

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

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

**COMMITTEE:** HR & Equalities

**DATE:** Monday, 24 January 2022 at **1130 Hours**

**VENUE:** To be held on **StarLeaf - Access Code: 4343095891**  
**Please ensure you join the meeting 15 minutes prior to meeting time**  
**Any issues please contact**  
**01443 232000 and ask for Member Services**

## **AGENDA**

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

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

4. Chairperson's Announcements
5. To receive the minutes of:
  - HR & Equalities Meeting held on Monday 01 November 2021 3

### **Reports for Decision**

6. Annual Pay Policy Statement 2022/2023 7

7. Independent Pay Review – Principal Officers Remuneration 41

**Reports for Information**

8. South Wales Fire & Rescue Service People Plan – Annual Review of Progress Against Themes 57
9. Establishment Structure Update 75
10. Forward Work Programme for HR & Equalities Committee 2021/2022 79
11. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 87

Signature of Proper Officer:



**Councillors:**

D	Ali	Cardiff
M	Colbran	Merthyr Tydfil
P	Drake	Vale of Glamorgan
C	Elsbury	Caerphilly
S	Evans	Torfaen
W	Hodgins	Blaenau Gwent
G	Holmes	Rhondda Cynon Taff
A	Hussey	Caerphilly
H	Jarvie	Vale of Glamorgan
A	Lister	Cardiff
S	Malson	Torfaen
D	Naughton	Cardiff
A	Roberts	Rhondda Cynon Taff
R	Shaw	Bridgend
H	Thomas	Newport

**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE HR & EQUALITIES MEETING  
HELD ON MONDAY, 1 NOVEMBER, 2021**

**HELD REMOTELY VIA STARLEAF CONNECTION**

**15. PRESENT:**

<b>Councillor</b>	<b>Authority</b>
P Drake (Chair)	Vale of Glamorgan
A Roberts (Deputy Chair)	Rhondda Cynon Taff
S Evans	Torfaen
G Holmes	Rhondda Cynon Taff
M Colbran	Merthyr Tydfil
D Naughton	Cardiff
H Thomas	Newport
H Jarvie	Vale of Glamorgan
D Ali	Cardiff
C Elsbury	Caerphilly

**APOLOGIES:**

R Shaw	Bridgend
S Malson	Torfean
A Hussey	Caerphilly

**ABSENT:**

W Hodgins	Blaenau Gwent
A Lister	Cardiff

**OBSERVERS:**

**OFFICERS PRESENT:-** ACO A Reed – Director of People Services, T/ACO Geraint Thomas - Director of Corporate Support, T/AM B Thompson – Head of Training & Development, Ms S Watkins – Deputy Monitoring Officer, Mr A Jones - Head of People Services

**16. DECLARATIONS OF INTEREST**

Cllr Naughton and Cllr Drake declared an Interest in Item 5 - Living Wage Foundation Accreditation as Cardiff and Barry Councils have both adopted the Accreditation

## **17. CHAIRPERSON'S ANNOUNCEMENTS**

There were no Chair's announcements to record.

## **18. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 05 July 2021, were received and accepted as a true record of proceedings.

## **19. LIVING WAGE FOUNDATION ACCREDITATION**

The Director of People Services went through the report with Members and advised that due to staff salary costs this would further have to be ratified at full Fire Authority (FA) Meeting. Barry, Cardiff and 30 other Councils across Wales have already signed up to the Accreditation. The Service is currently paying all staff above the minimum and living wage and this is likely to continue to be the case after April 2022. There could be a financial impact in the future if the Service is unable to meet the rates but as it is a voluntary accreditation, the opportunity to leave at any time would be available.

It was asked by signing up to the Living Wage Foundation what it would do for the Service, the Director of People Services stated that it would be good for Recruitment and Attraction purposes and benefit as a good employer in Wales and send a good sign to employees.

## **RESOLVED THAT**

Members noted the content of the report and agreed that the Service should gain accreditation by the Living Wage Foundation as a Real Living Wage employer. A further report will be presented at the next FA Meeting.

## **20. PROPOSED REFORMS AND NEW TERM OF REFERENCE FOR SCRUTINY COMMITTEE**

The Director of Corporate Services gave an update on the report that has previously been presented to this group, if Members are in agreement the proposal will be taken to Finance Audit & Performance Management (FAPM) and FA and implemented in the municipal year. It was asked for clarity on who the Subject Matter Experts that could be called on were and what expertise they would have, the Director of Corporate Services advised that for example if more knowledge or specific expertise around property was required an expert would be asked to attend the meeting to provide further information. It was

agreed that it would be beneficial to hold a skills matrix of all Members also.

