summonses in respect of any Fire and Rescue Authority meeting
  - (d) give public notice of any meeting to which the public are entitled to attend, provide copies of the agenda and facilities for the press
  - (e) to exclude from the Fire and Rescue Authority, committee or sub-committee agenda any information to be dealt with in a meeting from which the public are likely to be excluded
  - (f) to determine which documents are not, by virtue of containing exempt information, to be open to public inspection

## **6 Service Delivery Directorate**

### **Operations Department**

#### **6.1 Director Service Delivery & Head of Operations**

- 6.1.1 To take all necessary action to secure provision of emergency call response and mobilisation procedures under the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 or other legislation applicable to the Fire and Rescue Service or subordinate legislation.
- 6.1.2 To take all necessary action on a day-to-day basis to ensure that equipment, appliances and personnel are located or transferred to best meet the Organisation's operational requirements.

#### **6.2 Director Service Delivery, Head of Operations and Group Manager Control**

- 6.2.1 To take all necessary decisions within approved budget to ensure the Organisation discharges its statutory duties under the Fire and Rescue Services Act 2004 to maintain Fire Control services within the Organisation.
- 6.2.2 Take all necessary action to ensure first line support is implemented in the event of any loss or failure to the mobilising and communications systems and in the event of major power loss, ensure a prompt and effective "fallback" and evacuation procedure is followed.

### **Risk Reduction Department**

#### **6.3 Director Service Delivery**

- 6.3.1 To discharge the Organisation's powers and duties (including the institution and carrying out of legal proceedings following consultation with the legal advisor) in relation to Fire Safety under the Regulatory Reform (Fire Safety) Order 2005 and any subsequent or subordinate legislation.
- 6.3.2 Power to authorise entry, appoint inspectors and authorise individual Officers in writing to discharge appropriate functions under the Regulatory Reform (Fire Safety) Order 2005 and any subsequent or subordinate legislation.
- 6.3.3 Power to comply with any requirement of a decision, order or direction of a Court or Tribunal, in relation to fire safety statutory provisions, insofar as it relates to the Organisation, subject to taking appropriate legal advice.
- 6.3.4 Initiation of Fire Investigations and reporting on the conclusions and recommendations of such investigations.

## 6.4 Head of Risk Reduction

- 6.4.1 Authority to enforce the Regulatory Reform (Fire Safety) Order 2005. –
- 6.4.2 Under the Regulatory Reform (Fire Safety) Order, issue and serve formal cautions and prohibition notices and act as authorised signatory for such correspondence and documentation.
- 6.4.3 Under the Regulatory Reform (Fire Safety) Order 2005, power to respond to the findings of investigations, issue and serve prohibition notices, enforcement notices and alteration notices and to act as authorised signatory for such correspondence and documentation.
- 6.4.4 Authority to carry out investigations in relation to potential fire safety offences, fatalities, serious injuries and deliberate fires.
- 6.4.5 The examination of, and if necessary, objection to the granting, reviewer renewal of Licences and/or Regulations by the Licensing Authority under the Licensing Act 2003, Gambling Act 2005 or any other Licences or Registrations that the Fire and Rescue Authority is requested to consider under these or any subsequent enactment.
- 6.4.6 Discharging the Fire and Rescue Authority's functions in relation to consultation with Local Authorities under the Housing Act 2004, Section 10, houses in multiple occupation.
- 6.4.7 Act as authorised signatory for correspondence and documentation relating to the following:
- Fire Safety and Safety of Places of Sport Act 1987 (Designated Grounds and Regulated Stands)
  - Safety of Sports Grounds Act 1975 (Letters)
  - Building Regulations Consultations
- 6.4.8 Powers of an Inspector for the purpose of discharging the Fire Authority's duties in accordance with the following Legislation and Regulations:
- Article 27 of the Regulatory Reform (Fire Safety) Order 2005 or any statutory amendment or re-enactment thereof.
  - Fire & Rescue Services Act 2004
  - Health & Safety at Work etc Act 1974
  - The Construction (Design & Management) Regulations 2007
  - The Safety Signs and Signals Regulations 1996
  - The Dangerous Substances (Notification and Marking of Sites) Regulations 1990.

And, take any other action relating to the Authority's role as Enforcing authority in respect of the Regulatory Reform (Fire Safety) Order 2005.

- 6.4.9 Under the Regulatory Reform (Fire Safety) Order 2005, issue and serve action plans, notification of fire safety deficiencies, and general correspondence including non-statutory reports.
- 6.4.10 Act as authorised signatory for correspondence and documentation relating to the following:
- Informal education and advice
  - The Building Regulations 2010
  - Gaming Act 1968 – Consultation
  - Licensing Act 2003 – Consultation
  - Housing Act 2004 – Consultation
  - Other Consultations .
- 6.4.11 Authority to establish and maintain appropriate partnerships with the object of reducing risk within the community and commit approved resources to supporting these to ensure that statutory responsibilities relating to this purpose are discharged.
- 6.4.12 Authority to work and share information with other agencies in accordance with agreed procedures.

## **7. Technical Services Directorate**

### **7.1 Director of Technical Services**

- 7.1.1 To take all necessary action to secure provision of emergency call response and mobilisation procedures under the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 or other legislation applicable to the Fire and Rescue Service or subordinate legislation.
- 7.1.2 To take all necessary action on a day-to-day basis to ensure that equipment, appliances and personnel are located or transferred to best meet the Organisation's operational requirements.
- 7.1.3 Receive and disseminate, as appropriate, security and civil contingencies information within the Organisation, to enable specific risks to be appropriately addressed.
- 7.1.4 In consultation with Treasurer to dispose of vehicles in accordance with agreed policies and procedures.

### **7.2 Head of Operational Risk Management and Group Manager**

- 7.2.1 Authority to take decisions on behalf of the Organisation, within approved budget, to ensure the Organisation effectively meets its statutory responsibilities as a Category 1 responder.

7.2.2 Approve all relevant documentation relating to operational appliances and equipment to assist the Organisation in discharging its functions under the PUWER Regulations (Provision and Use of Work Equipment Regulations).

7.2.3 Authority to gather information relating to risk premises within the Organisation's area, to assist the Authority in discharging its functions under S.7.2.d. of the Fire and Rescue Services Act 2004.

### **7.3 Fleet Engineer & Workshop Manager**

7.3.1 To act as the competent responsible person for the managing of Fleet as required by statutory provisions (the Health and Safety at Work etc Act 1974, and the Management of Health and Safety Regulations 1999).

7.3.2 To discharge the Service's duties and responsibilities to investigate, remedy and report Fleet issues and accidents in the workplace.

### **7.4 Head of ORM & Health & Safety Advisor**

7.4.1 Authority to undertake investigations involving RIDDOR incidents (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) or other incidents where considered appropriate and take decisions on remedial or preventative action, as appropriate.

### **7.5 Health & Safety Advisor**

7.5.1 To act as the competent responsible person for managing Health and Safety as required by statutory provisions (the Health and Safety at Work etc. Act 1974, and the Management of Health and Safety Regulations 1999).

### **7.6 Head of ICT Services & ICT Managers**

7.6.1 To electronically sign click through licence agreements on behalf of the Organisation for ICT related agreements providing all other authorities to enter into the agreement are in place and all terms and conditions can be adhered to.

### **7.7 Area Manager - Training**

7.7.1 To take the necessary action within approved budget to ensure the Organisation discharges its statutory responsibilities under the Fire and Rescue Services Act 2004 in relation to training and development.

## **8 Corporate Services Directorate**

### **Corporate Support Department**

## **8.1 Director Corporate Services**

- 8.1.1 Approve the commencement of supplies, services or construction work, in exceptional circumstances, prior to the formal conclusion of the contract.
- 8.1.2 To make consequential amendments to any of the approved documents of the Organisation to take account of any of the following:
- (a) any change in the job title of any Officer
  - (b) the transfer of any of the responsibilities of any Officer who has delegated functions, to any other Officer
  - (c) any change in structure and responsibilities of the Organisation
  - (d) any change in any other title or name of any Officer, organisation, scheme or plan
  - (e) subject to consultation with the Treasurer any change in financial limits or authorisation levels (save for major changes which would require the approval of the Fire and Rescue Authority)
  - (f) any changes to the legislation or guidance (including Acts, Measures, Statutory Instruments, Regulations, Orders, Byelaws) where that legislation or guidance is applied, extended, amended, consolidated or replaced
  - (g) in any other case where a minor amendment is necessary to correct a clerical error or (as long as the document remains substantially to the same effect) to keep the document up to date
  - (h) procedural changes to reflect current working practices or procedures of the Service.

## **8.2 Delegations to the Director Corporate Services and the Head of Corporate Support**

- 8.2.1 The institution, prosecution, defence, settlement or opposition in any actual, contemplated or potential legal proceedings in relation to any of the Authority's powers, duties, rights, liabilities, actions or inaction including initiating legal proceedings (to include seeking an injunction) where that action is necessary to protect any interest of the Fire and Rescue Authority, its land, property or any other assets, or Fire and Rescue Authority Members or Officers or where it is expedient to do so in connection with any power, duty, obligation, action, inaction or decision of the Fire and Rescue Authority or the Fire and Rescue Service either criminal or civil.
- 8.2.2 To take all such actions as may be necessary as a result of appeals or applications to Ministers, Courts, Tribunals or any other body in respect of anything done by the Fire and Rescue Authority or a Committee or Officer acting in pursuance of delegated powers or against any decision, order, notice, requirement or direction of the Organisation or against any decision or order in legal or quasi legal proceedings to which the Organisation is a party.
- 8.2.3 To determine if gifts received by employees of the Authority with a market value not exceeding £25.00 should be accepted.

8.2.4 Authority to settle insurance claims for loss, damage or personal injury following consultation with the Authority's Insurer's.

### **8.3 Director of Corporate Services, Head of Corporate Support & Legal Services Officer**

8.3.1 The power to deal with all matters in respect of land or buildings and structures thereon, including sale, purchases, exchange, leasing, licences, assignments, wayleaves, easements, mortgaging, charging, granting of options or other dealings, subject to:-

- (a) any statutory restrictions and requirements
- (b) Fire and Rescue Authority approval for any major sale or major lease

8.3.2 The swearing of Affidavits and the making of statutory declarations for the Authority.

8.3.3 Power to comply with any direction, order, judgment or decision of any Court or Tribunal, insofar as it relates to the Organisation.

8.3.4 The issuing and serving of any statutory or other notices in relation to any of the Authority's powers, duties, rights or liabilities.

8.3.5 To take such action as is necessary to secure a planning consent on any land within the ownership or to be acquired by the Authority.

8.3.6 Power to determine the terms of any indemnity or guarantee for which the Authority is requested to provide.

8.3.7 To take legal proceedings to recover possession of any Organisation owned property occupied by unauthorised occupiers.

8.3.8 Lodge and proceed with any appeal from an order or decision of a Court, Tribunal, Inspector or other person of competence within any time limit set.

8.3.9 To agree the terms of new contracts, agree the variation of existing contracts, permit sub-contracting, assignments, novations and termination of contracts entered into by the Organisation.

8.3.10 To approve price variations justified under the Rise and Fall Clauses in any contract.

8.3.11 To approve increases in contract costs due to delayed starts etc, where the cost can be contained within the original figure or by reductions in work or from within the contingency sum.

8.3.12 To approve contract variations up to £50,000 or 15% of the original contract sum (whichever is the greater).

8.3.13 All contract variations under these arrangements are to be reported retrospectively to FAPM Committee.

8.3.14 Effect appropriate insurance cover for the Organisation and authorise the payment of premiums and the negotiation of all claims.

#### **8.4 Head of Corporate Support, Head of Service Performance & Communication and the Information Governance & Compliance Officer**

8.4.1 To take any necessary actions and decisions to ensure that the Organisation meets its responsibilities in accordance with Data Protection, Freedom of Information and Regulation of Information requirements.

#### **8.5 Legal Services Officer**

8.5.1 Following consultation with either the Director of Corporate Services or the Head of Corporate Support, the institution, prosecution, defence, settlement or opposition in any actual, contemplated or potential legal proceedings in relation to any of the Authority's powers, duties, rights, liabilities, actions or inaction including initiating legal proceedings (to include seeking an injunction) where that action is necessary to protect any interest of the Fire and Rescue Authority, its land, property or any other assets, or Fire and Rescue Authority Members or Officers or where it is expedient to do so in connection with any power, duty, obligation, action, inaction or decision of the Fire and Rescue Authority or the Fire and Rescue Service either criminal or civil.

### **Finance Department**

#### **8.6 Director Corporate Services**

8.6.1 To take all necessary action to ensure that all financial services/activities undertaken by the Organisation satisfy current financial legislation, including the Local Government and Finance Acts, and the Organisation's Contract Standing Orders and Financial Regulations.

8.6.2 Incur expenditure and make payments on behalf of the Organisation including fees and expenses payable to Brokers and Agents.

8.6.3 The writing off of bad debts up to the value of £5,000 where there is no prospect of recovery.

8.6.4 Recovery by legal proceedings of debts owed to the Authority and the settlement of claims.

8.6.5 Appointment of the Authority's bankers and to open and close any necessary bank accounts following consultation with the Treasurer.

- 8.6.6 Determine and implement suitable paper and electronic financial management systems to efficiently discharge the Organisation's statutory duties.
- 8.6.7 Accept offers of external funding in consultation with the Treasurer or Chief Fire Officer, where appropriate, subject to the details of any such acceptance being reported to a future meeting of the Fire and Rescue Authority.
- 8.6.8 Together with the Senior Procurement Officer, authority to exercise an exemption to the Contract Standing Orders if an unforeseeable emergency involving immediate risk to persons, property or serious disruption to the Organisation's services occurs.

## **8.7 Head of Finance**

- 8.7.1 Authority to determine, review and revise the appropriate level of charges for external services.
- 8.7.2 Authority to align financial procedures and processes with the Organisation's Financial Procedure Rules and to report to the Director Corporate Services on any discrepancies or deviations.
- 8.7.3 Approve claims to external funding bodies for recovery of grant or other external funding to the Organisation in accordance with the funding conditions.
- 8.7.4 Implement and maintain the necessary robust financial management systems to protect the Organisation.
- 8.7.5 To arrange the borrowing and investments of the Organisation in such a manner as to comply with the Organisation's approved Treasury Management Strategy and Treasury Management Practices.
- 8.7.6 Incur expenditure and make payments on behalf of the Organisation including fees and expenses payable to Brokers and Agents.
- 8.7.7 Determine and implement suitable paper and electronic financial management systems to efficiently discharge the Organisation's statutory duties.
- 8.7.8 Authority to write off disposal of redundant stock or equipment up to an approved limit.
- 8.7.9 Following consultation with the Director of Corporate Services authority to write off bad debts up to the value of £2,500 where there is no prospect of recovery.

## **8.8 Senior Accountant**

- 8.8.1 In the absence of the Director of Corporate Services and the Head of Finance, Procurement and Property, assess the Authority's borrowing requirement and arrange and monitor loans for capital expenditure.

- 8.8.2 Take action to maximise the return on the Organisation's investments in accordance with the approved Treasury Management Strategy.
- 8.8.3 To arrange the borrowing and investments of the Organisation in such a manner as to comply with the Organisation's approved Treasury Management Strategy.
- 8.8.4 In accordance with the Organisation's Financial Regulations, power to dispose of surplus plant and equipment valued less than £1,000 and to dispose of surplus or redundant stock.

## **8.9 Senior Procurement Officer & Procurement Officer**

- 8.9.1 Approve or reject electronic tenders as appropriate.
- 8.9.2 Together with the Director of Corporate Services, authority to exercise an exemption to the Contract Standing Orders if an unforeseeable emergency involving immediate risk to persons, property or serious disruption to the Organisation's services occurs.
- 8.9.3 In accordance with the Organisation's Financial Procedure Rules power to dispose of surplus plant and equipment valued at less than £1,000 and to dispose of surplus or redundant stock.

## **Property Services Department**

### **8.10 Head of Finance and Property Strategy Manager**

- 8.10.1 In accordance with the waste and environmental Legislation, provide specialist advice, support and guidance to Organisation personnel in matters relating to sustainable development, and maintain links with other agencies to ensure the Organisation effectively meets its statutory responsibilities.
- 8.10.2 Authority to sign Waste Transfer Notes on behalf of the Organisation.

### **8.11 Strategic Property Manager**

- 8.11.1 Following consultation with the Director of Corporate Services approve the commencement of supplies, services or construction work, in exceptional circumstances, prior to the formal conclusion of the contract.
- 8.11.2 Following consultation with the Director of Corporate Services or the Head of Finance, to approve reactive maintenance of the Organisation's property portfolio beyond the approved budget where this is deemed absolutely necessary to remedy a significant health and safety breach, maintain the operational functionality of a building or protect the infrastructure or integrity of the building.

8.11.3 To take such action as is necessary to secure a planning consent on any land within the ownership or to be acquired by the Authority.

## **8.12 Facilities Manager**

8.12.1 To approve expenditure of appropriate planned and reactive maintenance of the Organisation's property portfolio within the approved budget up to a value of £75,000 for each project.

8.12.2 . To sign off planned or reactive works as completed to the required standards under the stated specifications up to a value of £75,000 for each project.

## **8.13 Buildings Co-ordinator**

8.13.1 To approve expenditure of appropriate planned and reactive maintenance of the Organisation's property portfolio within the approved budget up to a value of £50,000 for each project.

8.13.2 To sign off planned or reactive works as completed to the required standards under the stated specifications up to a value of £50,000 for each project.

## **8.14 Facilities Co-ordinator**

8.14.1 To approve expenditure of appropriate planned and reactive maintenance of the Organisation's property portfolio within the approved budget up to a value of £15,000 for each project.

8.14.2 To sign off planned or reactive works as completed to the required standards under the stated specifications up to a value of £15,000 for each project.

## **9 People Services Directorate**

### **9.1 Director People Services**

- 9.1.1 To appoint to and maintain the establishment and posts within the Organisation to ensure adherence to the approved salaries budget.
- 9.1.2 To take all necessary decisions to implement, administer, amend, and review practices, policies, procedures and protocols on employment arrangements (including pay, emoluments and pensions) within the Organisation to accord with statutory or local requirements.
- 9.1.3 Authority to deal with all matters relating to the permanent or temporary appointment (including the method of appointment), transfer, suspension, dismissal, grievances, tribunals, pay, promotion, recruitment and terms of conditions of service of all staff, including negotiations with representative bodies.
- Note: In the case of disciplinary action in relation to the Head of Paid Service, Monitoring Officer and Chief Finance Officer, sections 9.8.6 to 9.8.9 of the Constitution apply.
- 9.1.4 To engage temporary or casual staff additional to the authorised establishment to meet exceptional needs for a period not exceeding 12 months in accordance with the Organisation's agreed policies and procedures in force at that time.
- 9.1.5 Authority to deal with individual cases of early retirement and/or voluntary redundancy and/or flexible retirement, subject to the approval of the Chief Fire Officer and Treasurer with regards to the financial aspects of the proposals.
- 9.1.6 In exceptional circumstances authority to re-employ staff with particular knowledge, skills and expertise, on temporary non-uniformed contracts following retirement, subject to no new contract being issued until an individual has retired from the Service and the relevant statutory period has expired between the date of retirement and the commencement of the temporary contract.
- 9.1.7 Authorisation of Casual User Allowance and Essential User Allowance.
- 9.1.8 Authority to pay salaries, wages, allowances or other emoluments, and to make any necessary deductions to existing and former employees and Fire and Rescue Authority Members in accordance with approved procedures.
- 9.1.9 Determine the appropriate rates of subsistence for duties abroad.