## **RESOLVED THAT**

Members agreed to the recommendations in 2.4 and 2.5 and for these proposals to be presented back to the next FAPM and FA Meetings.

### **21. FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2021/2022**

The Director of People Services advised 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 issues regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. The emails and circulars cover a variety of areas, including all aspects of Firefighters Pension Schemes, and need to be noted or actioned as appropriate. All updates received have been actioned accordingly.

It was raised if there was finances available for the McCloud ruling. The Director of People Services advised that there has been communication with the Local Government Association and Fire Brigade Union, in the form of a MoU which will enable progress to be made and a budget has been set aside.

## **RESOLVED THAT**

21.1 Members unanimously agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and emails that had been received in the 2021/2022 year to date.

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

### **22. SOUTH WALES FIRE & RESCUE SERVICE - OVERVIEW OF TRAINING & DEVELOPMENT DEPARTMENT 2020/2021**

The Temporary Head of Training gave a short presentation advising that there were 5093 instructor days during 2020/21 in comparison to pre COVID 2019/2020 4503 days, the increase was due to having to put on more training courses to comply with social distancing and other

rules in place. Whilst most FRS across the UK shut down their training facilities at the start of COVID, SWF&RS did not see this as an option and kept the training facility open and continued with all risk critical training. No courses were cancelled because of COVID and there was 78% attendance on courses. It was asked if there are comparison KPI's available for pre / present COVID, these are being presented at the next Senior Management Team Meeting.

Cllr Evans asked if any restrictions on training had to take place due to equipment shortages and it was advised that this has not been the case and there have been no difficulties as yet. Cllr Holmes enquired to whether any training was provided for Avon FRS and it was advised that although the Service previously provided Training for other Services it was deemed not be a viable option with returns on third party training very poor. Some training does take place on an All Wales basis.

The Temporary Head of Training went through the 5 year plan and the main objectives.

#### **RESOLVED THAT**

Members noted the report and 5 year Strategic Plan.

#### **23. FORWARD WORK PROGRAMME FOR HR & EQUALITIES COMMITTEE 2021/2022**

Members noted the Forward Working Programme.

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

There were no items of urgent business to discuss.

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

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6  
24 JANUARY 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**ANNUAL PAY POLICY STATEMENT 2022/2023**

**THIS REPORT IS FOR DECISION**

REPORT PRESENTED BY ACO ALISON REED

**SUMMARY**

South Wales Fire & Rescue Authority is required to publish a Pay Policy Statement for each financial year, which provides information for the following financial year.

The Fire & Rescue Authority at their meeting held on 6 February 2012, adopted and published its first Pay Policy Statement. The Fire & Rescue Authority also determined that the HR & Equalities Committee should review the Pay Policy Statement and report to the full Committee. In 2014 Welsh Government issued new guidelines with further amendments which determined the contents of the Pay Policy. The 2022/2023 Pay Policy Statement has been drafted for Members.

**RECOMMENDATION**

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

**1. BACKGROUND**

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

1.3 A Pay Policy Statement is expected to contain the following elements:-

- A Pay Policy Statement must set out the Authority's policies for the financial year relating to:-
  - (a) The remuneration of its Chief Officers
  - (b) The remuneration of its lowest paid employees and
  - (c) The relationship between –
- The remuneration of its Chief Officers, and
- The remuneration of its employees who are not Chief Officers

The Statement must state:-

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

The Statement must include the Authorities policies relating to:-

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

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

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



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

## **2. ISSUES**

- 2.1 Attached to the report at Appendix 1 is the South Wales Fire & Rescue Authority's 2022/2023 Pay Policy Statement.
- 2.2 The Policy Statement reflects Welsh Government guidance on the structure of Pay Policy Statements.
- 2.3 The areas included within the Pay Policy are:- Purpose, Legislative Framework, Scope, Pay Structures (with examples), Market Supplements, Honoraria, Re-employment (abatement position), Definition of Chief Officer and pay levels, additions to salary of Chief Officers, Performance Related Pay for Chief Officers, Payments on Termination (assumed redundancy), Pay Relatives with the Authority (remuneration of lowest level and multipliers within the Authority), Independent Remuneration Panel, Accountability and Decision Making, and Reviewing the Policy.
- 2.4 All relevant changes have been identified and updated in Appendix 1.

## **3. IMPLICATIONS**

### **3.1 Community and Environment**

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No

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

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

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

### 3.2 Regulatory, Strategy and Policy

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

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

### 3.3 Resources, Assets and Delivery

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

#### **4. EVALUATION & CONCLUSIONS**

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

#### **5. RECOMMENDATIONS**

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

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

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## SOUTH WALES FIRE & RESCUE AUTHORITY



### LOCALISM ACT 2011: PAY POLICY STATEMENT

**2022/2023**

<b>1.</b>	<b>INTRODUCTION</b>	
1.1	South Wales Fire & Rescue Authority is committed to operating consistent and equitable pay arrangements for employees. This policy sets out the key principles that must be adhered to in establishing employee pay levels and in approving pay related allowances. It sets out the basis for determining salaries, how salary levels are arrived at, the method of pay progression and the approval for acting up, honoraria and severance payments.	FA 15.12.14
1.2	In accordance with the Localism Act and the Code of Recommended Practice for Local Authorities on Data Transparency, this policy, the pay multiple between the highest paid employee, and the levels for senior employees, are published on the Fire & Rescue Service's website.	FA 15.12.14
1.3	The legislation requires pay to include all remuneration including salary, allowances, and expenses. All such payments are covered within this policy or the other pay related policies referred to in Section 16. There are no discretions to make further payments outside of these policies.	FA 15.12.14
<b>2.</b>	<b>SCOPE</b>	
2.1	This policy applies to all South Wales Fire & Rescue Authority employees.	FA 15.12.14
2.2	The Fire & Rescue Authority advocates collective bargaining arrangements and supports existing national level provisions that govern pay and conditions of service for the following employee groups: <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 and Rescue Authority and applied to their remuneration rate. (Auxiliary Firefighters)</p>	<p>FA 15.12.14</p>
3.	<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 requires 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> </ul>	<p>FA 15.12.14</p>

	<ul style="list-style-type: none"> <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: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency</li> </ul>	
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, 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	FA 15.12.14

	roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels.	
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 this group, and any award of same is determined on this basis. Chief Fire Officers / Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Fire & Rescue Authority will therefore pay these as and when determined in accordance with current contractual requirements.	FA 12.10.15
4.3	The Fire & Rescue Authority resolved that the HR & Equalities Committee should be assigned to consider Principal Officers' remuneration and their findings reported to the full Fire & Rescue Authority for final determination. NJC for Brigade Managers of Fire and Rescue Services (Services Constitution and Scheme of Conditions of Service 5 <sup>th</sup> edition 2006) recommends that salary levels are reviewed annually.	FA 15.12.14



4.4	<p>South Wales Fire and Rescue Authority's Executive Leadership Team remuneration matrix is identified as comprising:</p> <table border="1" data-bbox="146 338 1294 943"> <thead> <tr> <th data-bbox="146 338 721 416">Title</th> <th data-bbox="721 338 1294 416">Notional % of CFO salary</th> </tr> </thead> <tbody> <tr> <td data-bbox="146 416 721 495">Chief Fire Officer (CFO)</td> <td data-bbox="721 416 1294 495">100%</td> </tr> <tr> <td data-bbox="146 495 721 573">Deputy Chief Fire Officer (DCFO)</td> <td data-bbox="721 495 1294 573">80% of CFO</td> </tr> <tr> <td data-bbox="146 573 721 651">Deputy Chief Officer (DCO)</td> <td data-bbox="721 573 1294 651">95% of DCFO</td> </tr> <tr> <td data-bbox="146 651 721 775">Assistant Chief Fire Officer (ACFO)</td> <td data-bbox="721 651 1294 775">75% of CFO</td> </tr> <tr> <td data-bbox="146 775 721 853">Assistant Chief Officer (ACO)</td> <td data-bbox="721 775 1294 853">82.5% of ACFO</td> </tr> <tr> <td data-bbox="146 853 721 943">Treasurer*</td> <td data-bbox="721 853 1294 943">70.88% of ACO</td> </tr> </tbody> </table>	Title	Notional % of CFO salary	Chief Fire Officer (CFO)	100%	Deputy Chief Fire Officer (DCFO)	80% of CFO	Deputy Chief Officer (DCO)	95% of DCFO	Assistant Chief Fire Officer (ACFO)	75% of CFO	Assistant Chief Officer (ACO)	82.5% of ACFO	Treasurer*	70.88% of ACO	
Title	Notional % of CFO salary															
Chief Fire Officer (CFO)	100%															
Deputy Chief Fire Officer (DCFO)	80% of CFO															
Deputy Chief Officer (DCO)	95% of DCFO															
Assistant Chief Fire Officer (ACFO)	75% of CFO															
Assistant Chief Officer (ACO)	82.5% of ACFO															
Treasurer*	70.88% of ACO															
	<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>															