### **9.2 Director People Services & Head of Human Resources**

- 9.2.1 Appointment of temporary, permanent and agency staff and determination of probationary periods, up to but not including Principal Officers.
- 9.2.2 Determination of applications for time off for Trade Union duties and activities in accordance with Conditions of Service and ACAS Code of Practice.
- 9.2.3 Authorising temporary promotions and honoraria payments within the approved budget, up to but not including Principal Officers.
- 9.2.4 Review and authorise extensions of sick pay allowances and Occupational Health Private Treatment and submit an annual report on such action to the HR & Equalities Committee.
- 9.2.5 Authorise Occupational Health Private Treatment and submit an annual report on such action to the HR & Equality Committee.
- 9.2.6 Take all necessary action to assist the Organisation in discharging its responsibilities under Welsh Language legislation.

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.vi  
27 MARCH 2023

REPORT OF THE CHIEF FIRE OFFICER

**WELSH GOVERNMENT THEMATIC REVIEW - BROADENING THE ROLE OF FIREFIGHTERS****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY CFO

REPORT PRESENTED BY CFO HUW JAKEWAY

**SUMMARY**

This report provides an overview of the Service's analysis of the Thematic Review of the Fire & Rescue Services' capacity and capability to assume a broader role for firefighters in Wales, produced by Mr Dan Stevens, Chief Fire and Rescue Adviser, Welsh Government.

It also provides an update on progress the Service has made since the publication of the thematic review and recommendations to the Authority.

**RECOMMENDATION**

1. Members note Welsh Government's preference to introduce a broader role for firefighters in Wales, but only after the FRAs have changed their current wholetime shift system.
2. Members endorse the findings of the Service's 'Working Group'.
3. Members endorse the external scrutiny provided by Mr Alasdair Hay CBE QFSM.
4. Members note the national work that has commenced on New Roles through the National Joint Council.
5. Members endorse the recommendation of the Chief Fire Officer, that supports the introduction of broadening the role for firefighters in Wales through a social partnership approach and collective bargaining through the National Joint Council.
6. Members endorse the recommendation of the Chief Fire Officer not to change the existing shift pattern in South Wales in-advance of the introduction of broadening the role.

7. Members approve the Chair of the Authority to inform the Deputy Minister for Social Partnership of the decisions of the Authority on this thematic review.

## 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 commissioned by the Chief Fire Officer, which included 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 FRSs, in particular to support the NHS in Wales.
- 1.4 The Deputy Minister has recently reiterated Welsh Government's intention regarding broadening the role of firefighters across Wales in her recent Written Statement: National Framework for Fire and Rescue Services: Progress Report, published on 1<sup>st</sup> April 2022. (Link provided within Background Papers).
- 1.5 Discussions between senior FRS, NHS officers and Welsh Government officials had identified clear potential opportunities for firefighters in Wales to respond to certain medical emergencies; out of hospital cardiac arrests, people who had fallen but were uninjured, and to help prevent falls in the home.
- 1.6 To provide assurance the three Welsh FRSs have the capacity to carry out any additional work arising from Welsh Government's ambition to broaden the role of firefighters in Wales, the Deputy Minister requested the Welsh Government's Chief Fire & Rescue Adviser complete a Thematic Review, 'Broadening of the role of the firefighters in Wales; (link provided within Background Papers)
- 1.7 The Review made four recommendations to the three Welsh FRSs, two linked to reviewing existing shift systems, one to analyse station work routines and another to consider increasing functionality of mobilising systems.

- 1.8 Welsh Government have always maintained their ambition of broadening the role of firefighters in Wales will be done in an inclusive way supporting their Social Partnership agenda.
- 1.9 Members have previously acknowledged the publication of the thematic review of the Chief Fire & Rescue Adviser into the Welsh fire & rescue services' capacity to carry out work arising from broadening the role of firefighters in Wales.
- 1.10 Members have also previously noted the Chief Fire & Rescue Adviser's recommendations are being actioned through a Chief Fire Officer's commissioned 'Working Group' under the governance of the Service's Operational Co-ordination Group.

## **2. ISSUES**

- 2.1 The three Welsh FRSs have contributed to the work of the Broadening of the Role Working Group from its inception. Other representatives included WAST, HBs, and WG.
- 2.2 The 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 Adviser for Wales completed a Thematic Review – Broadening of the role of the firefighters in Wales (December 2021), to assure Ministers the three FRSs 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 FRSs 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 from the Deputy Minister for Social Partnership (link provided within Background Papers), outlines an expectation for Fire & Rescue Authorities to consider the findings of the thematic 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 they will continue to work with them and the Welsh FRSs with a wider aim of broadening the Welsh FRSs role, suggesting Fire & Rescue Authorities agree any changes to working practices with firefighters and their Representative Bodies, in a clear spirit of social partnership and in advance of broadening the role discussions.
- 2.9 Members will be aware from previous reports the recommendations contained within the Fire Adviser's report have been considered by a 'Working Group' commissioned by the Chief Fire Officer (Terms of Reference - Appendix 1), which has been inclusive of appropriate representation from across the Service, including engagement from the Fire Brigades' Union officials.
- 2.10 The extensive review and detailed analysis that has been undertaken by the 'Working Group' is contained in Appendix 2, including the findings for each of the four recommendations made by the Fire Adviser's Thematic Review.
- 2.11 In summary the Service's Working Group concluded:
- there is scope within existing working practices to create additional capacity for wholetime operational crews to maintain their skills, competence and knowledge, whilst responding to a potential higher call rate;
  - the existing fifteen hour night shift with the allocated stand-down time provides sufficient rest to wholetime crews, minimising impairment on their physical and mental wellbeing; and
  - a reconfiguration of the command and control system would need to be agreed with Mid and Wales FRS and could be costly to initiate.
- 2.12 The Service initiated an external scrutiny review of the 'Working Group' report, which was conducted by Mr Alasdair Hay CBE QFSM, retired Chief Fire Officer of Scottish FRS who has maintained his sector competence and knowledge through commissioned work for HMI Scotland and London Fire Brigade.

2.13 This external scrutiny report is attached at appendix 3. In summary Mr Alasdair Hay's external scrutiny report concludes:

- The Service commissioned an appropriate working group to review the WG Fire Adviser's thematic review;
- The Service used an evidence base to consider each of the recommendations, and the findings are reasonably drawn;
- The natural and built environment, and community demographics in which the Service operates is changing;
- The Service has actively engaged in national trials in the area of emergency medical response;
- A broader role for firefighters in Wales should be pursued through collective bargaining and public consultation;
- The Service has given due regard to the recommendations of the Chief Fire and Rescue Adviser; and
- The findings of the Service's Working Group are proportionate, pragmatic and a positive step to improve community and firefighter safety.

2.14. Members will be aware of the Fire Brigades' Union pay claim for 2022/23, which in financial terms has been agreed. However, there were a further five points to this pay claim. One of which relates specifically to 'new/broader roles':-

**New roles:** The employees' side has also previously set out the union's expectation for any agreement in relation to broadening the role of a firefighter. We remain committed to developing the work of our service in the face of changing risk. This must be done by negotiation and agreement. It also requires investment from the governments of the UK. Nevertheless, these discussions should be immediately progressed.

2.15 In recognition to this the National Employers and the Fire Brigades' Union have established a working group to review this specific aspect of the pay claim. It is anticipated at this time, initial reports from this working group will take approximately 6 months.

### 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	Yes
Safeguarding	Yes
Consultation and Communications	No
Consultation with Representative Bodies	Yes
Impact Assessment	No

3.1.1 If Broadening the Role is adopted and implemented it would likely increase the Service's emergency call profile and therefore, would necessitate an increase in vehicle movement that may have a detrimental impact on the progress of the Service's sustainability ambitions.

3.1.2 When the Service undertook Fire Medical Response, volunteers needed to have Enhanced Disclosure Barring Service vetting. This would need to be expanded to all personnel if this policy direction is delivered.

3.1.3 The Service's 'Working Group' had Fire Brigades' Union representation. Implementation of the Broader Role would need to be agreed through the auspices of the National Joint Council and collective bargaining. Working in Social Partnership is essential to delivering this ambition and seen as a full package of reform.

3.1.4 Through local engagement Service Fire Brigades' Union Officials have made it clear they would oppose changes to existing terms and conditions of employment, including shift changes. Any change to the role of a firefighter and any subsequent changes to terms and conditions of employment and existing working practices needs to be negotiated through social partnership.

3.1.5 There is support from Service Officers and Fire Brigades' Union Officials for a broader role for firefighters in Wales through negotiation, although no discussions have taken place with FBU members.

## 3.2 Regulatory, Strategy and Policy

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

- 3.2.1 Increasing the role of firefighters would be a change in role and job description and would likely require additional remuneration.
- 3.2.2 Responding to more medicals calls as a primary responder would likely increase the corporate risk.
- 3.2.3 Responding to vulnerable persons requires the maintenance of robust Information and Data Management.
- 3.2.4 If the Welsh Government's policy ambition of Broadening the Role is achieved this would require a review of National Operational Guidance and Service policies and procedures.

### 3.3 Resources, Assets and Delivery

Human Resource and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	Yes
Budget Revenue/Capital	Yes

- 3.3.1 Implementation of a broader role will have an impact on the training and development of Service personnel.
- 3.3.2 Implementation of a broader role will have an impact on the equipment and personal and protective equipment the Service procures.
- 3.3.3 Implementation of a broader role may have an impact on the remuneration of personnel.

## 4. EVALUATION & CONCLUSIONS

- 4.1 There are no Equality Impacts arising from this report. However, implementation of Welsh Government's ambition would require a full Impact Assessment and activities would require a suite of Health and Safety risk assessments, procedures, control measures and training.

## 5. RECOMMENDATIONS

- 5.1 Members note Welsh Government's preference to introduce a broader role for firefighters in Wales, but only after the FRAs have changed their current wholetime shift system.
- 5.2 Members endorse the findings of the Service's 'Working Group'.

- 5.3 Members endorse the external scrutiny provided by Mr Alasdair Hay CBE QFSM.
- 5.4 Members note the national work that has commenced on New Roles through the National Joint Council.
- 5.5 Members endorse the recommendation of the Chief Fire Officer, that supports the introduction of broadening the role for firefighters in Wales through a social partnership approach and collective bargaining through the National Joint Council.
- 5.6 Members endorse the recommendation of the Chief Fire Officer not to change the existing shift pattern in South Wales in-advance of the introduction of broadening the role.
- 5.7 Members approve the Chair of the Authority to inform the Deputy Minister for Social Partnership of the decisions of the Authority on this thematic review.

<b>Contact Officer:</b>	CFO Huw Jakeway
<b>Background Papers</b>	<p>Written Statement: National Framework for Fire and Rescue Services: Progress Report  <a href="https://www.gov.wales/written-statement-national-framework-fire-and-rescue-services-progress-report-0">https://www.gov.wales/written-statement-national-framework-fire-and-rescue-services-progress-report-0</a></p> <p>Chief Fire &amp; Rescue Adviser Thematic Review 2021  <a href="https://www.gov.wales/sites/default/files/publications/2021-11/broadening-of-the-role%20of-firefighters-in-wales.pdf">https://www.gov.wales/sites/default/files/publications/2021-11/broadening-of-the-role%20of-firefighters-in-wales.pdf</a></p> <p>Deputy Minister's Written Statement  <a href="https://www.gov.wales/written-statement-broadening-role-firefighters-0">https://www.gov.wales/written-statement-broadening-role-firefighters-0</a></p> <p>Appendix 1 – Terms of Reference of the Chief Fire Officers commissioned working group</p> <p>Appendix 2 – ‘Working Group’ Efficiency and Effectiveness Report</p> <p>Appendix 3 – Report of external scrutiny of Mr Alasdair Hay CBE QFSM</p>

## APPENDIX 1

**Efficiency and Effectiveness Working Group Terms of Reference**

Following publication of the Welsh Government Fire Advisor's Thematic Review on Broadening of the Role of Firefighters in December 2021 there are four specific recommendations that are incumbent on us as a fire and rescue service to consider and review, see appendix 1.

In order to consider these recommendations a Service Working Group will be established. The Working Group will review how our wholetime duty personnel maintain operational competence and reduce risk across our communities in the time allocated and available within our current working practices and shift systems. The Working Group will review the efficiency and effectiveness of the current shift system and consider if there are any health and safety risk and fatigue issues in the nine hour period between the two night shifts.

The Working Group will be chaired by a member of the Operational Management Team and will consist of the following standing members.

- Chair: Group Manager Dewi Jones
- Station Commanders Representatives
- Supervisory Station Representatives
- Training Representative
- Fire Brigades Union Representative
- Health & Safety: Team Representative
- Occupational Health Representative

The Working Group will form and commence their review in February 2022 and present their conclusions and recommendations by the autumn 2022. The Working Group will report monthly to the Operational Co-ordination Group (OCG).

The Chair of OCG and the Chair Working Group and will present the final conclusions and recommendations to the Service's Senior Management Team.

## Appendix 1

**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.



# Broadening of the Role of Firefighter's in Wales

Efficiency & Effectiveness Review

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Gwasanaeth Tân ac Achub  
De Cymru

South Wales  
Fire and Rescue Service

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# 1. Introduction

Following publication of the Welsh Government Thematic Review on Broadening of the Role of Firefighters, by the Chief Fire & Rescue Advisor & Inspector for Wales in December 2021, a set of four specific recommendations were set that are incumbent on us as a fire and rescue service to consider and review.

To consider these recommendations a Service Working Group was established in February 2022 and asked to present their conclusions and recommendations by the autumn of 2022. During this period the group reported directly to the Operational Co-ordination Group (OCG) on a monthly frequency. The chair of OCG and the chair of the working group then presented the final conclusions & recommendations to the services Senior Management Team (SMT) and Executive Leadership Team (ELT).

The Working Group were tasked with reviewing how our wholetime duty personnel maintain operational competence and reduce risk across our communities in the time allocated and available within our current working practices and shift systems. Also, the Working Group would review the efficiency and effectiveness of the current shift system and consider if there are any health and safety risk and fatigue issues in the nine-hour period between the two-night shifts.

This report captures and interprets SWFRS review of all 4 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’**

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## 2. Terms of Reference

The Working Group will review how our wholetime duty personnel maintain operational competence and reduce risk across our communities in the time allocated and available within our current working practices and shift systems. The Working Group will review the efficiency and effectiveness of the current shift system and consider if there are any health and safety risk and fatigue issues in the nine-hour period between the two-night shifts.

The Working Group will be chaired by a member of the Operational Management Team and will consist of the following standing members.

- Chair: Dewi Jones
- Station Commanders x 2: Matthew Yates, Mark Bowditch
- Supervisory Station Representatives x 2: James Davies, Shain Redman
- Training: Sean Jenkins
- Fire Brigades Union: Mark Taylor
- Health & Safety: Hannah Owen
- Occupational Health: Ruth Hazell

The Working Group will form and commence their review in February 2022 and present their conclusions and recommendations by the autumn 2022. The Working Group will report monthly to the Operational Co-ordination Group (OCG).

The Chair of OCG and the Chair Working Group and will present the final conclusions and recommendations to the Service's Senior Management Team.

### **3. Recommendation 1**

At the start of this document review the membership of the working group agreed that the findings of recommendation 1 would naturally emanate from the analysis and findings of recommendation 3. As such the methodology of analysing, recording, and interpreting from recommendation 3 applies to this recommendation.

The data collection was completed over a three-month period by eight watches from two fire stations, working two-day shifts of nine hours, 09:00 – 18:00 and two-night shifts of fifteen hours, 18:00 – 09:00.

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## Findings

The findings of the study have indicated that the following option could be further explored:

### **Interchangeable blocks of time**

Following analysis, it has been identified that 3.5 hours allocated to Cleaning, equipment checks, and private study can be freed up to afford flexibility in a given 24-hour period. This could increase training, exercising and risk reduction activities within the current shift system.

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## 4. Recommendation 2

This response provides information in relation to the impact of the duration of shift periods worked and the level of fatigue WDS operational staff can be exposed to.

Fatigue refers to the issues that arise from excessive working or poorly designed shift patterns. It is generally considered to be a decline in mental, physical, and emotional performance that results from prolonged exertion, sleep loss or disruption of the internal body clock (circadian rhythm).

The shift periods that were assessed were a nine-hour, twelve hour and fifteen-hour night shift (Appendix 1). The assessment can be used to measure and compare the three working durations impact on the health, safety and wellbeing of our staff and the maintenance of a healthy work life balance.

To evaluate any potential changes to the current working pattern a risk assessment has been completed incorporating measurable data such as:

- The relation to average number of incidents attended during the hours of 0.00 and 07.00 across the service, and the average incident duration.
- Accidents reported – time occurred
- Accidents reported – contributing cause fatigue.

The risk assessment in this context is the process of identifying the hazards and risks associated with night working, assessing those risks, implementing control measures to reduce them and review the effectiveness of them.

The first risk assessment has been used on the existing working pattern of 2-2-4 as a benchmark, which will assist in providing transparent and measurable data for comparison to a nine/twelve-hour work duration.

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## Findings

The existing fifteen-hour night shift duration with the allocated stand down period provides sufficient rest to operational WDS crews, minimising impairment on their physical and mental wellbeing.

The data clearly evidences that the current fifteen-hour duration of a night shift and the existing rest period between the two-night shifts does not cause excessive fatigue or negatively impacts on the health and wellbeing of our whole-time duty staff due to the length of time away at station and the number of incidents attended.

Data from the previous four years call profile during the night shift stand down period has evidenced only 3% disruption in sleeping pattern/rest. This ensures our staff are in a state of readiness both physically and mentally to attend and resolve operational incidents.

If the night shift duration was altered to a 12-hour or 9-hour duration the stand down period would be removed in conjunction with sleeping facilities on station. This would inevitably have a detrimental effect on our staff and impair operational effectiveness.

### **15-hour duration**

A fifteen-hour shift duration (existing model) provides personnel with adequate rest time during periods of stand down and the facilities provided to support adequate rest and recovery, mitigate mental and physical stresses, and improve wellbeing.

### **12-hour duration**

A twelve-hour duration will negatively impact personnel due to a severely reduced stand down period and limited facilities to support adequate rest and recovery.

### **9-hour duration**

A nine-hour duration will provide no stand down period and no facilities to support rest and recovery working anti-social hours. This will significantly negatively impact the physical/mental wellbeing of staff in comparison to the existing model.

The embedded individual risk assessments provide a detailed scoring for each shift duration, Using the hazard of 'Sleep loss and Fatigue' contained in each risk assessment as a comparator supports maintaining the current 15-hour night shift. The scoring shows a moderate risk score of 8, when using the control measure of 'resting facilities made available'. This scoring increases to a medium risk score of 10 when limited resting facilities are available for the 12-hour shift duration model. Finally, when the 9-hour shift duration model is compared the risk score achieves a high rating and the scoring more than doubles to 20, this is as a result of the complete removal of rest facilities

Hazard – 'Sleep loss & Fatigue'			
Shift Type	15-Hour	12-Hour	9-Hour
Risk Score	Moderate 8	Medium 10	High 20

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## 5. Recommendation 3

The sub-group reviewing this recommendation considered 4 options when gathering data for analysis:

1. Single pump & Technical Station
2. Average of all Stations
3. Bespoke Routines framework for each station as per risk (CRMP based)
4. Frequency based i.e., quarterly etc...

It was agreed to use option one, this was thought to be a more realistic way of gaining baseline data across the organisation, using a station with standard training maintenance/exercising needs, compared to a station that has additional training needs for rope, water and bariatric as well as conducting community safety activity and site risk information gathering.

Each watch taking part in the study experienced extensive engagement from the working group throughout all stages. Initially the form of recording for watches was by means of entry onto a shared spreadsheet, with the period of collection being 2<sup>nd</sup> May–30th July. This then gave the group a period to interpret data and report back to OCG.