4.5	The Fire and 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 percentage basis as set out in point 4.4.	FA 15.12.14  FA 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 and Rescue Authority, but holds no directorate responsibility.	FA 15.12.14
4.8	Fire and 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 and Rescue Authority revisited relevant percentage variances at Deputy and Assistant levels and at its meeting 9 July 2018 further resolved that the titles and grading arrangements identified in Paragraph 4.4 be introduced.	FA 15.12.14  FA 09.07.18
4.10	Assistant Chief Officer's remuneration is established at 82.5% of the full rate of the Assistant Chief Fire Officer.	FA 15.12.14  FA 09.07.18
4.11	Chief Officers, remuneration on appointment is determined by the full Fire and Rescue Authority. South Wales Fire and 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 and 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 and Rescue Authority's	FA 15.12.14

	commitment to maintaining a competitive grading and remuneration structure. In the absence of nationally determined guidance on 'cost of living' increases the Fire and Rescue Authority may identify and agree a local rate and implementation date. The HR and Equalities Committee will be responsible for reviewing this situation, and for making recommendations to the full Fire and Rescue Authority. Only the Fire and 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	<ul style="list-style-type: none"> <li>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.</li> </ul>	FA 19.07 .21
<b>5.</b>	<b>AREA MANAGERS (4 POSTS) – LOCAL AGREEMENT</b>	
5.1	Following a review of the Area Managers' establishment and operational rota it was determined that the number of posts would reduce from 6 to 4 from August 2009 with a move to a continuous duty system rota.	FA 15.12.14
5.2	The remuneration scheme for this group of staff was locally agreed as follows: AMB salary, as per agreed NJC Fire & Rescue Services uniformed pay scales, plus 20% flexi duty allowance, plus 14% continuous duty system payment.	FA 15.12.14

<b>6.</b>	<b>CORPORATE HEADS OF SERVICE (4 POSTS)</b>	
6.1	Heads of Service remuneration rate is determined at a point above the National Joint Council (NJC) for Local Government Services salary scales and is expressed as a percentage of an Assistant Chief Officer's baseline salary.	FA 15.12.14
<b>7.</b>	<b>ALL OTHER STAFF</b>	
7.1	All other staff employed by South Wales Fire and Rescue Authority are encompassed within Wholetime, On-Call, Control or Support Staff categories, and as such their remuneration is based on the relevant NJC agreed salary schemes as identified in paragraph 2.2.	FA 15.12.14
7.2	In general the terms and conditions of employment for all staff are covered by existing collective agreements negotiated with those trade unions recognised by the Fire and 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 and 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 and Rescue Authority is the National Joint Council (NJC) for Local Government services (Green Book), <b>spinal point 5.</b>	FA <b>19.07.21</b>
7.4	An examination of the current pay levels within the Authority enables the Authority to identify the multiplier between the lowest pay point and that of the Chief Fire Officer. The multiple between the lowest paid (full time equivalent) employee and the Chief Fire Officer is 1:7.72.	FA 15.12.14

<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

<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>
Starting pay (above grade minimum), but not including, Assistant Chief Officer (and equivalent level)	Assistant Chief Officer People Services (As identified in the Fire & Rescue Authority Standing Orders)
Starting Pay Assistant Chief Officer (and equivalent) level and above	Full Authority to agree the senior management organizational structure including grades and salary bands.  Appointment panel to agree and approve actual salary on appointment within the management structure agreed by Full Authority above.
Appointment to higher graded job (above grade minimum) up to, but not including, Assistant Chief Officer level.	Assistant Chief Officer People Services or delegated to Head of HR.
Acting-up payment at Assistant Chief Officer level where total salary package is less than £100k.	Chief Fire Officer
Acting up payment for posts where total salary package is more than £100k.	Full Fire & Rescue Authority

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 table above.	FA 15.12.14
<b>9.</b>	<b>PAY RELATIVITIES WITHIN THE FIRE AND RESCUE AUTHORITY</b>	
9.1	The lowest paid persons employed under a Contract of Employment with the Fire and 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 and Rescue Authority's grading structure. As at 1 August 2021, this is £19,312 per annum. The Fire and Rescue Authority engages Apprentices [and other such Trainees] who are not included within the definition of 'lowest paid employees'.	FA 15.12.14
9.2	The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers.	FA 15.12.14
9.3	The Authority remunerates substantive personnel above the National Living Wage. The Authority has agreed to join a voluntary scheme to become a Real Living Wage Employer.	FA 20.12.21
<b>10.</b>	<b>STARTING SALARY</b>	
10.1	Employees appointed to jobs within the Authority will normally be appointed to the minimum point of the pay grade for the job.	FA 15.12.14
10.2	In certain circumstances it may be appropriate to appoint to a higher point in the pay grade. This may arise when the preferred candidate for the job is in or has been in 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>• respond 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 and Rescue Authority is required for all organizational re-structures and associated grading and salary.	FA 15.12.14
11.	<b>RE-EMPLOYMENT OF FORMER EMPLOYEES</b>	
11.1	Former employees are able to be re-employed by the Fire and Rescue Authority, but there are several determining factors.	FA 15.12.14
11.2	The Fire and 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 and Rescue Authority further resolved to refer applications for abatement of salaries/pension by directors back to the full Fire and 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 tax payer. Therefore, any exceptions to this approach leading to the re-engagement of voluntary or compulsory redundant employees will have to be justified to ensure that the original terms of the redundancy i.e. cessation of work has actually occurred.	FA 15.12.14
11.5	Managers who wish to recruit former employees or procure workers who have previously been made redundant from the same service area will need to provide a business case for doing so, and request authorization from the Fire and Rescue Authority or designated Assistant Chief Officer.	FA 15.12.14
11.6	When a Local Government Pension Scheme or Fire and 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	The approving officer will: <ul style="list-style-type: none"> <li>• consider the request presented by the requesting manager;</li> <li>• discuss their proposed decision within the Human Resources Department to ensure it is compliant with the Pay policy;</li> <li>• provide a response to the requesting manager, normally within 10 working days;</li> <li>• complete and notify the Payroll Section if a pay variation is to be implemented.</li> </ul>	FA 15.12.14
12.8	Any acting up arrangements at Assistant Chief Officer level must be agreed by the Chief Fire Officer. Any acting up arrangements for posts with remuneration package at or above £100k must also be agreed by the full Fire and Rescue Authority. In both cases the salary must be within the organizational structure agreed by full Fire and 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>An honorarium payment is a <b>one-off</b> payment. It can only be made where there is clear evidence to support the following circumstances:</p> <ul style="list-style-type: none"> <li>• where an employee temporarily carries out significant additional work over and above their usual responsibilities;</li> </ul> <p>where an employee carries out a significant amount of work over their normal contracted hours, but is not eligible for overtime payments because of their placing on a salary scale.</p>	FA 15.12.14
13.2	<p>An honorarium payment <b>cannot</b> be made in the following circumstances:</p> <ul style="list-style-type: none"> <li>• where the employee is carrying out the full or partial duties and responsibilities of a higher graded job, when an acting-up payment should be made;</li> <li>• where the ongoing duties and responsibilities of the job have changed to the extent that the job should be submitted for re-evaluation;</li> <li>• where the additional work undertaken is commensurate with the employees current job description/salary grade.</li> </ul>	FA 15.12.14
13.3	<p>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 and Rescue Authority having taken advice from the Assistant Chief Officer for People Services or their nominated representative.</p>	FA 15.12.14
13.4	<p>Honorarium payments are a one-off payment and will be paid on a pro-rata basis to part-time employees, proportionate to their working hours.</p>	FA 15.12.14
13.5	<p>Honorarium payments based on spinal column point differentials will be subject to any cost of living increase applied by the Fire and Rescue Authority.</p>	FA 15.12.14
13.6	<p>Honorarium payments are pensionable.</p>	FA 15.12.14
13.7	<p>Information on all honoraria payments will be compiled and reviewed annually by Human Resources and reported to the HR and Equalities Committee for monitoring purposes.</p>	FA 15.12.14

<b>14.</b>	<b>SEVERANCE</b>	
14.1	On ceasing to be employed by the Fire and 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 and 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 and Rescue Authority for scrutiny prior to the Authority making a resolution to either accept or reject.	FA 15.12.14
14.3	Regulation 30(6), "Flexible Retirement" – Local Government Pension Scheme Discretion.  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 organisation. 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.	FA 14.03.15
	The Fire and Rescue Authority / HR & Equality Committee will receive reports to countersign the Chief Fire Officer and Assistant Chief Officer, People Services' decisions.	FA 14.03.15

15.	<b>UNIFORMED FIRE AND RESCUE SERVICES</b>	
15.1	All Fire and Rescue Services employees, up to and including Area Managers, are paid in line with the National Joint Council for Local Authorities' Fire and 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 and 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; The relationship of current salary to the national benchmark;</li> <li>• Any substantial local factors not common to Fire and Rescue Authorities of similar type and size;</li> <li>• Comparative information to on salaries in other similar authorities;</li> <li>• Top management structures and size of management team compared to those of other fire and rescue authorities of similar type and size;</li> <li>• The relative job size of each post; and</li> <li>• Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond.</li> </ul>	FA 15.12.14
15.3	Other Fire and 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 and Equalities Committee before being submitted to the full Fire and 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 retirement and efficiency of service</li> <li>• Pensions – LGPS, Firefighters' Pension Scheme 1992, New Firefighters' Pension Scheme 2007 and the Firefighters' Pension Scheme (Wales) 2015, RDS Modified Scheme, Firefighter Compensation Scheme</li> </ul>	FA 14.03.16
<b>17.</b>	<b>OTHER TERMS AND CONDITIONS</b>	
17.1	The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements, and termination payments. (Ref. Section 4. Principal Officers Pay Construct).	FA 15.12.14
17.2	South Wales Fire and Rescue Service contributes to the lease vehicle payments for its Senior Members of staff that choose to take part in the Services 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>	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 and Equalities Committee for review before being submitted to the full Fire and Rescue Authority for final determination annually in March.	FA 15.12.14
18.3	Any change or deviation from this policy outside of such a review requires full Fire and Rescue Authority approval.	FA 15.12.14
<b>19.</b>	<b>SALARY SCALES</b>	
19.1	South Wales Fire and 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 and Rescue Services, salary matrix – Appendix 2	FA 15.12.14 FA 12.02.18