Watches were given autonomy in how and what they entered onto the spreadsheets across each of their 4 shifts, consisting of 2 day shifts 0900–1800 and 2-night shifts 1800-0900. In the early weeks of the study, the type of activities and interpretation from each watch of what was needed meant integration of the data was difficult to achieve. The group then recruited the assistance of the organisations statistics team and utilised the BMIS system, this then ensured specific activities were captured across all watches for consistency and that data was collated onto one system for interrogation.

## Findings

Following a 3-month period of analysis it has been highlighted that due to the diverse skills required across each station and the acceptance that each station area has very different risks, it is clear that formalising a work routine would not be best practice and autonomy should be given to stations in assessing training needs against individual risk.

It has also been identified within the data sets that the training need on a technical rescue station is much greater than that of a single appliance station. A technical rescue station would therefore find it difficult to maintain their multiple skillsets without a high degree of performance management flexibility, when leaning towards increasing certain risk reduction activities.

### **Guidance to be provided to Junior Officers**

Analysis taken has indicated the service can allocate time over a period of the tour which could assist with planning e.g., 8 hours of CFS a tour, 12 hours of training, 2 hours of exercising. However, legislation will dictate some fixed areas such as BA standard testing, Vehicle Checks, meal breaks etc.

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## 6. Recommendation 4

It was 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 in Wales have functionality within their mobilising systems to be able to undertake this analysis (which would be achieved by coding each individual activity).

This response identifies how SWFRS could implement additional codes on to the mobilising system to capture activity in support of existing systems.

The service uses a number of communication tools to interlink and provide updates based on the status of a particular appliance. These statuses are sent from various communication systems i.e., AirWave radio, MDT via GD92 into the mobilisation system or directly via the control operators in JPSC.

These status codes relate to an activity or the status of the appliance and can be translated to either being available for calls or not available for calls in the simplest form.

To capture the detailed recording of time spent carrying out these individual activities, individual status codes would have to be created on the mobilising system. Each status code entry would need to establish what the appliance outcome would be for mobilisation.

Changes would need to be made to the vision mobilising system, airwave radios, MDT's and supporting communication systems within the JPSC. Further changes would be required to all reporting mechanisms, for example BMIS to capture these changes.

If this was to go ahead training and monitoring of the use of the status codes by crews would be required, to ensure compliance.

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## Findings

There is scope for further investigation to be undertaken from this recommendation, although the below must be considered:

Fire control mobilising system is a joint system used between Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service, any changes would need to be agreed by both services and control jointly even if the new status codes were South Wales specific.

Any configuration changes would require support from AIRBUS, NEC software Solutions UK (Capita) and would potentially involve costs. Further investigation would be required into these costs.

An impact analysis would need to take place to investigate the addition of Status Codes to the performance management of the service and any other systems utilising the status codes for their functionality, e.g., IRS system.

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## 7. Conclusion

This report is the culmination of work of over almost nine months of collating, analysing and interpreting data that has been collecting by the working group and Fire Fighters from both Roath and Ebbw Vale Fire Stations.

The four recommendations set out by Chief Fire & Rescue Advisor & Inspector for Wales intend on seeking efficiencies for the three FRSs in Wales and therefore, releasing time which may be used in supporting our health & social care colleagues in the areas of:

- Out of hospital cardiac arrest
- Non-injured fallers
- Falls prevention

All four recommendations have provided SWFRS with the opportunity to investigate further, any efficiencies that could be realised.

### 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’.**

The findings show that a 3.5-hour block can be utilised within a 24-hour period, for Junior Officers to use as an additional time block. This is an efficiency to be used as an interchangeable block during a given period in a tour of duty.

### 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’.**

The research undertaken for recommendation 2 has further evidenced the positive health & wellbeing effects the current 15-hour night shift and rest period between each shift period has on our workforce. Not only do the risk assessments support this, but that also accident and near misses reported numbered zero where fatigue was a

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factor. In fact, accident occurrence peaked during day shifts between 12:00-16:00, this does not correlate with incident attendance which peaks between the hours of 16:00-20:00.

### 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’.**

As a result of this data analysis, unintended time efficiencies for testing certain equipment types have been identified. Which potentially could also highlight a cost saving for replacement parts and equipment, due to the constant testing that may contradict manufacturers testing frequencies.

Suggesting a formalised station work routine would detract from the obvious need for junior officers to plan against their own individual watch training needs analysis, along with adapting to training for individuals learning pace and each station grounds unique risks.

### 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’**

Our mobilising systems do allow for limited collation of event times, although the generic nature of the status codes (available/not available) do not support management assurance in a granular way. It is also noteworthy in mentioning that we have constraints with some codes being national, however further investigation may indicate the majority of current codes do not give us enough data to satisfy the intended scope that may fallout of recommendation 4. Research would be needed, and changes recognised for not only the vision system but also the MDT’s and the organisations Business Management Information System.

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It is important to recognise the contribution that everybody has made in enabling the review to take place. In particular the station based operational personnel whose honesty, professionalism and diligence has ensured the accuracy of data supplied will go a large part to improving the service we provide to our communities of South Wales.

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## 8. Appendix



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## **Thematic Review of Broadening the Role of Firefighters in Wales**

### **Response by South Wales Fire and Rescue Service – Independent Review**

#### **1. 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 Fire and Rescue Services (FRSs), Welsh Ambulance Service Trust (WAST), Health Boards (HBs) and Welsh Government (WG). Through the Working Group, an outline specification has been agreed, which could 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 activities.

To help progress this proposal and in order to give the necessary assurances to Ministers that this can be done safely and without detriment to core functions, the Chief Fire and Rescue Advisor (CFRA), undertook a thematic review of the capacity within the three Welsh FRSs to carry out the additional work arising from broadening of the role. His report: Broadening of the Role of Firefighters in Wales, was published in 2021 and made the four recommendations set out below:

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.

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.

Following publication of this report SWFRS undertook to fully consider and review these recommendations. As part of this work, I have been commissioned to independently review their approach and the validity of their findings.

#### **2. Methodology and Approach**

This was a short review, over 3 days, undertaken remotely in January of 2023. It consisted of a document review (Appendix A) and a Teams meeting with the strategic and project leads for the work undertaken (Appendix B) and a telephone discussion with the Chief Fire Officer.

### 3. South Wales Fire and Rescue Service (SWFRS) Approach

SWFRS accepted from the outset their responsibility to give due regard to the recommendations of the Welsh Government's CFRA, and have presented the thematic CFRA report to the Fire Authority, along with the structure to review this report. The Chief Fire Officer commissioned a short-life Service Working Group (SWG) in February 2022 with representatives from; Operations, Training, Fire Brigades Union (FBU), Operational Risk Management, Health & Safety and Occupational Health. With the group being asked to present their findings and recommendations by the Autumn of 2022. The SWG governance route was through monthly updates to the Service's Operational Co-ordination Group (OCG) with the Chair of the OCG and the Chair of the SWG reporting the final conclusions and recommendations to the service's Senior Management Team (SMT). Their remit was to review:

- I. How whole-time duty personnel maintain their operational competence and reduce risk across the communities of South Wales in the time allocated and available within the current working practices and shift systems.
- II. The efficiency and effectiveness of the current shift system and consider if there are any health and safety risk and fatigue issues as a consequence of the nine-hour period between the two-night shifts.

From the outset the SWG recognised that the intentions behind the recommendations were to strengthen community and firefighter safety, facilitate partnership working and to strengthen data collection for analysis. They also recognised the need for strategic alignment with both internal and external strategies, in particular the need to align with SWFRS Strategic Plan 2020 – 30.

#### Assurance Statement 1

**SWFRS set up an appropriate working group, consisting of suitably experienced and qualified people, with clear terms of reference and a robust governance route to ensure that due regard was given to the findings.**

The SWG appear to have approached their work with an 'open mind' and used an evidence-based approach to consider if, and how the CFRA thematic report recommendations could be implemented in SWFRS.

For recommendations 1 & 3 the SWG undertook an analysis of training, exercising and risk reduction activities at 2 stations: Ebbw Vale and Roath. These are respectively a 1 pump & technical rescue station and a busy 1 pump City station. The four watches at these stations recorded when and how much time they spent on thirteen designated activities on a spreadsheet. The SWG overlaid this information with the operational activity at these stations and utilised the Service's statistical team and the Service's Business Management Information System (BMIS), to ensure specific activities were captured across all eight watches consistently and the data was collated onto one system for analysis.

The review gathered and analysed data over a 3-month period and concluded there are a number of viable options to satisfy the recommendations set out in the "Broadening the role of Firefighters in Wales" report. In particular, it identified that there is **scope within the current shift pattern** to create a 3.5-hour interchangeable time block between a day and a night shift. This would make available additional capacity during a 24 hour period in the anticipation of the potential higher call rate identified within the report, allowing operational personnel to maintain their competence and skillsets by continuing their training, exercising and risk reduction activities. It would also allow the Watch and Crew Managers the autonomy and flexibility to interchange these time blocks to address the variability

of demand on a tour-by-tour basis. It was also identified from the data sets that the training need on a technical rescue station is much greater than that of a single appliance station, it was therefore the groups opinion that if the role were to be broadened a technical rescue station could find it difficult to maintain their multiple skillsets alongside the potential increase in call rates associated with all of the three areas identified by the Broadening Role Working Group.

The SWG recommendation was: To explore the potential efficiency gained through reducing equipment testing to once in a 24hr period, however, it is important to recognise the legislative & manufactures constraints placed with certain safety critical equipment such as Compressed Air Breathing Apparatus sets and vehicle checks.

With regards to recommendation 2, to evaluate any potential changes to the current working pattern the SWG adopted, a risk assessment approach, incorporating measurable data such as:

- The relation to average number of incidents attended during the hours of 0.00 and 07.00 across the service, and the average incident duration.
- Accidents reported – time occurred
- Accidents reported – contributing cause fatigue.

The risk assessment in this context is the process of identifying the hazards and risks associated with night working, assessing those risks, implementing control measures to reduce these and reviewing their effectiveness. The first risk assessment on the existing working pattern of 2-2-4 served as a benchmark, which assisted in providing transparent and measurable data for comparison to a nine and a twelve-hour work duration.

The group concluded that:

- a) The existing fifteen-hour night shift duration with the allocated stand down period provided sufficient rest to operational WDS crews, minimizing impairment on their physical and mental wellbeing.
- b) The data clearly evidences that the current fifteen-hour duration of a night shift and the existing rest period between the two-night shifts does not cause excessive fatigue or negatively impacts on the health and wellbeing of our whole-time duty staff due to the length of time away at station and the number of incidents attended. This is evidenced by no injuries or near misses recorded as a result of fatigue.
- c) Data from the previous four years call profile during the night shift has evidenced only 3% disruption during the standdown period. This ensures staff are in a state of readiness both physically and mentally to attend and resolve operational incidents.
- d) If the night shift duration was altered to a 12-hour or 9-hour duration the stand down period would be removed in conjunction with sleeping/rest facilities on station. This would inevitably have a detrimental effect on staff and impair operational effectiveness. This is evidenced in the increased risk assessment scoring.

Therefore, based on the risk assessments and data available it is recommended to maintain the existing shift pattern and duration.

Finally, the SWG considered recommendation 4 and considered how SWFRS could implement additional codes on to the mobilising system to capture activity in support of existing systems e.g., BMIS. They concluded that the following actions would be required:

- a) To capture the detailed recording of time spent on individual activities, individual status codes would have to be created on the mobilising system.
- b) Each status code entry would need to establish what the appliance outcome would be for mobilisation.
- c) Changes would need to be made to the Vision mobilising system, Airwave radios, MDT's and supporting communication systems within the Joint Public Service Centre.
- d) Further changes would be required to all reporting mechanisms, for example BMIS to capture these changes. eg Appliance availability.
- e) If this was to go ahead training and monitoring of the use of the status codes by crews would be required, to ensure compliance.
- f) After a period of 6 months, following implementation a review would need to take place to confirm the suggested outcomes from the recommendations had been achieved and that station activity can be captured and interrogated through the use of status codes.

SWG made the undernoted 4 findings:

- I. Fire control mobilising system is a joint system used between Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service, any changes would need to be agreed by both Services and control jointly even if the new status codes were South Wales specific.
- II. Any configuration changes would require support from AIRBUS, NEC software Solutions UK (Capita) and would potentially involve costs. Further investigation would be required into these costs.
- III. An impact analysis would need to take place to investigate the addition of Status Codes to the performance management of the service and any other systems utilising the status codes for their functionality, e.g., IRS system.
- IV. Should the recommendation from the "Efficiency and Effectiveness Working Group" that to achieve recommendation 4, that this written brief for recommendation 4 is forwarded to the Tactical Joint Control Working Group to establish a decision moving forward.

## **Assurance Statement 2**

**The SWG used an evidence-based approach to consider each of the recommendations. Their conclusions and findings are reasonably drawn and made based on their approach.**

### **4. General Observations**

The natural and built environment in which SWFRS operates is changing. This alongside wider demographic changes in society have resulted in new risks and needs faced by communities with new expectations of public services. The FRS is therefore considering how it helps to meet these risks, needs and expectations through a 'Broadening of their Role' beyond their traditional responsibilities. This will require them not only to potentially acquire new skills but also to maintain the skills they already have, which is critical given that they often operate in inherently dangerous and challenging of environments.

The need for change is recognised by Fire and Rescue Employers and the FBU, with the NJC discussing broadening the role of firefighters for the past decade, during this period they have endorsed trials across a number of services in relation to Emergency Medical Response. South Wales FRS participated successfully

in these trials. These trials were initially evaluated by a team from the University of Hertfordshire and their evaluation was built on by New Economy who were commissioned by the NJC to conduct: a cost benefit model of emergency medical response by fire and rescue services on a UK- wide footprint, with a specific focus on the impact of cardiac arrest on long-term health and social care outcomes.

‘This research indicates that EMR, at scale, generates a positive financial return on investment and achieves economic outcomes. Benefits are deemed likely for clinical commissioners, social care commissioners, and the Department of Work and Pensions. By delivering EMR, national FRS are able to enhance the offer of cardiac arrest response, with life-altering outcomes in a small but vital minority of cases.’

However, despite the added value that firefighters supporting EMR would bring to communities, at a national level it has not been possible to reach a collective agreement and individual Services struggled to reach local agreements utilising tools within the terms & conditions of firefighters such as additional responsibility allowances ARAs. It would be worthy to draw attention to the FBU’s conference mandates of not to support Service’s in delivering adult social care services, such as non-injured fallers.

There are therefore opportunities to broaden the role and ensure the right people, in the right place at the right time, matching resource to demand, **through recognised collective bargaining and public consultation processes.**

There have also been two recent public inquiries: Grenfell Tower and Manchester Arena, both of which have been critical of the FRS response and make significant recommendations in relation to preparedness for such significant emergencies. The full implications of these reports must be considered as part of any broadening of the role, utilisation of firefighters time and the acquisition, development and maintenance of their skills. This is, in my opinion, a mission critical for all FRS in the UK. SWFRS are undertaking this work, however it needs to be aligned and fully considered within the discussion of broadening the role and the consequent changes.

## 5. Conclusion

SWFRS have given due regard to the recommendations made by the Chief Fire and Rescue Advisor and Inspector. They set up a short-life working group, with suitably qualified and experienced members, to consider fully the recommendations with a responsibility to report their findings to the Senior Management Team for consideration. The findings they make, whilst not going as far as the CFRA has suggested, they are proportionate, pragmatic and are a positive step in helping to broaden the role of firefighters and improve community and firefighter safety. However, there is work to fully develop the role of the FRS in meeting the new risks and needs of communities and understanding what the full implications of this will be in regards to terms & conditions of service, working with other agencies and meeting stakeholders expectations. The Strategic Plan 2020-2030 recognises this and the relevant areas should be prioritised to build on the positive step initiated by the Thematic Report and the recommendations of the SWG.

From experience I would recommend any change in role for firefighters in Wales is fully developed and negotiated through an appropriate employer and employee mechanism, such as the NJC.

Alasdair Hay CBE QFSM

Management Consultant

## **Appendix A**

### **Document Review**

Broadening of the Role of Firefighters in Wales: A Thematic Review. CFRA & I

SWFRS Management Report: Broadening of the Role of Firefighters in Wales, Recommendations 1 & 3.

SWFRS Management Report: Broadening of the Role of Firefighters in Wales, Recommendation 2.

SWFRS Management Report: Broadening of the Role of Firefighters in Wales, Recommendations 4.

Risk Assessment 15-hour shift duration.

Risk Assessment 12-hour shift duration.

Risk Assessment 9-hour shift duration.

SWFRS Strategic Plan 2020-2030.

## **Appendix B**

CFO Huw Jakeway

DCFO Dewi Rose

GM Sean Jenkins

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

**SOUTH WALES FIRE & RESCUE AUTHORITY**      AGENDA ITEM NO 6.vii  
27 MARCH 2023

**WELSH GOVERNMENT THEMATIC REVIEW OF OPERATIONAL TRAINING WITHIN THE WELSH FIRE AND RESCUE SERVICES**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY CHIEF FIRE OFFICER, HUW JAKEWAY  
REPORT PRESENTED BY AREA MANAGER DEAN LOADER

**SUMMARY**

In October 2022 the Welsh Government's Chief Fire & Rescue Adviser (FRA) published the 'Thematic Review of Operational Training within the Welsh Fire & Rescue Services'.

The Thematic Review focussed on the core and additional skills for firefighters and supervisory managers, and as such sets out the findings of the review and provides 6 recommendations for the Welsh fire and rescue services (FRSs) to consider.

**RECOMMENDATION**

1. That members acknowledge the report and the commitment of SWFRS in reviewing the FRA's recommendations.
2. Note the recommendations will be reviewed and acted upon where necessary through the normal Training cycle review.
3. Keep Members updated of progress against the recommendations.

**1. BACKGROUND**

- 1.1 In October 2022 the Welsh Government's Chief Fire and Rescue Adviser published the 'Thematic review of operational training within the Welsh Fire and Rescue Services'.
- 1.2 The thematic review focussed on the core and additional skills for firefighters and supervisory managers, and as such sets out the findings of the review and provides six recommendations for the Welsh FRS's to consider.

- 1.3 The thematic review follows on from the previous review of the capacity of the three Welsh FRSs ability to take on additional duties through the 'broadening of the role' report, and in particular, in the health care setting.
- 1.4 The report recognises some significant successes within SWFRS training methods and recording processes for training.

## 2. ISSUE

- 2.1 The Welsh Government's Fire Adviser has made a number of recommendations. The review suggests that there are significant challenges for all FRSs in Wales. The recommendations are:

- 2.1.1 **Recommendation 1:** that the three Welsh FRSs establish a means whereby training needs analysis and training delivery are clearly aligned to a regular assessment of hazards, risks and threats in their areas. This should set out the capability deemed necessary to provide an appropriate response to the identified hazards, risks and threats, which should then inform the training needs analysis.

- 2.1.2 **Recommendation 2 (a):** that the three Welsh FRSs should undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up the core competency areas.

- 2.1.3 **Recommendation 2 (b):** that the three Welsh FRSs should undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up additional competency areas.

- 2.1.4 **Recommendation 3:** the FRSs should use the outcome of the unconstrained analysis of time required for skills maintenance training to prioritise the control measure tactics and techniques from their Operational Risk Assessments that will be utilised by the RDS based on the time available for training.

- 2.1.5 **Recommendation 4:** the FRSs should develop micro teaches for every control measure tactic or technique not already included within the FRS Training and Development Manual.

- 2.1.6 **Recommendation 5:** that the Welsh FRSs review their control measure tactics for compartment firefighting in light of international research and update their control measure tactics and techniques accordingly.

- 2.1.7 **Recommendation 6:** that the Welsh FRSs review their Compartment Fire Behaviour Training syllabus to incorporate any changes to control measure tactics arising from the review advocated in Recommendation 5.