19.3	South Wales Fire and Rescue Service, <b>On-Call Duty System</b> Payment Structure – Appendix 3.	FA 15.12.14  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 21.9.15  FA 12.02.18

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

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



## APPENDIX A

## FIREFIGHTING ROLES - PAY RATES FROM 1 JULY 2021

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<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

	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	"

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

ON CALL PAYMENT STRUCTURE - EFFECTIVE FROM 1 AUGUST 2021

OCDS SCHEME PAY AWARD 1ST JULY 2021 1.5% INCREASE

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

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

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

**Extract****Joint Negotiating Committee for Local Authority Craft &  
Associated Employees****CRAFT & ASSOCIATED EMPLOYEES**

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

**Apprentice Engineers & Electricians**

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

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

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

### **Auxiliary Firefighter will be linked to Green Book and pay will be made up of the following components:-**

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

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

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

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

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7  
24 JANUARY 2022

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**INDEPENDENT PAY REVIEW - PRINCIPAL OFFICERS' REMUNERATION****THIS REPORT IS FOR DECISION****SUMMARY**

The review of Brigade Manager (BM) / Principal Officers' (PO) remuneration was requested by Fire Authority Members following the completion of the Job Evaluation exercise for Green Book employees and a report to the Authority on 19 July 2021. It is noted that the South Wales Fire & Rescue Authority (FRA) Pay Policy document states that Principal Officers' remuneration shall be reviewed annually by the local Fire & Rescue Authority and that the HR & Equalities Committee is assigned to consider PO remuneration and report findings to the Fire & Rescue Authority. The National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and scheme of conditions of service states there is a two-track approach to determining PO remuneration, as outlined above, one of these is a local review undertaken by the FRA.

**RECOMMENDATION**

1. That Members review the report attached at Appendix 1 which has been prepared and presented by an independent pay consultant.
2. Members consider the report and the Chair of HR&E make a recommendation to the Fire & Rescue Authority at the meeting scheduled for 14 February 2022.

**1. BACKGROUND**

- 1.1 The Fire and Rescue National Framework for Wales sets out the Welsh Assembly Government's vision and priorities for the three Fire and Rescue Authorities in Wales and confirms the statutory duties placed upon the Fire and Rescue Authorities and the wider role they have to play in ensuring continuous improvement of public services.
- 1.2 The National Joint Council (NJC) for Brigade Managers of Fire & Rescue Service Constitution and Scheme of Condition of Service (The Gold Book) outlines a two-track approach for determining levels of pay for

Brigade Manager (BM) roles. The two track approach comprises, at national level, the NJC will undertake an annual review of the level of pay increase applicable to all those covered by the agreement. All other decisions about the level of pay and remuneration are to be undertaken by the local Fire & Rescue Authority.

- 1.3 Paragraph 4.3 of the South Wales Fire & Rescue Authority Pay Policy Statement states that “the Fire & Rescue Authority has assigned to the HR & Equalities Committee the review of Principal Officers’ remuneration and to report its findings to the full Fire & Rescue Authority for final determination”.
- 1.4 When determining the appropriate level of salaries for all Brigade Managers/Principal Officers, the Fire & Rescue Authority should refer to the relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data. Normally the Fire & Rescue Authority will wish to begin by determining appropriate salary for their most senior manager.
- 1.5 When deciding how these posts should be remunerated the following factors are to be considered:
  - The Chief Fire Officer’s salary and that of any senior staff not covered by the Scheme of Conditions of Service (Gold Book);
  - The relationship of current salary to an appropriate illustrative national benchmark;
  - Any special market considerations;
  - Any substantial local factors not common to fire and rescue authorities of similar type and size e.g. London weighting; complex local, regional or national responsibilities which bring added value;
  - Comparative information to be supplied on request by the Joint Secretaries on salaries in other similar authorities;
  - Senior management structures and size of management team compared to those of other fire and rescue authorities of similar type and size;
  - The relative job size of each post, as objectively assessed through an appropriate job evaluation process or otherwise; and
  - Strategic Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond on a continuous duty system.

## 2. ISSUES

- 2.1 Brigade Manager/Principal Officers pay was last reviewed by the Fire Authority in May 2004 with decisions ratified at the November 2004 Fire Authority meeting.
- 2.2 In May 2009 the Fire & Rescue Authority approved changes to the senior management structure. The changes included the removal of some senior posts, and the reassignment of Principal Officer portfolios, which resulted in revenue savings of £270,000 (including on costs).
- 2.3 In determining senior officer remuneration, as outlined above, recruitment and retention issues should also be factored into considerations.

**Retention** - The Service has recently lost one of its senior managers to a Service where levels of remuneration are significantly higher than those currently offered in South Wales.

**Recruitment** – It is impossible to accurately predict the success or otherwise of future recruitment campaigns however, the Authority should be mindful that there is a risk of failure to attract suitably qualified and experienced staff if remuneration packages within South Wales are not comparable with other similar organisations.

- 2.4 It is not appropriate for any senior officer who could be affected by this report to play any part in its presentation or consideration. All such officers will therefore declare an interest and withdraw from the meeting until Members have completed their consideration and reached a decision. For the HR & Equalities Committee, this include Alison Reed, Andrew Jones and Sarah Watkins.

## 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	Yes
Impact Assessment	Yes

- 3.1.1 Issues relating to pay and terms and conditions require consultation with the relevant representative bodies.

### 3.2 Regulatory, Strategy and Policy

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

3.3.1 There is no specific budget provision for salary increases outside the normal NJC arrangements either in the current year or in next year's draft budget. Should the Fire Authority be minded to approve any changes to the remuneration package for the officers concerned, this would have to be accommodated within existing budget and would be reassessed for 2023/24 onwards.

## 4. EVALUATION & CONCLUSIONS

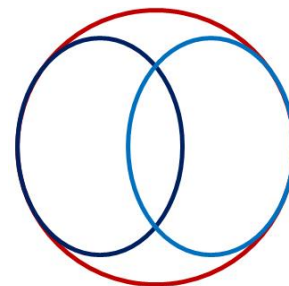
- 4.1 The Pay Policy Statement sets out the key principles that must be adhered to in establishing pay levels and in approving pay related allowances. It also sets the requirement for HR & Equalities Committee to review Brigade Manager/Principal Officer pay and report their recommendation to the Fire & Rescue Authority.
- 4.2 The Committee is asked to review the report at Appendix 1 which has been compiled by Total Reward Projects (TRP) Limited, who are independent experts on pay benchmarking.
- 4.3 As outlined in the document "National Assembly for Wales, Public Accounts Committee, Senior Management Pay 2014" it is common practice to refer decisions on senior salaries to an Independent Remuneration Committee. Conclusions reached in relation to Brigade Manager/Principal Officers' pay may therefore need to be reported to the Independent Remuneration Panel for Wales.

## 5. RECOMMENDATIONS

- 5.1 That Members review the report attached at Appendix 1 which has been prepared and presented by an independent pay consultant.
- 5.2 Members consider the report and the Chair of HR&E make a recommendation to the Fire & Rescue Authority at the meeting scheduled for 14 February 2022.

<b>Contact Officer:</b>	ACO Alison Reed
<b>Background Papers</b>	Appendix 1 – Report – Principal Officers Remuneration

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**Total Reward  
Projects Ltd**

APPENDIX 1

**PRINCIPAL OFFICERS' REMUNERATION**  
**SOUTH WALES**  
**FIRE & RESCUE SERVICE**

**January 2022**

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**INDEX**

<b>1. Introduction .....</b>	<b>3</b>
<b>2. Background .....</b>	<b>3</b>
<b>3. Methodology.....</b>	<b>3</b>
<b>4. Summary.....</b>	<b>5</b>