- 2.2 The Service has completed a risk matrix of progress against each of the objectives.
- 2.3 The Service's Training Policies and Procedures are already in line with extant National Operational Guidance.
- 2.4 The Service is committed, via the All Wales Training Managers Forum and the National Fire Chiefs' Council, to share best practice and collaborate to maintain training standards across Wales.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

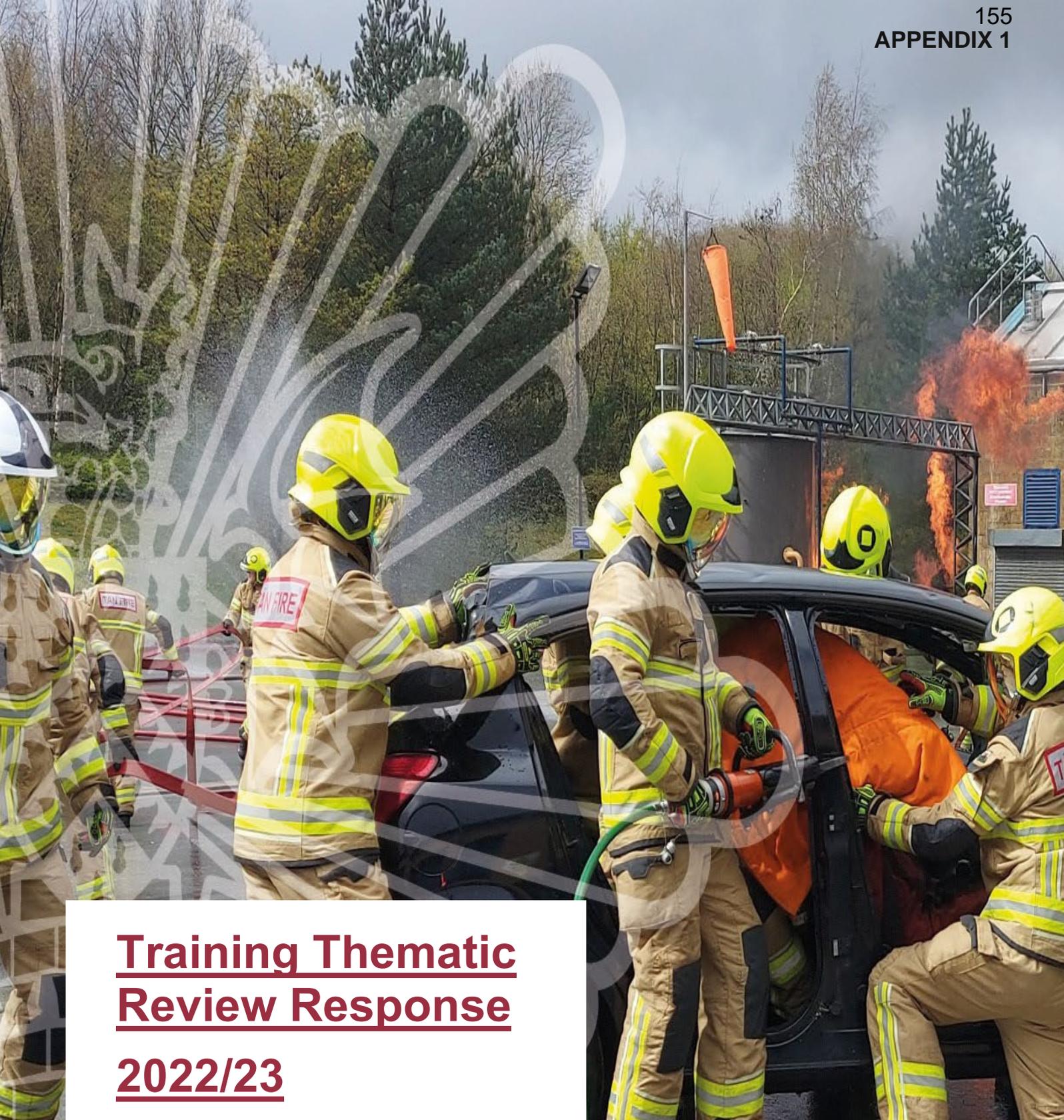
#### 3.3 Resources, Assets and Delivery

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

### 4. RECOMMENDATIONS

- 4.1 That members acknowledge the report and the commitment of SWF&RS in reviewing the FRA's recommendations.
- 4.2. Note that the recommendations will be reviewed and acted upon where necessary through the normal Training cycle review.
- 4.3. Keep Members updated of progress against the recommendations.

<b>Contact Officer:</b>	Area Manager Dean Loader
<b>Background Papers</b>	Appendix 1 – Training Thematic Review Response 2022/23



# Training Thematic Review Response

2022/23



Gwasanaeth Tân ac Achub  
De Cymru

South Wales  
Fire and Rescue Service

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# SWFRS

## Training Thematic Review Response

Author	Version	Date
	1.0	20/12/2022

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## Document History

Version No	Date	Reason For Change	Author	Status

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## Introduction

In October 2022 Welsh Government's Chief Fire & Rescue Advisor published the 'Thematic Review of operational training within the Welsh Fire and Rescue Services'.

The thematic review (the review) focused on the core and additional skills for firefighters and supervisory managers, and as such sets out the findings of the review and six recommendations for the 3 Welsh FRS' to consider.

South Wales Fire and Rescue Service achieve our vision of making South Wales safer, by reducing risk, through delivery against our 'Strategic Themes' and Objectives. We aim to protect and serve our communities across 10 Unitary Authorities in partnership with our colleagues in other frontline services and partners in other sectors. We are fully committed to training our firefighters, emergency fire control staff and other staff to respond to current and future risks in our communities.

SWFRS fully recognise the need to continually develop our training strategies for the service and will continue to explore innovation and creativity on a national, regional, and local level to ensure we continue to respond with professional firefighters demonstrating the highest standards for our communities across South Wales.

The review identifies several areas of success that SWFRS have already achieved in line with the recommendations. These areas include comprehensive PDRpro guidance which gives direction around training scenario content for the purposes of assessment. This provides sound foundation for more explicit guidance to support practical training. The review acknowledges SWFRS' production of Breathing Apparatus (BA) Micro-teaches, which are recognised as an excellent resource to deliver BA training, supported by practical training scenarios.

In consideration of the review recommendations, the following action plan has been produced to evidence current work streams that support specific areas. We have also identified where further focus is required and included this in the following action plan to address all recommendations with future planned activity through scrutiny. We will continue to collaborate with the other two FRS' in Wales to ensure best practice in line with national guidance.

## Recommendation 1

Ref No	Recommendation	Owner
1	That the 3 Welsh FRSs establish a means whereby training needs analysis and training delivery are clearly aligned to a regular assessment of hazards, risks, and threats in their areas. This should set out the capability deemed necessary to provide an appropriate response to the identified hazards, risks and threats which should then inform the training needs analysis	Operations and Training
<b>Required Action</b>		
<p>South Wales Fire &amp; Rescue Service has for many years been at the forefront of technical training, development, and service delivery to support the health and safety of operational firefighters in the course of their duties. Materials produced in house, include, Approved Courses (accredited through national awarding bodies), Standard Operational Procedures (SOP), Maintenance of Skills Program (MOS), continuation training and Site-Specific Risk Information (SSRI).</p> <p>Annual reviews are conducted to ensure SWFRS complies with Health and Safety legislation, National Guidance, and training standards in line with the Fire and Rescue Services Act 2004, Civil Contingencies Act (CCA), Fire and Rescue Service National Operational Guidance and National Occupational Training Standards and National Framework for Fire and Rescue Services – Wales.</p> <p>SWFRS fully support the two Local Resilience Forums and facilitate training to enable all Category 1&amp; 2 responders to collectively manage their response to major incidents effectively, within the service boundary.</p> <p>A new strategic training plan has been published that outlines the Training Department’s strategic direction over the next 5 business planning years and explains how we intend to continue to deliver high quality operational training that meet the needs of both our firefighters and our communities. The plan will assist us in achieving our vision of ‘preparing firefighters for today’s risks and tomorrow’s challenges’ and will also contribute to SWFRS 10-year Strategic Plan. We are confident our priority actions will enable us to deliver a sustainable training program by having a dynamic, agile, and fit for purpose training team that is ready to meet new challenges.</p>		
<b>RAG Rating</b>		

			Future Planned Mitigation
			<ol style="list-style-type: none"> <li>1. Continue to ensure that the relevant subject matter experts (SME) are engaged in the assessment of hazards, risks, and threats, and support the review of the services training needs analysis. This will be achieved through our well-established internal reporting channels.</li> <li>2. Continue to ensure we align courses with NOS, NOG's and where there are internal standards through training policy documents, challenge those standards to ensure they are effective and efficient.</li> <li>3. Continue annual assurance of PDRpro documentation started for training year Apr '23 – Mar '24, also introduce a process for '24 onward onto SWFRS Business Management Information System to ensure a robust governance and real time metrics.</li> </ol>

## Recommendation 2a

Ref No	Recommendation	Owner
2a	That the 3 Welsh FRSs should take an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up the core competency areas	Operations and Training
<b>Required Action</b>		
<p>South Wales FRS have an electronic recording training system (PDRpro), this system provides all Firefighters with a platform on which both theoretical and practical training content is highlighted on a designated frequency. This is broken down into skill requalification, operational competency, theoretical competency, and training activities, all of which contribute to a Firefighters annual competency. To decide on the required frequencies for each and for overall competency, a risk assessment has been designed for each element of standard practices and techniques to enable a frequency to be set.</p>		

RAG Rating			
			Future Planned Mitigation
			<ol style="list-style-type: none"> <li>1. All Wales Training Managers Forum – set as a new objective for all three services to collaborate and share information and progress.</li> <li>2. Investigate how best to analyse and break down core competency frequencies in the relevant training blocks that reflect the training elements in the respective duty systems.</li> <li>3. The National Fire Chiefs Council are engaged in reviewing this recommendation as there is a UK wide implication.</li> </ol>

## Recommendation 2b

Ref No	Recommendation	Owner
2b	That the 3 Welsh FRS should undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up additional competency areas.	Operations and Training
<b>Required Action</b>		
The methodology applied to recommendation 2a above also applies here, the PDRpro system incorporates additional competency areas with the risk assessment reflecting firefighters who have skills above core competencies and therefore includes frequencies to maintain these also.		
RAG Rating		
<b>Future Planned Mitigation</b>		

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		<ol style="list-style-type: none"><li>1. All Wales Training Managers Forum – set as a new objective for all three services to collaborate and share information and progress.</li><li>2. Investigate how best to analyse and break down the above core role frequencies in the relevant training blocks that reflect the training elements in the respective duty systems.</li><li>3. The National Fire Chiefs Council are engaged in reviewing this recommendation as there is a UK wide implication.</li><li>4. The Service has already conducted an analysis of specialist skills and competence for On-Call personnel. This is evidenced in the Water Rescue Strategy, with a revised skill set for On-Call personnel. Other than water bowser capability On-Call personnel do not provide specialist response or capability arrangements.</li></ol>
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## Recommendation 3

Ref No	Recommendation	Owner
3	The FRS should use the outcome of the unconstrained analysis of time required for skill maintenance training to prioritise the control measure tactics and techniques from their Operational Risk Assessments that will be utilised by the RDS, based on the time available for training.	Operations and Training
<b>Required to Mitigate Action</b>		
<p>A review of On-Call training needs is undertaken on an annual basis, this review is completed by the Training Operational Development Team and SME. Results of this analysis are then reflected in stations PDRpro accounts with respective frequency allocated to the skill areas required to be achieved. SWFRS recognise that On-Call Firefighters face significant challenges in achieving and maintaining competence across all risk critical disciplines. We will review all On-Call station-based training in line with specific station risk through a training needs analysis.</p>		
<b>RAG Rating</b>		
<b>Future Planned Mitigation</b>		
		<ol style="list-style-type: none"> <li>1. We will continue to utilise our On-Call Delivery Team to undertake the analysis of On-Call training.</li> <li>2. Establish a collective approach pan Wales to share understanding and experiences.</li> <li>3. To engage with all stakeholders to identify a collective way forward to support long term sustainability of the On-Call model. model.</li> </ol>

## Recommendation 4

Ref No	ACTION	SUGGESTED OWNER
4	The FRS should develop micro teaches for every control measure tactic or technique not already included within the FRS Training and Development Manual.	Training
<b>Required to Mitigate Action</b>		
<p>In support of the 5-year strategic training plan, SWFRS are already engaged in developing a suite of micro teach sessions for key critical training areas in support of operational learning, this was recognised within the thematic review by the CFRA.</p> <p>Since the publication of the review, further micro teach sessions have been developed and published for several training disciplines, this ambition is fully supporting our strategic aim of utilising technology to enhance our training opportunities. To further support this goal, training has embedded additional micro teaches into online pre course learning for on call recruits to support their early development and understanding.</p> <p>Further work is ongoing within SWFRS to identify virtual opportunities to maximise use of the available training time of both Wholetime and On-Call firefighters through the delivery of online training sessions facilitated by the services training staff.</p>		
<b>RAG Rating</b>		
		<b>Future Planned Mitigation</b>
		<ol style="list-style-type: none"> <li>1. We will continue to build on the substantial progress made in this area through further development of micro teaches and virtual delivery models.</li> <li>2. Best practice and sharing of experiences will be captured across Wales through the All-Wales Training Managers forum to ensure consistency and wider learning for all.</li> </ol>

## Recommendation 5

Ref No	ACTION	SUGGESTED OWNER
5	That the Welsh FRS review their control measure tactics for compartment firefighting in light of international research and update their control measure tactics and techniques accordingly.	Training & BA Working Group
<b>Required to Mitigate Action</b>		
<p>South Wales FRS currently conduct a 2 yearly Breathing Apparatus Requalification (BAR), which commenced in April 2022. As part of the training assurance process, the BA Training team carrying out a 6 monthly review on the BAR. This is then reported through the governance model into the Operational Co-ordination Group (OCG). Control measure tactics and techniques delivered across all courses, are researched, and designed from NFCC, NOG, and any relevant UK legislation.</p>		
<b>RAG Rating</b>		
<b>Future Planned Mitigation</b>		
		<ol style="list-style-type: none"> <li>1. Future changes to fire fighter control measures tactics and techniques will be considered in each 6 monthly review process</li> <li>2. BA Team will continue to seek research &amp; development opportunities from across the UK and internationally.</li> </ol>

## Recommendation 6

Ref No	ACTION	SUGGESTED OWNER	
6	That the Welsh FRS review their Compartment Fire Behaviour Training syllabus to incorporate any changes to control measure tactics arising from the review advocated in Recommendation 5.	Training	
<b>Required to Mitigate Action</b>			
<p>The Fire Authority have always invested in real fire training facilities across South Wales. The Authority significantly invested in real fire training facilities at Cardiff Gate, the state-of-the-art training facilities were opened and operational in 2020. The mitigation for this recommendation is included in recommendation 5, through the robust training assurance process implemented by SWFRS Training Dept</p>			
<b>RAG Rating</b>			
			<b>Future Planned Mitigation</b>
			<ol style="list-style-type: none"> <li>1. Future changes to fire fighter control measures tactics and techniques will be considered in each 6 monthly review process and on any change to NOG.</li> <li>2. BA Training Team will continue to seek research &amp; development opportunities from across the UK and internationally.</li> </ol>

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.viii  
27 MARCH 2023

REPORT OF THE ACO PEOPLE SERVICES

**STRATEGIC EQUALITY PLAN****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ACO ALISON REED

REPORT PRESENTED BY SERENA FORD, HR MANAGER

**SUMMARY**

The purpose of this report is to present to Members South Wales Fire & Rescue Service's new Strategic Equality Plan for 2023-2026.

The Service's current Equality Plan will end on 31 March, 2024. Due to the pace of change in both society as well as the working world, the Service has created a revised plan which reflects more closely the aims the Service wishes to pursue to support its communities, stakeholders, and employees. The new focus increases the Service's opportunity to increase equity and inclusion across all interactions and will be enacted on 1 April, 2023 and will run for a period of three years.

**RECOMMENDATIONS**

Members are asked to agree the Strategic Equality Plan attached to the report.

**1. BACKGROUND**

- 1.1 Legal requirements set out in the Equality Act 2010 mandate that as a public body the Service must develop, implement, and embed a Strategic Equality Plan. The current Strategic Equality Plan expires on 31 March, 2023.
- 1.2 Under the above Act there are nine specified protected characteristics that must be considered in relation to public services to ensure equity of opportunity for all stakeholders. In addition, there exists Welsh specific duties that must be incorporated into all aspects of Service delivery to increase inclusion and equity for socio-economically disadvantaged groups (Socio-Economic Duty), as well as further requirements pertaining to Welsh language under 'The Wellbeing and Future Generations Act Wales 2015', both areas as such have been included into this plan to ensure equity and inclusion across all areas of Wales.

- 1.3 The objectives within this plan, as per Appendix 1 attached to the report, have been developed to compliment the wider objectives set out in the Service's Strategic Plan 2020-2030, and People & Organisational Development Strategy 2021-2024..
- 1.4 The Service has consulted with various stakeholders in the development of this plan, including the Executive Leadership Team, Middle Leaders, and the Inclusive Workforce Group. The contents of this plan were presented to the Senior Leadership Team on 16 February, 2023 and agreed.
- 1.5 The plan under law must be published and uploaded to the Service's website before 1 April, 2023.

## **2. ISSUE**

### **2.1 Strategic Equality Plan 2023-2026 Overview**

- 2.1.1 The Service acknowledges that it is operating in unprecedented times as a public service. It recognises the external influences that must be considered when shaping its services both as a public service and as an employer. The overarching vision of this plan is to ensure that the Service's communities, stakeholders, and employees can live free from inequality, discrimination, and harassment, and this plan will make strides towards a more equitable Wales.
- 2.1.2 The aim of this Strategic Equality Plan is to build upon the Service's existing commitment to equality, diversity, and inclusion, ensuring equity of opportunity for all, both now and for the future. The Service recognises that this area of work is ever evolving, and to ensure that the set objectives are fully embedded against the measurable outcomes contained within this plan will focus on a three year period as we recognise that E D & I matters can move at a fast pace.
- 2.1.3 This Strategic Equality Plan recognises the Service's current position following an ITV investigative news article screened on 12 and 13 December, 2022 and notes the Service's Chief Fire Officer's commissioning of an Independent Culture Review into Service culture, discipline processes and historic discipline cases. It was agreed that despite the ongoing Fire & Rescue Service discussions taking place across the UK around Fire & Rescue Service culture, it is important for the Service to continue to embed equality, diversity and inclusion best practice principles whilst the Culture Review takes place.

## 2.2 Key areas

This Strategic Equality Plan comprises of six new objectives focusing on three key areas:-

- Services & Infrastructure
- Culture
- People

Each objective contains a list of the actions that the Service will undertake to achieve these and details key indicators of success. A brief explanation of the key areas are outlined below:-

**2.2.1 Services and Infrastructure** – The Service has an ambition to be a world class Fire & Rescue Service for its communities, stakeholders, and employees. Design and delivery of services and the Service’s infrastructure will be continuously reviewed and adapted, ensuring we continue to deliver excellence whilst adapting to the fast-paced demands of a 21<sup>st</sup> century Service. The Service commits to consulting its communities, collaborating with its stakeholders, and considering creative solutions through the lens of equality, diversity, and inclusion.

**2.2.2 Culture** – The Service has undergone increased scrutiny within the past six months around culture and behaviours. The Service recognises that culture needed to be a distinct area of focus, harnessing its dedication to public service, and improving the areas that threaten to undermine our strengths. Culture is interwoven in all areas of service and delivery and has an impact on every aspect of this plan. This plan and its resulting actions aim to ensure that the Service continues the ongoing dialogue championing equality, diversity, and inclusion, whilst empowering every individual to challenge behaviours that do not align with the Service’s values or those contained within the NFCC Leadership Framework.

**2.2.3 People** – The Service understands that its people are its greatest asset. The Service has over 1600 staff, and this plan aims to ensure all staff have the right support to ensure equity within the workplace, celebrating the individual talents of its existing staff and striving for a more diverse workforce for the future.

**2.2.4** It is the Service’s intent that the plan and its key objectives will form the foundations for a new ‘Inclusive Action Plan’, which will seek to meet our objectives through targeted actions implemented across and within the Service, thus driving forward equity, diversity and inclusion.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

3.1.1 In line with the Public Sector Equality Duty, this plan has undergone an Impact Assessment to ensure its contents are fair, do not pose any barriers to participation or disadvantage any protected groups.

3.1.2 The content of the plan will ensure continuously consultation, collaboration and best practice through integrated actions linked to the plan's key objectives.

#### 3.2 Regulatory, Strategy and Policy

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

3.2.1 The plan will adhere to the principles laid out in the Equality Act 2010, along with Welsh Government's aspirations for the Wellbeing of Future Generations Act 2015.

3.2.2 The plan will limit Corporate Risk from both a legal and practical perspective, along with increasing health, psychological safety and wellbeing which meets further objectives under the Service's Strategic Plan 2020-2030, and People & Organisational Development Strategy 2021-2024.

### 3.3 Resources, Assets and Delivery

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

3.3.1 Due to the wide-reaching nature of the plan and the integration of both internal and external services, there are a number of areas/functions of the Service affected by the objectives within the plan, e.g. Human Resources as drivers of the plan and delivery of people related procedures and policies. Procurement through equitable processes, i.e. which banish modern slavery and unequitable working practices. Service Delivery and Assets which will ensure inclusive and unbiased services accessible to all.

## 4 EVALUATION & CONCLUSIONS

- 4.1 The Service must have a Strategic Equality Plan by law. The Strategic Equality Plan 2023-2026 has been produced with the recognition that the Service strives to go beyond its legal obligations. The Service upholds its commitments to the communities that it serves and understands that equality, diversity, and inclusion is key to meeting its vision, mission, and values.
- 4.2 Following the publication of this plan, the Service will produce and additional inclusive action plan for internal stakeholders and employees. This plan will provide a schedule of meaningful actions that the Service will undertake to achieve the objectives set out in this plan over the next three years.
- 4.3 An annual review of this Strategic Equality Plan will be published in compliance with the Public Sector Duty.

## 5 RECOMMENDATIONS

- 5.1 Members are asked to agree the Strategic Equality Plan attached to the report.

<b>Contact Officer:</b>	Serena Ford HR Manager
<b>Background Papers</b>	Appendix 1 – Strategic Equality Plan 2023-2026

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South Wales  
Fire and Rescue Service



SOUTH WALES FIRE AND RESCUE SERVICE

# Strategic Equality Plan

2023-2026

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# FOREWORD



**Huw Jakeway QFSM**  
Chief Fire Officer

**Welcome to South Wales Fire and Rescue Service's (SWFRS) Strategic Equality Plan 2023-2026, which sets out our strategic equality objectives for the next three years.**

The objectives outlined in this document will be built into all we do and will continue to meet our wider corporate objectives in our [‘Strategic Plan 2020-2030’](#) and our [‘People and Organisational Development Strategy 2021-2024’](#). This way of working allows us to accurately monitor the improvements we make and develop the services we provide to all our communities and stakeholders.

Our communities, stakeholders and employees play a key role in us achieving our vision of **‘To make South Wales safer by reducing risk’**. We are committed to ensuring we continue to shape the way South Wales Fire and Rescue Service operates now and in the future. This could be by influencing what we can do to be a more diverse and inclusive employer, how we can better deliver services that meet everyone's needs, or by engaging and communicating with everyone who matters. This enables us to effectively fulfil our legal obligations within the Equality Act 2010 and The Wellbeing and Future Generations Act Wales 2015.

An ITV investigative news article screened on 12th and 13th December 2022 reported the outcomes of two historic discipline cases previously investigated by the Service. In response to this disturbing news article I, as Chief Fire Officer commissioned an Independent Review of the Service's culture, discipline processes and historic discipline cases. An Independent Panel have appointed Fenella Morris KC as the Independent Chairperson to lead the Service's review. Fenella Morris KC anticipates the review will be completed by the end of this calendar year.

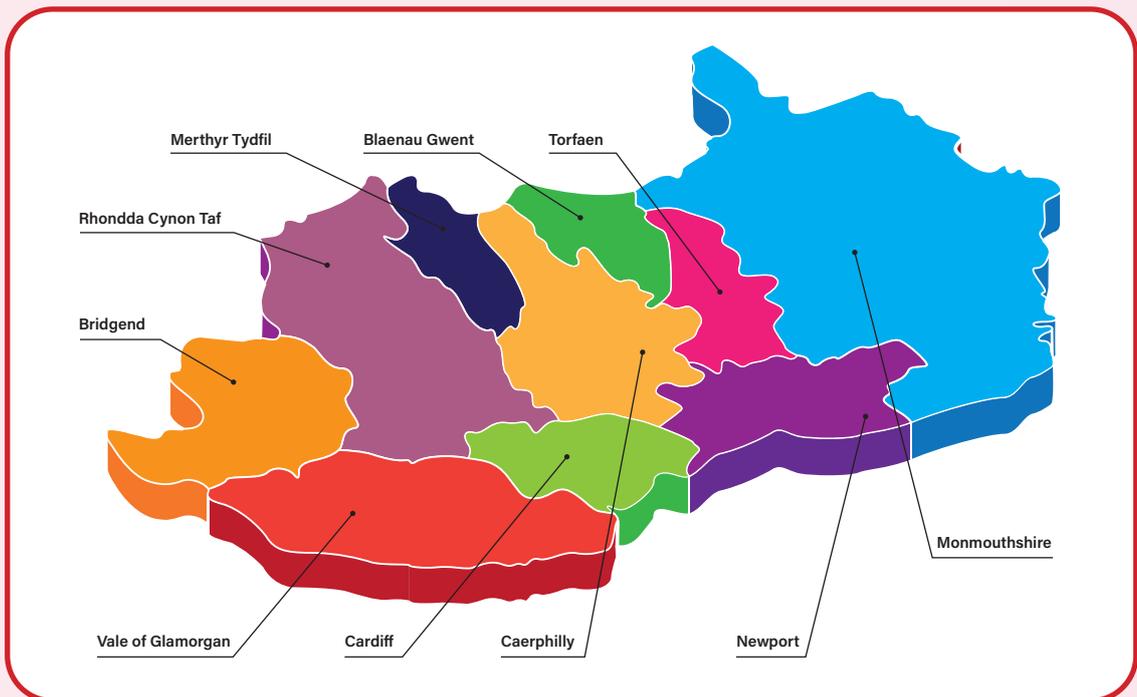
South Wales Fire and Rescue Service recognises a focus on equality, diversity, and inclusion (EDI) is key to us meeting our vision yet we know there will still be more to do to ensure our communities, stakeholders and employees can live free from inequality, discrimination, and harassment. This Strategic Equality Plan will help us make strides towards a more equitable Wales.



## WHO WE ARE

South Wales Fire & Rescue Service serves around 1.5 million people across 10 unitary authorities within the South Wales region. We are the one of the largest Fire and Rescue Service's in the UK covering 1,100 square miles, over 650,000 and are in contact with over 36,000 business premises.

The Service is governed by South Wales Fire and Rescue Authority (SWFRA). The SWFRA consists of 24 members representing the 10 Unitary Authorities we serve and its core functions are set out in the Fire and Rescue Services Act 2004.



The Service serves a diverse population within Wales and responds to over 17,000 emergency calls each year. In addition to our emergency response, we focus heavily on the early intervention, education and protection of our wider communities, which also includes a specific focus on supporting our under-represented groups who may be at a higher risk of socio-economic inequality due to multiple disadvantages.

As a Service we recognise the benefits and excellence that a diverse workforce brings. We also recognise how a diverse workforce that reflects our communities can bring positive results for Service Delivery. Currently we are aware that we have more to do in relation to increasing the diversity of our workforce so that we are more representative of our South Wales communities (Please see staff and community data in Appendix 1 and 2 of this document). We continuously aim to reduce the barriers that exist in us creating a more diverse workforce and this plan will help us achieve more equity in relation to recruitment, training, leadership and people processes to ensure that we are seen as an Employer of Choice for all.

South Wales Fire & Rescue Service provides cover 24 hours a day over 365 days of the year. We are a dedicated, professional, and caring Service of over 1,600\* staff working as: Wholtime Firefighters (806), On-Call Firefighters (528), Joint Fire Control (41), Corporate staff (390), Volunteers (31) and Auxiliary Firefighters (71).

\*Approx as of 1st February 2023

# OUR VISION, MISSION & VALUES

Our Vision is “**To make South Wales safer by reducing risk.**” We aim to achieve this through:



## OUR MISSION

We will achieve this through:

- **S**erving our communities' needs
- **W**orking with others
- **F**acing challenges through innovation and improvement
- **R**educing risk through education, enforcement and response
- **S**ucceeding in making South Wales safer



## OUR VALUES

Define what we stand for:

### Our core rules

Whenever you come into contact with the Service, these values should always be evident.

- Caring
- Dedicated
- Disciplined
- Dynamic
- Professional
- Resilient
- Respectful
- Trustworthy

As a Service, we are committed to providing the best outcomes for both our communities and employees through ongoing best practice with regards to equality, diversity and inclusion ensuring this becomes an integral part of our everyday service.



# OUR LEGAL DUTIES & RESPONSIBILITIES

South Wales Fire and Rescue Service has a desire to put EDI at the heart of everything we do, going beyond meeting our statutory duties. This strategy aims to deliver progress against both our legal and ethical responsibilities. Here we outline our approach to our duties and responsibilities as well as how we intend to report on them.

## The Equality Act 2010

The Equality Act 2010 applies to all employers and outlines a series of duties seeking to protect communities, stakeholders, and employees against direct and indirect discrimination. The Act promotes equality for the following protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

Under this Act we aim to work towards the Public Sector Equality Duty (PSED). This includes:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a relevant protected characteristic and those who do not.

As a Service we also incorporate Welsh specific requirements as part of this duty with a focus on increasing inclusion and equity for socio-economically disadvantaged groups (Socio-Economic Duty). In addition to this we also strive to incorporate the additional duties set out in The Wellbeing of Future Generations Act Wales 2016, such as operating as a bilingual Service to promote a Thriving Welsh Language. This aims to create a more sustainable Wales of the future.

## Reporting

As a public body in Wales, we are required to adhere to the UK specific duties of the Equality Act 2010 which include:

- Providing published information on an annual basis which demonstrates our compliance with our equality duties.
- Preparing and publishing our equality objectives which aim to meet the general equality duties.
- Ensuring all objectives are specific, measurable and are published in a way that is accessible to all.

All EDI reports and information relating to activities and objectives will be published on our internal and [external websites](#).

# STRATEGIC EQUALITY OBJECTIVES

This section contains the new equality objectives we have set out until 2026. The objectives have been split in to three key areas:

**'Our Services & Infrastructure'**

**'Our Culture'**

**'Our People'**

Each objective shows what we will do and how we will know we have achieved the actions that we have set out.

This plan will be delivered across the Service to ensure that our commitment to equality, diversity and inclusion is embedded into everything we do.



## OUR SERVICES & INFRASTRUCTURE

**Objective 1: Ensure under-represented groups are involved and at the forefront of all design and delivery for services, ensuring equity of access for all.**

### We will do this through:

- Ensuring new ways of working to improve service delivery.
- Building relationships with external groups seeking input as to how we can better serve them.
- Working with Local Authorities, Charities, Health Boards and other organisations to combine resources to reduce 'consultation fatigue'.
- Asking our communities for feedback on what and how we are doing. Using data to ensure we access all groups by taking our services to them.
- Communicating and engaging with those we serve to let them know what we are doing and why.
- Providing robust Integrated Assessment processes whereby all actions are assessed to ensure they are fit for all.
- Collecting and analysing data to ensure we are inclusive across all groups.
- Linking our communities, stakeholders and employees' feedback and thoughts throughout Senior Management Team discussions.

### We will know we have done this when:

- Integrated Assessments are completed across the Service and returned for publishing.
- Senior Management decisions consistently include equality considerations.
- Data from events and consultations portray feedback from partners and communities.
- Results of our engagement processes are shared within our strategic reviews.
- Our collaboration register continues to grow and advance how we manage our services.
- Our community and partner feedback portrays our services are fit for purpose for all members of the community.



## OUR SERVICES & INFRASTRUCTURE

**Objective 2: Align our Service's infrastructure to enable us to meet the demands of being a world class employer**

### We will do this through:

- Collaborating with others to share learning and resources.
- Identifying and embedding creative solutions and technology that delivers a 21st Century fire and rescue service that focuses on inclusion and equity.
- Ensuring our employees have the relevant training and resources to support them in their engagement with diverse Welsh businesses, stakeholders, and communities.
- Continuing our capital development programme in creating accessible, inclusive workplaces and facilities.
- Ensuring our suppliers also meet our values and commitment to EDI, the real living wage and modern slavery.
- Continuing to promote and embed Welsh language both internally and externally to the Service.
- Providing robust Integrated Assessment processes whereby our infrastructure is assessed to ensure it is fit for all.

### We will know we have done this when:

- We adopt best practice opportunities that provide equity and inclusion.
- Feedback from community groups and key stakeholders indicates that our services are fit for all (consultation and collaboration).
- Training data to support engagement and work-based activities shows an increase in completion rates.
- Our new capital development initiatives show improvements which create accessible inclusive workplaces of a modern-day fire and rescue service.
- Suppliers provide their code of conduct in relation to EDI and an Integrated Assessment which showcases how their services meet our values and EDI objectives.
- We receive Welsh Government feedback on the use of Welsh language within the Service and training data linked to the upskilling of Welsh language with internal employees.

## OUR CULTURE

### Objective 3: Embed a culture of equality, diversity, and inclusion across SWFRS

#### We will do this through:

- Maintaining ongoing dialogue around EDI.
- Exploring ways to promote EDI into the future. Enforcing a zero-tolerance approach to discrimination, prejudice, harassment, and bullying.
- Challenging behaviours and speech that do not align with either our Service's expected standards of behaviour and values or those of the National Fire Chiefs Council (NFCC) Leadership Framework.
- Continuously review policies and procedures to promote a safe, equitable and inclusive culture where colleagues feel they can be themselves at work and where all employees feel they have a voice.
- Maintaining networks that champion EDI across the Service. Focusing on best practice advised by the NFCC EDI Network.

#### We will know we have done this when:

- Our employee interactions demonstrate increased engagement and positive feedback e.g., through our Investors In People (IIP) survey, Shout Forum etc.
- All policies and procedures are forward thinking, whilst adopting best practice, and have an accompanying Integrated Assessment.
- Feedback from internal networks shows policies and procedures are working for all.
- Our networks are proactive in ensuring EDI is at the forefront of all employee considerations, acting as visible champions, challenging non-inclusive behaviour and facilitating important conversations.
- We continue to implement guidance received from the NFCC EDI Network.

## OUR CULTURE

### Objective 4: Ensuring all lead by example, role modelling and championing EDI across SWFRS

#### We will do this through:

- Embedding the NFCC Leadership Framework.
- Ensuring the Senior Management Team are empowered as diversity champions and EDI change agents.
- Ensuring senior leaders, managers and champions are highly visible in their commitment to EDI.
- Defining and establishing leadership accountability for EDI at all leadership levels.
- Embedding EDI within our training and leadership development programmes, enhancing leadership capabilities for all aspects of EDI.
- Providing all leaders with the skills and resources to generate 'upstander culture' across the Service, thereby limiting 'bystander' behaviour.

#### We will know we have done this when:

- All Senior Management Team members have received comprehensive training on the importance of EDI as part of strategic best practice.
- There is increased visible leadership around EDI issues where senior leaders are clear advocates and champions for all protected characteristics and under-represented groups e.g., through the challenging of behaviours and mindsets, putting EDI on the Board agenda for decision-making, attendance at EDI events.
- Data and feedback across the Service reflects a significant shift in behaviours and attitudes in relation to 'bystander' behaviour (exit interview, cultural surveys, disciplinaries etc.)



## OUR PEOPLE

### Objective 5: Increase the diversity of our workforce at all levels across the Service

#### We will do this through:

- Championing SWFRS as a truly inclusive employer of choice, embedding EDI in all our activities when promoting careers within SWFRS.
- Showcasing the varied support structures and benefits the Service can provide to a diverse workforce at all levels within the Service.
- Removing barriers (real and perceived) for recruitment and promotion into all Service roles through the effective design of attraction, selection and retention processes and activities, supported by a robust Integrated Assessment.
- Designing inclusive communications, media and attraction campaigns which build on developing engagement within under-represented groups. This will include the provision of inclusive and regular positive action events which promote equity of opportunity.
- Ensuring fair and transparent selection and assessment activities for all levels across the Service through the provision of effective recruitment, unconscious bias and EDI training.
- Supporting individuals from protected characteristic groups to have equity in opportunities for promotion to the next level e.g., coaching and mentoring etc.

#### We will know we have done this when:

- Our communications and recruitment/selection documentation are inclusive as per feedback from our communities.
- Returns on Integrated Assessments for all attraction, selection and assessment processes are increased.
- Recruitment applications show an increase in diversity at all levels across the Service.
- Recruitment, unconscious bias, and EDI training statistics shows that all employees conducting recruitment, selection and assessment activities have received relevant training.
- Data planning shows an increase in diverse interview panels.
- Workforce data shows an increase in under-represented groups across all levels of the Service.
- Statistics show an increase in coaching and mentoring partnerships for those from a protected characteristic.



## OUR PEOPLE

### Objective 6: Ensure all staff are supported with the right policies, tools, and processes to ensure equity within the workplace

#### We will do this through:

- Creating, embedding, and supporting all individuals with appropriate policies and procedures that have undergone Integrated Assessments.
- Collaborating with internal and external subject matter experts to ensure best practice when creating and embedding any activities that may impact a protected characteristic or under-represented group.
- Ensuring reasonable adjustment requests are assessed in line with Service procedures with the focus on the individual.
- Ensuring our Neurodiversity plan and support structures are in place and promoted across the Service.
- Embedding staff networks within the Service with a focus on equity, inclusivity, and wellbeing e.g., Inclusive Workforce Group, EDI champions and Wellbeing champions etc.
- Ensuring all individuals are provided with a comprehensive learning package around EDI issues.
- Ensuring all employees have a regular Personal Review to focus on their wellbeing, workplace experiences and performance across the year.
- Ensuring protected characteristics have specific action plans to ensure their experiences in the workplace are equitable and inclusive.

#### We will know we have done this when:

- We have received positive feedback from all groups within the Service around the inclusiveness of our policies.
- In-house networks show an increase in engagement and completion of action plans.
- Data from Neurodiversity Assessments and Work with Me Passports show an increase in reasonable adjustment requests.
- Training records for EDI show an increase in completion rates.
- Completion rates of the Personal Review process show an increase year on year.
- SWFRS have action plans published for specific protected characteristics e.g., Gender equality, Anti-Racist Action Plan.

## CONSULTATION & ENGAGEMENT

This document will be published on our website and reported on annually to assess progress.

This Strategic Equality Plan 2023-2026 has been a result of consultation with external partners, our internal Inclusive Workforce Group, Employee Unions, and our internal colleagues.

We will continuously review our objectives to ensure they are fit for purpose and reflect the needs and requirements of our diverse communities and workforce.

As a public service we are proud to serve our diverse communities in Wales and we encourage you to let us know how we can continue meeting your needs.

If you would like to engage with us around any aspect of this report or wish to receive this information in an alternative format or language, please contact us at:

[inclusion@southwales-fire.gov.uk](mailto:inclusion@southwales-fire.gov.uk)

**Equality, Diversity, and Inclusion Lead,**  
South Wales Fire and Rescue Service Headquarters,  
Forest View Business Park, Llantrisant, CF72 8LX

We welcome correspondence in Welsh and English - we will respond equally to both and will reply in your language of choice without delay.

# APPENDICES

## Appendix 1: Staff Demographic

## Appendix 2: Community Demographic

Community data is taken from the Office for National Statistics Wales: Census 2021.



# APPENDIX 1

## STAFF DEMOGRAPHIC

South Wales Fire & Rescue Service has over 1600 employees. The data contained within Appendix 1 is specific to the number of individual employees within the Service (i.e. focuses on Service headcount as opposed to contracts), therefore within additional Service publications the data may appear differently or disproportionate when reviewing specific organisational or Service groups. All categories within the dataset are voluntarily provided except for 'Age' and 'Gender Identity'. This means that we may not hold as much equality information about our staff as we would like to. The way we gather and capture this information may change over time as we look to improve our internal processes. The following data has been compiled to provide a snapshot of the Service as it stands at 1st February 2023 and will be used as a baseline to measure against in the future reporting of this Strategic Equality Plan.



### Age

Age Range		
< 20-25	168	9.9%
26-35	436	25.8%
36-45	487	28.8%
46-50	435	25.7%
56-60	140	8.3%
66->70	25	1.5%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



### Ethnic Origin

Ethnicity		
Welsh	495	29.3%
British	443	26.2%
Other	17	1%
White	34	2%
English	21	1.24%
European	<5	<0.5%
Mixed (Asian/White)	<5	<0.5%
Traveller	<5	<0.5%
Mixed (Black Caribbean/White)	<5	<0.5%
Black (African)	<5	<0.5%
Scottish	<5	<0.5%
Irish	<5	<0.5%
Prefer not to say	27	1.6%
Undisclosed	646	38.2%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Religion

Religion		
Buddhism	3	0.17%
Christianity	182	10.8%
No Religion or Belief	164	9.7%
Other	25	1.5%
Prefer not to say	625	37%
Undisclosed	692	40.9%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Welsh Speaking

Welsh Speaking Skills		
Level 0	204	12.06%
Level 1	42	2.48%
Level 2	16	0.9%
Level 3	10	0.6%
Level 4	6	0.35%
Level 5	9	0.53%
Undisclosed	1,404	83.02%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Sexual Orientation

Sexual Orientation		
Bisexual	<5	<0.5%
Gay	<5	<0.5%
Heterosexual	493	29%
Lesbian	<5	<0.5%
Other	<5	<0.5%
Prefer not to say	544	32%
Undisclosed	643	38%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Welsh Language

Welsh Language Skills		
Level 0	626	37.01%
Level 1	94	5.5%
Level 2	42	2.48%
Level 3	28	1.65%
Level 4	18	1.06%
Level 5	31	1.83%
Undisclosed	852	50.38%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Disability

Disability		
Yes	9	5%
Undisclosed	1,682	95%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## Gender Identity

Gender		
Female	300	17.7%
Male	1,391	82.3%
<b>Total</b>	<b>1,691</b>	<b>100%</b>



## APPENDIX 2

### COMMUNITY DEMOGRAPHIC\*

#### Age

Age Range		
17 and under	314,348	20.6%
18-24	135,737	8.9%
25-34	204,948	13.4%
35-44	188,522	12.4%
45-54	195,811	12.8%
55-64	196,025	12.9%
65-74	158,069	10.4%
75+	130,445	8.6%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

#### Ethnic Origin

Ethnicity		
Asian, Asian British, Asian Welsh	61,105	4%
Black, Black British, Black Welsh, Caribbean or African	20,630	1.4%
Mixed or Multiple ethnic groups	31,050	2%
Other ethnic group	17,953	1.2%
White	1,393,179	91.4%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

#### Gender Identity\*\*

Gender		
Different from sex registered at birth	5,570	0.4%
Same as sex registered at birth	1,165,636	93.7%
Not answered	72,972	5.9%
<b>Total</b>	<b>1,244,178</b>	<b>100%</b>

#### Sex

Sex		
Female	778,892	51.1%
Male	745,023	48.9%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

\*Community data is taken from the Office for National Statistics Wales: Census 2021.



## Religion

Religion		
Buddhist	4,682	0.3%
Christian	606,240	39.8%
Hindu	8,360	0.5%
Jewish	1,225	0.1%
Muslim	50,278	3.3%
No Religion	752,916	49.4%
Not answered	89,719	5.9%
Other religion	7,496	0.5%
Sikh	2,989	0.2%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>



## Sexual Orientation\*\*

Sexual Orientation		
All other sexual orientations	3,630	0.3%
Bisexual	16,663	1.3%
Gay or Lesbian	20,746	1.7%
Did not answer	86,924	7%
Straight or Heterosexual	1,116,211	89.7%
<b>Total</b>	<b>1,244,178</b>	<b>100%</b>



## Disability

Disability		
Limited a little	170,220	11.2%
Limited a lot	164,277	10.8%
Not disabled	1,189,408	78.1%
<b>Total</b>	<b>1,523,905</b>	



## Welsh Language Skills

Welsh Language Skills		
Some Welsh Language Skills	228,543	15%
Does not apply	46,587	3.1%
No Welsh Language Skills	1,248,77	81.9%
<b>Total</b>	<b>1,523,901</b>	<b>100%</b>



## Welsh Speaking

Welsh Speaking		
Can speak Welsh	152,850	10%
Cannot speak Welsh	1,324,468	86.9%
Does not apply	46,587	3.1%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

\*\*This dataset provides Census 2021 estimates that classify usual residents aged 16 years and over in England and Wales by gender identity. The estimates are as at Census Day, 21 March 2021.





## Main Language

Main Language		
African Language	2,303	0.2%
Arabic	6,106	0.4%
Caribbean Creole	6	0%
Does not apply	46,587	3.1%
East Asian Language	6,230	0.4%
English or Welsh in Wales	1,419,783	93.2%
French	941	0.1%
North / South American	3	0%
Oceanic / Australian	13	0%
Other European	20,513	1.3%
Other Language	146	0%
Other UK	71	0%
Portugese	2,173	0.1%
Russian	740	0%
Sign Language	613	0%
South Asian Language	11,665	0.8%
Spanish	1,943	0.1%
Turkish	1,163	0.1%
West or Central Asian Language	2,905	0.2%
<b>Total</b>	<b>1,523,904</b>	<b>100%</b>



## Marital and Civil Partnership Status

Marital and Civil Partnership Status		
Divorced / Formerly in a civil partnership now legally dissolved	129,124	7.7%
Does not apply	300,366	18.4%
In a registered civil partnership	2,678	0.2%
Married	583,808	34.7%
Never married and never registered a civil partnership	522,979	32%
Separated	27,676	1.7%
Widowed / Surviving partner from civil partnership	90,437	5.3%
<b>Total</b>	<b>1,657,068</b>	<b>100%</b>



## Household Deprivation

Household Deprivation		
Household is deprived in four dimensions	1,419	0.2%
Household is deprived in one dimension	233,909	32.9%
Household is deprived in three dimensions	34,521	4.9%
Household is deprived in two dimensions	115,595	16.3%
Household is not deprived in any dimension	324,820	45.7%
<b>Total</b>	<b>710,264</b>	<b>100%</b>



Gwasanaeth Tân ac Achub  
De Cymru



South Wales  
Fire and Rescue Service



@SWFireandrescue



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AGENDA ITEM NO 7

**Reports for Information**

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**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.i  
27 MARCH 2023

REPORT OF THE ACO PEOPLE SERVICES

**JOB EVALUATION**

**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY ACO ALISON REED

REPORT PRESENTED BY SERENA FORD, HR MANAGER

**SUMMARY**

This report presents the outcomes of the Service's Job Evaluation process which commenced in 2020 and concluded early 2022 (delays were experienced due to Covid). The report contains details of the number of posts affected and subsequent impacts.

**RECOMMENDATIONS**

That Members note the implementation and completion of the Job Evaluation exercise as outlined within this report.

**1. BACKGROUND**

- 1.1 In 2019, the Fire Authority agreed to the commencement of a Job Evaluation exercise for Corporate staff which would allow the Service to:-
- Ensure that our people are remunerated fairly in line with current roles and responsibilities.
  - Identify areas in which our people are over or underpaid based on historic role responsibilities.
  - Take appropriate action to ensure fair remuneration against the current structure going forward.
- 1.2 The exercise focussed on the 227 Corporate (Green Book) posts within the Service. A total of 304 people were employed at this time. The roles, responsibilities, and remuneration of Uniformed (Grey Book) posts are governed by nationally agreed 'Role Maps' and conditions of service. For this reason, it was not considered appropriate to include Grey Book posts within the scope of the exercise.
- 1.3 The Service has in place a policy of pay protection covering a three-year time span. The Fire Authority, at its meeting on 16 December 2019 agreed to continue with this provision and this protection was applied to

those employees whose pay is adversely affected by the outcomes of the exercise.

- 1.4 The report does not contain detail of individual posts that were affected by implementation. Instead, it provides a high-level overview of the outcomes of the exercise.
- 1.5 This report focusses on the first phase of the Job Evaluation exercise. Phase 2 will comprise a review of on-call allowances and phase 3 will focus on a review of job titles. Phases 2 and 3 will be scoped in the 2023/24 year.

## **2. ISSUE**

### **2.1 Process Overview**

2.1.1 In September 2020, following a programme of employee engagement activities, 172 post holders and their immediate managers were interviewed by external Job Analysts. Trade Union representatives were invited to support employees within these interviews as required.

2.1.2 Where duplicate posts existed (i.e. where there were more than one employee holding the same job description) a sample of postholders were interviewed. Where these circumstances applied, postholders consulted and agreed the people best placed to be interviewed.

2.1.3 The interviews involved information being gathered and evaluated against 13 job related factors as defined within the National Joint Council for Local Government Services' (NJC) Job Evaluation Scheme.

### **2.2 People Impact**

2.2.1 The initial implementation of the Job Evaluation outcomes i.e. pre-Appeal stage, affected the pay of 28.43% of corporate posts across the Service. Details of the number of posts and people affected can be seen below:

	<b>Posts where the grade stayed the same</b>	<b>Post where the grade increases</b>	<b>Posts where the grade decreases</b>
Number of Full-time equivalent posts (made up of full and part time posts)	181.2	53.48	18.49
Number of employees	225	58 (43 female) (15 male)	21 (12 female) (9 male)
Percentage concerned	71.57%	21.12%	7.3%

### 2.3 Appeal Process

2.3.1 The Job Evaluation process included an Appeal stage whereby employees could request a review of their outcome. These appeals were heard by senior managers and Union representatives that had not been involved in the original scoring process.

2.3.2 Following the initial stage, the Service received a total of 52 appeals.

2.3.3 These Appeals were heard on an individual basis and a total 37 were successful.

2.3.4 The following factors have affected the current position:

- Employees have since retired or left the Service for other employment
- Subsequent Pay Awards have superseded the detriment amount i.e. individuals are in receipt of higher salary payments than their salary prior to the Job Evaluation process.

2.3.5 Therefore, of the 21 members of staff that were reduced in grade initially, there are only three that remain on detriment, with one of these due to retire in April 2023. It is anticipated that the 2023 Pay Award will take the remaining members of staff out of detriment.

### 2.4 Recent Pay Awards

2.4.1 The three-year pay protection arrangement for those post holders that were reduced in grade commenced on 1<sup>st</sup> of August 2021.

2.4.2 The Pay Awards received by relevant employees i.e. Green Book staff have been as follows:

**2021: an increase of 1.75%**

**2022: a flat cash payment of £1,925.00**

## 2.5 Recruitment Opportunities

2.5.1 The two remaining individuals referred to in 2.3.4 above are receiving priority consideration for appointment into vacant posts that are of equal grade to that of their substantive post prior to the Job Evaluation outcomes being implemented.

## 3. IMPLICATIONS

### 3.1 Community and Environment

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

3.1.1 In line with the Public Sector Equality Duty, an Equality Risk Assessment was undertaken to support the Job Evaluation Scheme, all associated procedures and the pay framework used.

3.1.2 In accordance with the Welsh Language Standards, employees had the right to have meetings associated with Job Evaluation undertaken through the medium of Welsh.

3.1.3 The Wellbeing of Future Generations (Wales) Act 2015 sets a wellbeing goal of developing a 'Prosperous Wales'. This includes the provision of 'decent' work and a recognition of the impact of offering attractive terms and conditions and pay that meets or exceeds the 'Real Living Wage'. Following the Job Evaluation exercise, the Service took the opportunity of becoming a Real Living Wage employer.

### 3.2 Regulatory, Strategy and Policy

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

3.2.1 The implementation and maintenance of a Job Evaluation Scheme falls under Corporate Policy-02 'Our People'. It provides a robust approach to establishing the internal worth of a post in relation to others, thus ensuring fairness and transparency and supporting effective employee relations.

### 3.3 Resources, Assets and Delivery

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

3.3.1 As part of good job evaluation practice, and to minimize the risk of subsequent challenge, the Service endeavours to ensure that job evaluations are periodically reviewed for posts within the Service. A Job Evaluation Procedure has been developed to support this activity.

## 4 EVALUATION & CONCLUSIONS

4.1 The implementation of the outcomes of the Job Evaluation exercise ensures that the Service is:

- remunerating its employees fairly in line with their current roles and responsibilities
- identifying and addressing any areas in which its people are being over or underpaid based on historic duties

4.2 The transparent and objective evaluation of posts has mitigated against the risk of equal pay claims and supports effective employee relations.

- 4.3 This exercise affords the Service the foundation on which to implement a Job Evaluation Procedure to ensure the ongoing maintenance of evaluations going forward, negating the need for Service-wide approaches in the future.

## 5 RECOMMENDATIONS

- 5.1 That Members note the implementation and completion of the Job Evaluation exercise as outlined within this report.

<b>Contact Officer:</b>	Andrew Jones Head of Human Resources
<b>Background Papers</b>	None

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.ii  
27 MARCH 2023

REPORT OF CHIEF FIRE OFFICER

**SOUTH WALES FIRE AND RESCUE AUTHORITY SUMMARY REPORT OF  
ACTIVITY 2022/2023****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY CHIEF FIRE OFFICER  
REPORT PRESENTED BY CHIEF FIRE OFFICER**SUMMARY**

This report provides a summary of South Wales Fire and Rescue Service activity and the outcomes in terms of performance for the duration of the tenure of the current South Wales Fire and Rescue Service Authority.

**RECOMMENDATIONS**

That Members note the contents of the report.

**1. BACKGROUND**

- 1.1 The current South Wales Fire and Rescue Authority (SWFRA) has provided governance, direction, and support to the Service since 2022. As the tenure of this Authority begins, a summary report has been prepared to record the activity and achievements of both the Authority and the Service for 2022/2023.
- 1.2 The report identifies the roles and function of each committee that reports to the Authority. Over the period 2022/2023 the good governance provided by SWFRA has enabled the Service to achieve much more than the report highlights within the Enabling the Service to Achieve section. During this period the Authority has also supported the Service in performance improvement.
- 1.3 This report will be presented to the Authority on an annual basis for the tenure of this Fire Authority. For Members' information, the statistics presented under Supporting Performance will present a five-year picture to enable identification of trends.

**2. PROPOSAL**

- 2.1 It is proposed that Members note the contents of the South Wales Fire and Rescue Authority Summary Report of Activity 2022/2023, attached at Appendix 1.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

3.1.1. The attached report outlines a number of activities that have shown active engagement and outlines the positive approach and commitment of the Service to Equality, Diversity and Inclusion. There are several activities identified in summary that show the contribution that the Service is making to the Well-Being of Future Generations (Wales) Act, Socio economic duty, sustainability and carbon reduction.

#### 3.2 Regulatory, Strategy and Policy

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

3.2.1 Appendix 1 outlines some procurement activities taken on both an All- Wales and local basis.

3.2.2 The governance arrangements of the Authority are summarised in the Work of the Committees section.

#### 3.3 Resources, Assets and Delivery

Human Resources and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	Yes
Budget Revenue/Capital	Yes

3.3.1 The attached report identifies a number of initiatives and programmes contributing to HR process improvements and people development, along with a number of projects focussing on the management and introduction of assets and resources. Regarding Service Delivery, the initiatives outlined in the Achievements section and the Performance Monitoring of the National Strategic Indicators in the Performance section identify areas of improvement, as well as areas for future consideration. The Performance section also outlines the value for money that the communities of South Wales receive through the prudent management of the SWFRA budget.

#### 4. RECOMMENDATIONS

4.1 That Members note the contents of the report.

<b>Contact Officer:</b>	Huw Jakeway Chief Fire Officer
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Background Papers	Date	Source/Contact
None		

Appendices	
Appendix 1	South Wales Fire and Rescue Authority Summary Report of Activity 2022/2023

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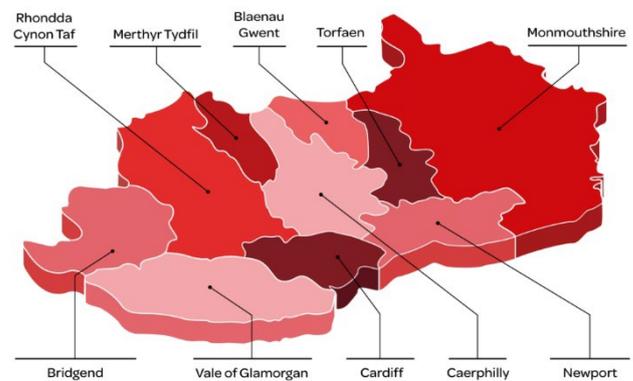
# South Wales Fire and Rescue Authority

## Summary Report of Activity 2022 / 2023

South Wales Fire and Rescue Authority (SWFRA) is a combined fire authority responsible for providing the Fire and Rescue Service for the geographical area of South Wales. The Fire and Rescue Authority consists of 24 members representing the 10 Unitary Authorities we serve.

The number of Councillor Representatives for each Unitary Authority depends on the size of electoral representatives and political proportionality.

At the Annual General Meeting (AGM) Members elect the Chair and Deputy Chair of the Fire and Rescue Authority, the Chairs and



Deputy Chairs of Committees, appoint Members who will represent each Committee and appoint Members to external groups and committees.

### Committees of the Authority

## Fire Authority

Finance, Audit &  
Performance  
Management  
Committee

HR & Equalities  
Committee

Local Pensions  
Board Committee

Standards  
Committee

Scrutiny  
Group

The [Fire and Rescue National Framework 2016](#) sets out the Welsh Government's vision and priorities for the three Fire and Rescue Authorities in Wales. States that the overriding aim of FRAs should be: **"To keep people, communities, businesses and the environment in Wales safe from fires and other hazards as effectively and efficiently as possible."**



# Work of the Committees

**Fire Authority** - is the statutory body which oversees the policy and service delivery of South Wales Fire and Rescue Service (SWFRS). To ensure that the Service performs efficiently and in the best interest of the public and communities it serves.

It does this by:

- performing all the duties and responsibilities of a Fire Authority in line with legislation and regulations, in particular the Fire and Rescue Services Act 2004, the Regulatory Reform (Fire Safety) Order 2005, the Fire Safety Act 2021, the 1995 Combination Scheme and the Civil Contingencies Act 2004
- agreeing and monitoring the service plans, routine business matters, revenue and capital budgets and the contributions from the local authorities it serves
- making or approving policy decisions.

Meetings normally take place five times every year.

**HR & Equalities Committee** - demonstrates the Authority's commitment to ensuring that the Service has a well-equipped, skilled, and motivated workforce that is able to work safely and whose composition reflects the diverse communities it serves.

The Committee is authorised by SWFRA to:

- monitor staff work/ life balance, working conditions and wellbeing.
- monitor the implementation and operation of Human Resources and Equality frameworks, policies and procedures ensuring that action is taken where appropriate.
- monitor the implementation and operation of the training and development function of the Service and Member training and development.
- be familiar with and challenge where necessary the relevant Pension arrangements and requirements for the Service.
- review and scrutinise the arrangements the Service has in place to ensure Pension Scheme compliance.
- be familiar with the pay, remuneration and terms and conditions of employment utilised by the Service.
- consider and make recommendations to the Fire and Rescue Authority on the statutory content of the Pay Policy Statement each year.

Meetings normally take place three times every year.

**Local Pensions Board** - assists SWFRA as Scheme Manager to:

- secure compliance with the Firefighters' Pension Scheme(s) regulations and any other legislation

relating to the governance and administration of the Firefighters' Pensions Scheme(s) and by the Pension Regulator

- ensure it effectively and efficiently complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator

Meetings normally take place three times every year.

## **Finance, Audit & Performance Management (FAPM) Committee** -

demonstrates SWFRA's commitment to the efficient and effective deployment of public resources and the attainment of related performance targets.

Responsible for:

- the planning and management of the Authority's financial resources, including authorising expenditure, virement of funds and donations of equipment or other property within the remit of the Authority's Financial Regulations.
- overseeing the financial reporting process and provides a detailed examination of financial performance, including the extent that this affects the Authority's exposure to risk and weakens the control environment.

Meetings normally take place four or five times every year.

## **Scrutiny Group** - Responsible for:

- reviewing and/or scrutinising decisions made, or actions taken in connection with the discharge of any of the Fire & Rescue Authority's functions whether by the Authority or its committees.
- making reports and/or recommendations to the Fire & Rescue Authority and/or the Committees, in connection with the discharge of any functions.
- considering any matter affecting the Fire & Rescue Authority area or its inhabitants.

The Scrutiny Group has 4 specific functional areas - Policy Development and Review, Scrutiny, Finance and Performance

**Standards Committee** - promotes and maintains high standards of conduct by Authority Members. The committee is made up of 5 Independent members (which includes the Chairperson) and three Elected members from the Authority.



# Enabling the Service to Achieve

## 2022 / 2023

**Ukraine Consignment** – The Service, in collaboration with our fire kit provider Ballyclare and The International Fire and Rescue Association (IFRA), sent a container to Ukraine with much needed PPE and equipment.

**Defibrillator Launch** – June 2022 saw the launch of our first defibrillator initiative across all South Wales fire stations, in partnership with Save a Life Cymru and the Welsh Ambulance Services (NHS) Trust (WAST).



**REFLECT Project** – One of our main youth and engagement initiatives “Crimes and Consequences” was re-branded as the REFLECT project.



**UKRO Festival of Rescue** – Several teams from the Service took part in the UKRO Festival of Rescue in September. Teams competed in various categories against more than 20 teams across the UK, walking away with significant wins as recognition for their dedication, hard work and professionalism.

**Deployment to Turkey** - Five firefighters from South Wales Fire and Rescue Service and Mid and West Wales Fire and Rescue Service were deployed to Turkey to assist with search and rescue operations, following the devastating earthquakes.

**PRIDE weekend** – The Service took the opportunity to engage with members of the LGBTQI+ community that we

serve. One of our appliances took part in the parade, accompanied by many staff, friends and families.



**999 Rescue Event** - October 2022 saw the return of our 999 Rescue Event, hosted at Cardiff Bay. Crews took part in rescue demonstrations and displays for the public. There were also stands from departments across the Service, providing safety and recruitment advice, education to children, and general information.



**The Queen’s Platinum Jubilee Commemorative medals and coins** – The organisation provided eligible staff with commemorative medals and coins to honour Her Majesty Queen Elizabeth II’s Platinum Jubilee.



**The passing of Her Majesty Queen Elizabeth II** - With the sad passing of Her Majesty Queen Elizabeth II and the proclamation and accession to the throne of King Charles III, the Service supported various events and royal visits of King Charles III to three locations across Cardiff, during this period of national mourning.

**Purchase of three next generation Heavy Rescue Tenders** – Late in 2022, the Service took delivery of three new Rescue Tenders. These will replace the

existing Rescue Tenders, that are now nearly twenty years old.



**World Rescue Challenge** - Cardiff Central and Bridgend Extrication Teams took on the World Rescue Challenge in October 2022 in Luxembourg, performing to the highest standard once again to step up to the podium.



**Body-worn cameras trial** – We undertook a trial to explore the use of body-worn cameras and featured on BBC Crimewatch to promote the launch of the trial.

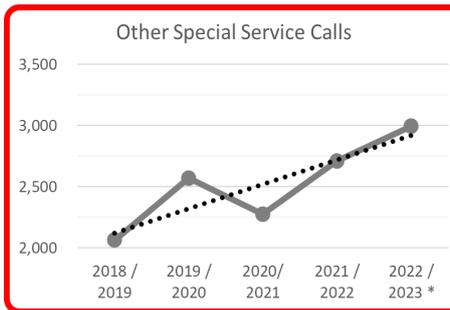
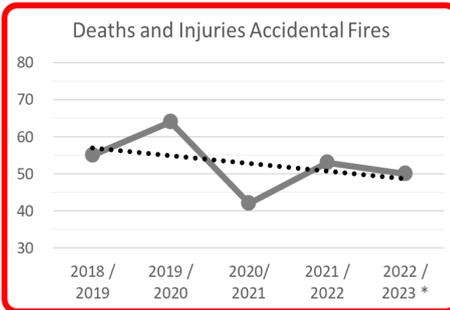
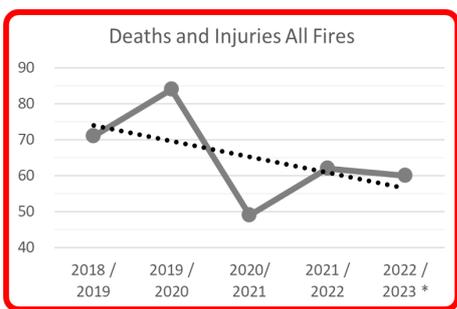
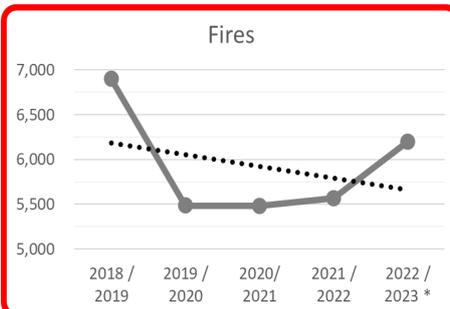
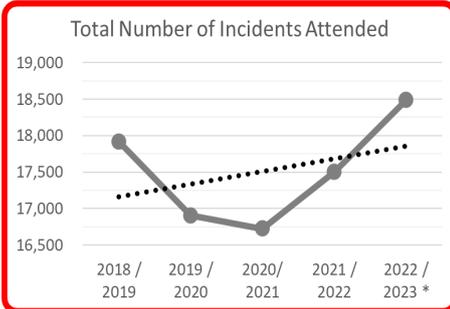


**Independent Cultural review** - An ITV investigative news article screened on 12<sup>th</sup> and 13<sup>th</sup> December 2022 reported the outcomes of two historic discipline cases previously investigated by the Service. In response to this disturbing news article the Chief Fire Officer commissioned an Independent Review of the Service’s culture, discipline processes and historic discipline cases. An independent Panel have appointed Fenella Morris KC as the Independent Chairperson to lead the Service’s review. Fenella Morris KC anticipates the review will be completed by the end of this calendar year.

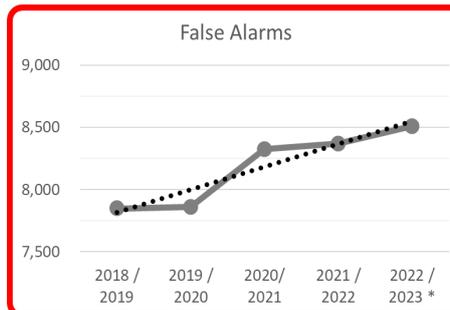
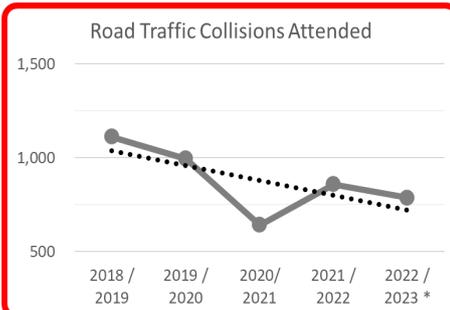
**Honours For Making Extraordinary Contributions** --Aurfron Roberts, a member of our Fire and Rescue Authority, was awarded the MBE for Political and Public Service.



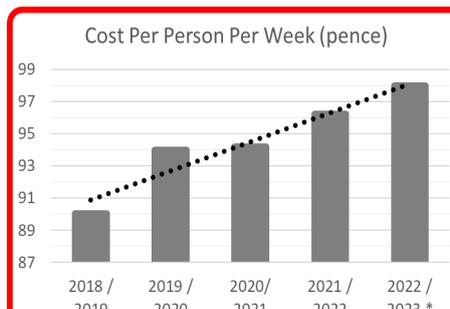
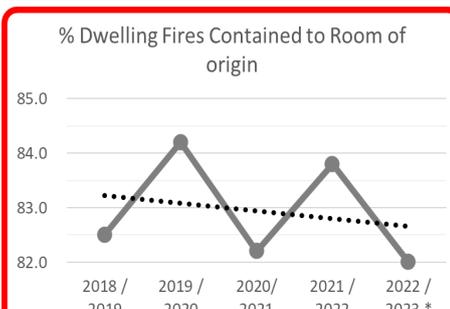
# Supporting Performance



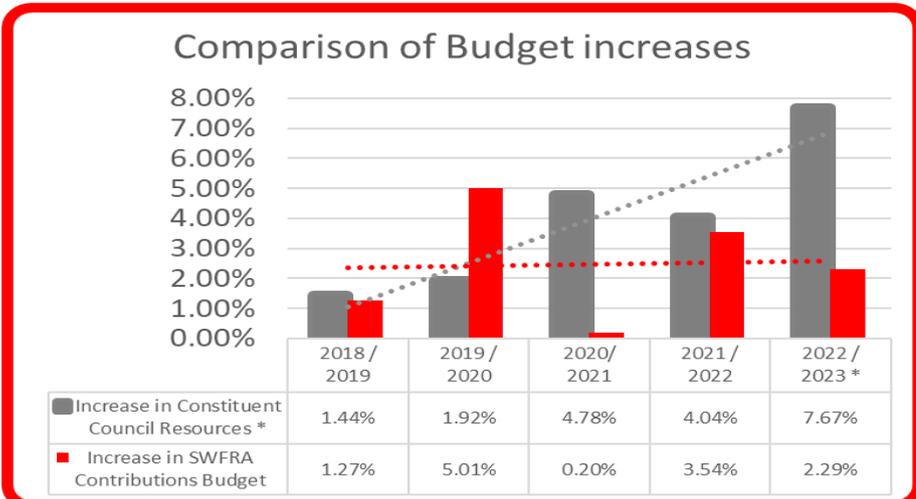
Over the period 2018 / 2023 the governance provided by SWFRA has not only enabled the Service to achieve much more than the highlights on the previous pages but has also supported the Service in performance improvement.



There have been significant reductions in the number of fires attended, deaths, injuries and road traffic collisions attended.



The rise in the number of special service calls shows the breadth of support the Service provides the communities it serves.



The cost per person per week to run the Service has risen by 8 pence over the five-year period.

It can be seen that the Service provides value for money to its communities by closely managing the budget with budget increases that consistently track below the council tax yield for 10 constituent councils that the SWFRA budget is drawn from.

\* (expected End of Year figures)

\*\* increase in Aggregate External Finance + Council Tax yield for 10 constituent councils

## Members Overall Attendance 2022/2023

CHANGES FOR 2022/2023	
R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Clld	Cancelled

Councillor S Malson resigned as of 25/10/2022  
Councillor A Best commenced as of 19/12/2022

Members	Fire Authority Attendance 2022/2023						FAPM Committee Attendance 2022/2023						HR & Equalities Committee Attendance 2022/2023						Scrutiny Group Attendance 2022/2023						LPB Committee Attendance 2022/2023											
	R	P	A	Ab	Clld	Total	R	P	A	Ab	Clld	Total	R	P	A	Ab	Clld	Total	R	P	A	Ab	Clld	Total	R	P	A	Ab	Clld	Total						
1 Cllr Ceri Wright	4	3	1	0	0	5	4	3	1	0	0	4																								
2 Cllr Steven Bradwick	4	4	0	0	0	5																														
3 Cllr Dilwar Ali	4	3	0	1	0	5							3	2	1	0	0	3																		
4 Cllr Kate Carr	4	3	1	0	0	5							3	3	0	0	0	3	4	2	1	1	0	5												
5 Cllr Sian-Elin Melourne	4	2	1	1	0	5							3	1	0	2	0	3																		
6 Cllr Dan Naughton	4	4	0	0	0	5							3	3	0	0	0	3	4	2	1	0	0	5	3	3	0	0	0	3						
7 Cllr Paula Ford	4	4	0	0	0	5							3	2	1	0	0	3																		
8 Cllr Martin Hughes	4	4	0	0	0	5	4	4	0	0	0	4							4	4	0	0	0	5												
9 Cllr Bethan Proctor	4	2	2	0	0	5	4	1	3	0	0	4																								
10 Cllr Dawn Parkin	4	4	0	0	0	5	4	2	1	1	0	4																								
11 Cllr Miqdad Al Nuaimi	4	3	0	1	0	5	4	3	1	0	0	4																								
12 Cllr Trevor Watkins	4	3	1	0	0	5							3	1	1	1	0	3	4	4	0	0	0	5												
13 Cllr Glynne Holmes	4	4	0	0	0	5							3	3	0	0	0	3																		
14 Cllr Aufron Roberts	4	4	0	0	0	5							3	3	0	0	0	3																		
15 Cllr Steven Evans	4	3	1	0	0	5	4	4	0	0	0	4																								
16 Cllr Su McConnel	4	3	1	0	0	5							3	3	0	0	0	3																		
17 Cllr Maureen Powell	4	4	0	0	0	5	4	2	2	0	0	4																								
18 Cllr Colin Elsbury	4	2	2	0	0	5							3	0	3	0	0	3	4	4	0	0	0	5	3	1	1	1	0	3						
19 Cllr Adrian Hussey	4	3	1	0	0	5							3	3	0	0	0	3	4	2	2	0	0	5												
20 Cllr Ian Buckley	4	3	1	0	0	5	4	4	0	0	0	4																								
21 Cllr Pamela Drake	4	4	0	0	0	5																			3	3	0	0	0	3						
22 Cllr Jen Morgan	4	2	2	0	0	5	4	3	1	0	0	4													3	2	1	0	0	3						
23 Cllr David Isaac	4	3	1	0	0	5	4	3	0	1	0	4																								
24 Cllr Sue Malson	2	1	1	0	0	2							1	0	1	0	0	1	1	0	0	1	0	1												
25 Cllr Alfie Best	2	0	1	1	0	3							1	1	0	0	0	1	3	2	0	0	0	3												



## Annual General Meeting Attendance 2022/23

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Clld	Cancelled

Cllr P Ford commenced as of 11 July 2022  
 Cllr M Hughes commenced as of 11 July 2022  
 Cllr B Proctor commenced as of 11 July 2022

	Members	AGM Attendance 13-Jun-22		AGM Attendance Overall Totals					
		R	P	R	P	A	Ab	Clld	Totals
1	Cllr Ceri Wright	Yes	P	1	1	0	0	0	1
2	Cllr Steven Bradwick	Yes	P	1	1	0	0	0	1
3	Cllr Dilwar Ali	Yes	P	1	1	0	0	0	1
4	Cllr Kate Carr	Yes	P	1	1	0	0	0	1
5	Cllr Sian-Elin Melbourne	Yes	P	1	1	0	0	0	1
6	Cllr Dan Naughton	Yes	P	1	1	0	0	0	1
7	Cllr Paula Ford			0	0	0	0	0	0
8	Cllr Martin Hughes			0	0	0	0	0	0
9	Cllr Bethan Proctor			0	0	0	0	0	0
10	Cllr Dawn Parkin	Yes	P	1	1	0	0	0	1
11	Cllr Miqdad Al Nuaimi	Yes	P	1	1	0	0	0	1
12	Cllr Trevor Watkins	Yes	Ab	1	0	0	1	0	1
13	Cllr Glynne Holmes	Yes	P	1	1	0	0	0	1
14	Cllr Aufron Roberts	Yes	P	1	1	0	0	0	1
15	Cllr Steven Evans	Yes	P	1	1	0	0	0	1
16	Cllr Su McConnel	Yes	P	1	1	0	0	0	1
17	Cllr Maureen Powell	Yes	P	1	1	0	0	0	1
18	Cllr Colin Elsbury	Yes	P	1	1	0	0	0	1
19	Cllr Adrian Hussey	Yes	P	1	1	0	0	0	1
20	Cllr Ian Buckley	Yes	P	1	1	0	0	0	1
21	Cllr Pamela Drake	Yes	P	1	1	0	0	0	1
22	Cllr Jen Morgan	Yes	P	1	1	0	0	0	1
23	Cllr David Isaac	Yes	P	1	1	0	0	0	1
24	Cllr Sue Malson	Yes	P	1	1	0	0	0	1

## Fire Authority Attendance 2022/2023

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
CIld	Cancelled

### Changes

Cllr S Malson resigned as 25-10-22

Cllr A Best started as of 19-12-22

Members	Fire Authority Attendance		Fire Authority Attendance		Fire Authority Attendance		Fire Authority Attendance		**Fire Authority Attendance**		Fire Authority Attendance		A	Ab	CIld	Total
	11-Jul-22		26-Sep-22		19-Dec-22		13-Feb-23		27-Mar-23		Overall Totals					
	R	P	R	P	R	P	R	P	R	P	R	P				
1 Cllr Ceri Wright	Yes	A	Yes	P	Yes	P	Yes	P			4	3	1	0	0	5
2 Cllr Steven Bradwick	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
3 Cllr Dilwar Ali	Yes	Ab	Yes	P	Yes	P	Yes	P			4	3	0	1	0	5
4 Cllr Kate Carr	Yes	P	Yes	P	Yes	A	Yes	P			4	3	1	0	0	5
5 Cllr Sian-Elin Melbourne	Yes	A	Yes	P	Yes	P	Yes	Ab			4	2	1	1	0	5
6 Cllr Dan Naughton	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
7 Cllr Paula Ford	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
8 Cllr Martin Hughes	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
9 Cllr Bethan Proctor	Yes	P	Yes	P	Yes	A	Yes	A			4	2	2	0	0	5
10 Cllr Dawn Parkin	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
11 Cllr Miqdad Al Nuaimi	Yes	P	Yes	Ab	Yes	P	Yes	P			4	3	0	1	0	5
12 Cllr Trevor Watkins	Yes	P	Yes	P	Yes	P	Yes	A			4	3	1	0	0	5
13 Cllr Glynne Holmes	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
14 Cllr Aufron Roberts	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
15 Cllr Steven Evans	Yes	P	Yes	P	Yes	A	Yes	P			4	3	1	0	0	5
16 Cllr Su McConnel	Yes	P	Yes	A	Yes	P	Yes	P			4	3	1	0	0	5
17 Cllr Maureen Powell	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
18 Cllr Colin Elsbury	Yes	A	Yes	P	Yes	A	Yes	P			4	2	2	0	0	5
19 Cllr Adrian Hussey	Yes	A	Yes	P	Yes	P	Yes	P			4	3	1	0	0	5
20 Cllr Ian Buckley	Yes	P	Yes	P	Yes	P	Yes	A			4	3	1	0	0	5
21 Cllr Pamela Drake	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
22 Cllr Jen Morgan	Yes	A	Yes	A	Yes	P	Yes	P			4	2	2	0	0	5
23 Cllr David Isaac	Yes	P	Yes	A	Yes	P	Yes	P			4	3	1	0	0	5
24 Cllr Sue Malson	Yes	P	Yes	A							2	1	1	0	0	2
25 Cllr Alfie Best					Yes	A	Yes	Ab			2	0	1	1	0	3

\*\* Please note Meeting on Monday 27 March 2023 yet to take place\*\*

## FAPM Committee Attendance 2022/2023

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Cld	Cancelled

Members	FAPM Attendance 25-Jul-22		FAPM Attendance 10-Oct-22		FAPM Attendance 05-Dec-22		FAPM Attendance 13-Mar-22		FAPM Committee Attendance Overall Totals					
	R	P	R	P	R	P	R	P	R	P	A	Ab	Cld	Totals
1 Cllr Ceri Wright	Yes	P	Yes	P	Yes	A	Yes	P	4	3	1	0	0	4
2 Cllr Martin Hughes	Yes	P	Yes	P	Yes	P	Yes	P	4	4	0	0	0	4
3 Cllr Bethan Proctor	Yes	P	Yes	A	Yes	A	Yes	A	4	1	3	0	0	4
4 Cllr Dawn Parkin	Yes	Ab	Yes	P	Yes	A	Yes	P	4	2	1	1	0	4
5 Cllr Miqdad Al Nuaimi	Yes	P	Yes	P	Yes	A	Yes	P	4	3	1	0	0	4
6 Cllr Steven Evans	Yes	P	Yes	P	Yes	P	Yes	P	4	4	0	0	0	4
7 Cllr Maureen Powell	Yes	A	Yes	P	Yes	P	Yes	A	4	2	2	0	0	4
8 Cllr Ian Buckley	Yes	P	Yes	P	Yes	P	Yes	P	4	4	0	0	0	4
9 Cllr Jen Morgan	Yes	P	Yes	P	Yes	A	Yes	P	4	3	1	0	0	4
10 Cllr David Isaac	Yes	P	Yes	Ab	Yes	P	Yes	P	4	3	0	1	0	4

## HR & Equalities Committee Attendance 2022/2023

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Cld	Cancelled

### Changes

Cllr S Malson resigned as 25-10-22

Cllr A Best started as of 19-12-22

Members	HR&E Committee Attendance 18-Jul-22		HR&E Committee Attendance 07-Nov-22		HR&E Committee Attendance 27-Feb-22		HR&E Committee Attendance Overall Totals					
	R	P	R	P	R	P	R	P	A	Ab	Cld	Totals
1 Cllr Dilwar Ali	Yes	A	Yes	P	Yes	P	3	2	1	0	0	3
2 Cllr Kate Carr	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
3 Cllr Sian-Elin Melbourne	Yes	P	Yes	Ab	Yes	Ab	3	1	0	2	0	3
4 Cllr Dan Naughton	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
5 Cllr Paula Ford	Yes	P	Yes	A	Yes	P	3	2	1	0	0	3
6 Cllr Trevor Watkins	Yes	Ab	Yes	A	Yes	P	3	1	1	1	0	3
7 Cllr Glynne Holmes	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
8 Cllr Aufron Roberts	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
9 Cllr Su McConnel	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
10 Cllr Colin Elsbury	Yes	A	Yes	A	Yes	A	3	0	3	0	0	3
11 Cllr Adrian Hussey	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
12 Cllr Sue Malson	Yes	A					1	0	1	0	0	1
13 Cllr Alfie Best					Yes	P	1	1	0	0	0	1

## Scrutiny Group Attendance 2022/2023

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Cld	Cancelled

### Changes

Cllr S Malson resigned as 25-10-22

Cllr A Best started as of 19-12-22

Members	SG Attendance 23-Sep-22		SG Attendance 28-Nov-22		SG Attendance 06-Feb-23		SG Attendance 06-Mar-22		**SG Attendance 17-Apr-23**		Scrutiny Group Attendance Overall Totals					
	R	P	R	P	R	P	R	P	R	P	R	P	A	Ab	Cld	Totals
1 Cllr Kate Carr	Yes	P	Yes	Ab	Yes	P	Yes	A			4	2	1	1	0	5
2 Cllr Dan Naughton	Yes	P	Yes	A	Yes	P	Yes	P			4	3	1	0	0	5
3 Cllr Martin Hughes	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
4 Cllr Trevor Watkins	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
5 Cllr Colin Elsbury	Yes	P	Yes	P	Yes	P	Yes	P			4	4	0	0	0	5
6 Cllr Adrian Hussey	Yes	A	Yes	P	Yes	P	Yes	A			4	2	2	0	0	5
7 Cllr Sue Malson	Yes	Ab									1	0	0	1	0	1
8 Cllr Alfie Best					Yes	P	Yes	P			3	2	0	0	0	3

\*\* Please note Scrutiny Group Meeting yet to take place on Monday 17 April 2023\*\*

**Local Pension Board Committee  
Attendance 2022/2023**

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Clld	Cancelled

Members	LPB Committee Attendance 04-Jul-22		LPB Committee Attendance 17-Oct-22		LPB Committee Attendance 23-Jan-23		LPB Committee Attendance Overall Totals					
	R	P	R	P	R	P	R	P	A	Ab	Clld	Total
1 Cllr Dan Naughton	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
2 Cllr Colin Elsbury	Yes	P	Yes	A	Yes	Ab	3	1	1	1	0	3
3 Cllr Pamela Drake	Yes	P	Yes	P	Yes	P	3	3	0	0	0	3
4 Cllr Jen Morgan	Yes	P	Yes	P	Yes	A	3	2	1	0	0	3

## Standards Committee Attendance 2022/2023

R	Required
P	Present
A	Apologises given
Ab	Absent/No Apologises given
Clld	Cancelled

Members	Standards Committee Attendance 03-Oct-22		Standards Committee Attendance 30-Jan-23		Standards Committee Attendance Overall Totals					
	R	P	R	P	R	P	A	Ab	Clld	Totals
1 Cllr Sian-Elin Melbourne	Yes	P	Yes	P	2	2	0	0	0	2
2 Cllr Aurfron Roberts	Yes	A	Yes	A	2	0	2	0	0	2
3 Cllr Glynne Holmes	Yes	P	Yes	P	2	2	0	0	0	2
4 Mrs Kate Thorogood	Yes	P	Yes	A	2	1	1	0	0	2
5 Dr Mark Kerby	Yes	P	Yes	P	2	2	0	0	0	2
6 Mr Ronald Joseph Alexander	Yes	A	Yes	P	2	1	1	0	0	2
7 Mr Simon Barnes	Yes	P	Yes	P	2	2	0	0	0	2
8 Mr David Fussell	Yes	P	Yes	A	2	1	1	0	0	2

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Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

# AGENDA & COMMITTEE CALENDAR 2023-2024

	Annual General Meeting (AGM)		Local Pension Board Agenda
	Fire and Rescue Authority Agenda		Local Pension Board Meeting
	Fire and Rescue Authority Meeting		Finance, Audit and Performance Management Committee Agenda
	HR & Equalities Committee Agenda		Finance, Audit and Performance Management Committee Meeting
	HR & Equalities Committee Meeting		Scrutiny Committee
	Standards Committee		Presentation Evening * Approximate Dates*
	Member training		Carol Service

	June 2023						July 2023						August 2023					
Mon	-	5	12	19	26	-	-	3	10	17	24	31	-	7	14	21	28	-
Tues	-	6	13	20	27	-	-	4	11	18	25	-	1	8	15	22	29	-
Wed	-	7	14	21	28	-	-	5	12	19	26	-	2	9	16	23	30	-
Thurs	1	8	15	22	29	-	-	6	13	20	27	-	3	10	17	24	31	-
Fri	2	9	16	23	30	-	-	7	14	21	28	-	4	11	18	25	-	-
Sat	3	10	17	24	-	-	1	8	15	22	29	-	5	12	19	26	-	-
Sun	4	11	18	25	-	-	2	9	16	23	30	-	6	13	20	27	-	-
	September 2023						October 2023						November 2023					
Mon	-	4	11	18	25	-	-	2	9	16	23	30	-	6	13	20	27	-
Tues	-	5	12	19	26	-	-	3	10	17	24	31	-	7	14	21	28	-
Wed	-	6	13	20	27	-	-	4	11	18	25	-	1	8	15	22	29	-
Thurs	-	7	14	21	28	-	-	5	12	19	26	-	2	9	16	23	30	-
Fri	1	8	15	22	29	-	-	6	13	20	27	-	3	10	17	24	-	-
Sat	2	9	16	23	30	-	-	7	14	21	28	-	4	11	18	25	-	-
Sun	3	10	17	24	-	-	1	8	15	22	29	-	5	12	19	26	-	-
	December 2023						January 2024						February 2024					
Mon	-	4	11	18	25	-	1	8	15	22	29	-	5	12	19	26	-	
Tues	-	5	12	19	26	-	2	9	16	23	30	-	6	13	20	27	-	
Wed	-	6	13	20	27	-	3	10	17	24	31	-	7	14	21	28	-	
Thurs	-	7	14	21	28	-	4	11	18	25	-	1	8	15	22	29	-	
Fri	1	8	15	22	29	-	5	12	19	26	-	2	9	16	23	-	-	
Sat	2	9	16	23	30	-	6	13	20	27	-	3	10	17	24	-	-	
Sun	3	10	17	24	31	-	7	14	21	28	-	4	11	18	25	-	-	
	March 2024						April 2024						May 2024					
Mon	-	4	11	18	25	-	1	8	15	22	29	-	6	13	20	27	-	
Tues	-	5	12	19	26	-	2	9	16	23	30	-	7	14	21	28	-	
Wed	-	6	13	20	27	-	3	10	17	24	-	1	8	15	22	29	-	
Thurs	-	7	14	21	28	-	4	11	18	25	-	2	9	16	23	30	-	
Fri	1	8	15	22	29	-	5	12	19	26	-	3	10	17	24	31	-	
Sat	2	9	16	23	30	-	6	13	20	27	-	4	11	18	25	-	-	
Sun	3	10	17	24	31	-	7	14	21	28	-	5	12	19	26	-	-	

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**FORWARD WORK PROGRAMME FOR  
FIRE & RESCUE AUTHORITY 2022/23**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 July 2022	Report on Proposed Priority Actions 2023/24	To advise Members of the proposed Priority Actions 2023/24 and to seek authority to enter into public consultation on these.	D	T/ACO CS  Contact Officer: Sarah Watkins	Completed
11 July 2022	Principal Officer Vacancy – Post of Assistant Chief Officer, Director of Corporate Services	To seek approval to advertise the vacant Principal Officer post	D	ACO PS  Contact Officer: Alison Reed	Completed
11 July 2022	Independent Pay Review – Principal Officers’ Remuneration	To present the findings of the Independent Pay Review for Principal Officers to Members (Deferred from March 2022)	D	ACO PS  Contact Officer: Alison Reed	Completed
11 July 2022	Pension - Scheme Pays	To seek approval to amend the existing scheme pays procedure	D	ACO PS  Contact Officer: Alison Reed	Completed
11 July 2022	Use of Emergency Powers	To present to Members the decision taken under delegated authorities by the CFO/ Monitoring Officer.	I	T/ACO CS  Contact Officer: Geraint Thomas	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 July 2022	Welsh Government Thematic Review – Broadening the Role of Firefighters	To update Members on the impact and progress against the recommendations set out in the Fire Advisor’s report	I	CFO Contact Officer: Huw Jakeway	Completed
11 July 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.	I	T/ACO CS Contact Officer: Sarah Watkins	Completed
11 July 2022	Strategic Risk	To advise Members of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	I	T/ACO CS Contact Officer: Sarah Watkins	Completed
11 July 2022	End of year Health Check on Performance and Strategic Objectives 2021/22	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.	I	T/ACO CS & ACFO SD Contact Officer: Sarah Watkins	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 July 2022	Welsh Language Standards	To update Members on compliance against the Welsh Language Standards.	I	ACO PS Contact Officer: Alison Reed	Completed
26 Sept 2022	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 2023/24 Budget Setting Strategy.	D	Treasurer Contact Officer: Chris Barton	Completed
26 Sept 2022	Budget Strategy 2023/24	To obtain clarification upon the political steer for the Budget Strategy for 2023/24 budget setting process.	D	Treasurer Contact Officer: Chris Barton	Completed
26 Sept 2022	Treasury Management Outturn 2021/22	To advise Members of the year end treasury management position.	I	Treasurer Contact Officer: Chris Barton & Geraint Thomas	Completed
26 Sept 2022	Health & Safety Annual Report 2021/22	To advise Members of Health & Safety performance of the organisation.	I	T/DCFO TS Contact Officer: Richie Prendergast	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
26 Sept 2022	Carbon Reduction/Biodiversity Plans Update	To advise Members on the progress towards the actions set out in the Carbon Reduction and Biodiversity Plans	I	T/ACO CS Contact Officer: Lisa Mullan	Completed
26 Sept 2022	Certificate of Compliance for the Audit of SWFRA's Improvement Plan 2022-23	To receive Audit Wales' certificate of audit of the Authority's 2022-23 Improvement Plan.	I	T/ACO CS Contact Officer: Geraint Thomas	Completed
19 Dec 2022	Revenue and Capital Budget 2023/24	To seek approval for the proposed draft revenue and capital budgets.	D	Treasurer Contact Officer: Lisa Mullan	Completed
19 Dec 2022	Treasury Management Mid Term Report 2022/23	To advise Members of the mid-year position in relation to our treasury management.	I	Treasurer Contact Officer: Lisa Mullan	Completed
19 Dec 2022	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.	I	ACO CS Contact Officer: Sarah Watkins	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
19 Dec 2022	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.	I	ACO CS Contact Officer: Geraint Thomas	Completed
13 Feb 2023	Revenue & Capital Budget determination for 2023/24	To consider consultation responses and to set the recommended budget determination for consideration by the Fire Authority.	D	Treasurer Contact Officer: Chris Barton	Completed
13 Feb 2023	Strategic Performance Indicators Target Setting 2023/24	To set the targets for the following financial year.	D	ACFO SD Contact Officer: Sarah Watkins	Completed
13 Feb 2023	Report on responses to the consultation on the Strategic Themes and Objectives for 2023/24	Members to approve the proposed strategic themes and objectives for 2023/24	D	ACO CS Contact Officer: Sarah Watkins	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
13 Feb 2023	Audit Wales Annual Audit Summary	To advise Members of the key issues emanating from the annual report and to provide an opinion on adequacy and effectiveness of the organisation and its potential to improve, its approach to risk management, control and governance processes based on the Audit Wales work undertaken during the year, including data quality & PIs, HR work, a Framework update, whistleblowing and forward planning.	I	ACO CS  Contact Officer: Geraint Thomas	Completed
27 March 2023	Welsh Government Thematic Review – Broadening the Role of Firefighters	To update Members on the progress against the recommendations set out in the Fire Advisor’s report	D	CFO  Contact Officer: Huw Jakeway	On agenda
27 March 2023	Welsh Government Thematic Review of Operational Training Within the Welsh Fire & Rescue Services – October 2022	To provide Members with an update on the conclusion of the Service review.	D	CFO  Contact Officer: Huw Jakeway	On agenda

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
27 March 2023	Manchester Arena Public Inquiry Vol 2 – Emergency Response Report	To provide Members with an update	I	CFO Contact Officer: Huw Jakeway	Deferred
27 March 2023	Insurance Contract	To seek approval to secure the Insurance Contract following a tender exercise	D	ACO CS Contact Officer: Sarah Watkins	Deferred
27 March 2023	Pay Policy Statement 2021/22	To consider the Authority’s Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	D	ACO PS Contact Officer: Alison Reed	On agenda
27 March 2023	Gender Pay Gap Statement	To update Members on the analysis of the gender pay gap across the Service.	D	ACO PS Contact Officer: Alison Reed	On agenda
27 March 2023	Strategic Equality Plan	To provide Members with the current Strategic Equality Plan.	D	ACO PS Contact Officer: Andrew Jones	On agenda
27 March 2023	Report on Strategic Plan and Priority Actions 2023/24	To seek approval to publish the Strategic Plan and Priority Actions.	D	ACO CS Contact Officer: Sarah Watkins	On agenda

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
<del>26 Sept 2022</del> 27 March 2022	Job Evaluation	To advise Members of the progress of the Job Evaluation Process	I	ACO PS  Contact Officer: Gill Goss	On agenda
27 March 2023	Annual Report of the work of the Standards Committee during 2022/23	To advise Members of the work of the Committee.	I	ACO CS  Contact Officer: Sarah Watkins	Deferred
27 March 2023	Annual Report of the work of the HR & Equalities Committee during 2022/23	To advise Members of the work of the Committee.	I	ACO PS  Contact Officer: Alison Reed	Deferred
27 March 2023	Annual Report of the Work of the Local Pensions Board 2022/23	To advise Members of the work of the Board.	I	ACO PS  Contact Officer: Alison Reed	Deferred
27 March 2023	SWFRA Summary Report of Activity 2022/23	To provide a summary of the activity and outcomes during 2022/23.	I	ACO CS  Contact Officer: Sarah Watkins	On agenda
27 March 2023	Annual Report of the Work of the PSB's and Well-being Plan Approval	To update Members on the work of each of the PSB's and how this impacts upon the work of SWFRS, and to seek Well-being Plan approval.	I	ACO CS  Contact Officer: Sarah Watkins	Deferred

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
27 March 2023	PSB Well-being Plans	To consider and accept the Well-being Plans of each of the PSBs	D	ACO CS Contact Officer: Sarah Watkins	On agenda
27 March 2023	Member Attendance	To review Member attendance 2022/23.	I	ACO CS Contact Officer: Sarah Watkins	On agenda
27 March 2023	Fire Authority & Committee Meeting Dates for 2023/24	To present Members with proposed dates of Authority & Committee meetings for the next municipal year.	I	ACO CS Contact Officer: Geraint Thomas	On agenda

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## AGENDA ITEM NO 8

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

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1.	Apologies for Absence	
2.	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.	
3.	Chairperson's Announcements	
4.	To receive the minutes of:	
	• Fire & Rescue Authority Meeting held on Monday 13 February 2023	5
	• HR & Equalities Committee held on Monday 7 November 2022	15
	• Finance, Asset & Performance Management Committee held on Monday 5 December 2022	19
5	Update on Actions	25
6.	<b>REPORTS FOR DECISION</b>	29
6.i	Pay Policy Statement 2023/24	31
6.ii.	Gender Pay Gap Statement	63
6.iii.	Report on Strategic Plan and Priority Actions 2023/24	75
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6.v.	Revised Scheme of Delegations	87
6.vi.	Welsh Government Thematic Review – Broadening the Role of Firefighters.	117
6.vii.	Welsh Government Thematic Review of Operational Training within the Welsh Fire & Rescue Services	151
6.viii	Strategic Equality Plan	167

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7.	<b>REPORTS FOR INFORMATION</b>	195
7.i.	Job Evaluation	197
7.ii.	South Wales Fire & Rescue Authority Summary Report of Activity 2022/23 1 app	203
7.iii.	Member Attendance	211
7.iv.	Fire Authority & Committee Meeting Dates for 2023/24	221
7.v	Forward Work Programme for Fire & Rescue Authority 2022/23	223
8.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2).	233