**Appendix A: Fire and Rescue Services in Rank Order by Chief Fire Officer Pay**

**Appendix B: Fire and Rescue Services in Rank Order by Employees (FTE)**

**Appendix C: Fire and Rescue Services in Rank Order by Population Served**

**Appendix D: Fire and Rescue Services in Rank Order by Size of Annual Revenue Budget**

**Appendix E: Proposed Pay for Chief Fire Officer of SWFRS**



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## 1. Introduction

- 1.1 South Wales Fire & Rescue Authority (The Employer) has commissioned Total Reward Projects Ltd (TRP) to provide independent advice and support as it seeks to carry out a review of the current salaries of its principal officers: the permanent structure comprises Chief Fire Officer, Deputy Chief Officer, two Assistant Chief Fire Officers and one Assistant Chief Officer. We were also asked to include the salary of the Treasurer, a statutory post that reports directly to the South Wales Fire and Rescue Authority. The Employer particularly wants to know where current pay levels of the principal officers at SWFRS sit relative to a raft of comparator fire and rescue services across the UK.
- 1.2 TRP is a remuneration consultancy that works extensively across the public and not-for-profit sectors and has for the last 11 years carried out many comprehensive pay reviews for customers such as local authorities, fire and rescue services, housing associations and charities. Current long-standing customers include the London Legacy Development Corporation, Portsmouth City Council, Thurrock Council, Dover District Council, Southway Housing Trust, the Scout Association and Mid and West Wales Fire and Rescue Service.

## 2. Background

- 2.1 TRP has reviewed comparator data that comprised a range of reward and work demand data for 25 fire and rescue services across the UK, including SWFRS. The pay data related exclusively to the current base pay of Chief Fire Officers in each of the 25 fire and rescue services, and work demand data in each organisation covering: the number of full-time equivalent employees; the size of population served; the number of fire stations and the size of the annual revenue budget.
- 2.2 We have looked at and analysed the data set and, in our view, they are sufficiently extensive, representative and reliable for us to use as soundly based evidence upon which to determine and comment on the pay levels of the principal officers at SWFRS.

## 3. Methodology

- 3.1 We first looked at the current pay of the 25 Chief Fire Officers and put them into a descending rank order according to pay value (see **Appendix A**) to establish the relative positions on what we see as the reward side of the equation. Here it can be seen that with current base pay of £139,831 per annum, the Chief Fire Officer of SWFRS is paid less well than 20 of his peers from the other 24 fire and rescue services captured in the data set.
- 3.2 The next step was to look at in turn the data captured for each of the 3 factors comprising the work demand elements for each fire service, viz: number of full-time equivalent employees; size of population served; and size of annual revenue budget. Starting with the size of workforce as measured by the number of full-time equivalent employees, we find that in respect of a descending rank order SWFRS has the fifth largest out of the 25 fire and rescue services (see **Appendix B**). We next looked at the size of population served by each fire and rescue service and found SWFRS to serve 1.55 million people, the ninth largest population served of the 25 (see **Appendix C**). Finally, we looked at the size of each annual revenue budget, and with a revenue budget of £74.88 million SWFRS stands as eighth largest of the 25 (see **Appendix D**).
- 3.3 We next took the outcomes of each of the 3 work demand factors and combined them to produce an aggregated rank order position for SWFRS and found that it was seventh highest overall. From this finding we were then able to read across into the rank order of pay values to align the overall work demand outcome with the reward rank order. We therefore determined that pay for the Chief Fire Officer at SWFRS should be placed in seventh place in the pay value rank order. To achieve this objective we set pay the Chief Fire Officer of

SWFRS at the midpoint value between the Chief Fire Officer of Cleveland FRS with current pay of £162,088 per annum, which sits in sixth place in the pay rank order, and the Chief Fire Officer of Hampshire FRS with pay of £161,521 per annum, which sits in eighth place (see **Appendix E**). This produces an assessed pay value of £161,805 per annum for the Chief Fire Officer at SWFRS.

- 3.4 Having determined the annual salary of the Chief Fire Officer drawn from the pay data available to us, we were then able to calculate the pay of the other principal officers. This was made possible because of the formulaic pay matrix adopted by South Wales Fire and Rescue Authority as set out in its Annual Pay Policy Statement. Set out below in **Table 1** are the current base pay levels of each principal officer rank and in column 3 the base pay derived from the comparator data used in this report.

**TABLE 1**

<b>Job Title</b>	<b>SWFRS Current Base Pay (FTE)  (£)</b>	<b>SWFRS Based on Comparator Pay Data  (£)</b>
<b>CFO</b>	139,831	161,805
<b>DCFO</b>	111,865 (80% of CFO)	129,444
<b>DCO</b>	106,484 (95.19% of DCFO)	123,218
<b>ACFO</b>	105,082 (75.15% of CFO)	121,596
<b>ACO</b>	86,693 (82.5% of ACFO)	100,308
<b>Treasurer</b>	61,453 (70.88% of ACO)	71,098

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#### 4. Summary

- 4.1 On the basis of the evidence drawn from the reward and work demand data used in this report, we conclude that the current pay levels of the principal officers at SWFRS are significantly out of kilter when compared with other fire and rescue services across the UK.
- 4.2 We believe that South Wales Fire Authority would therefore be best served by reviewing the pay levels of all principal officer ranks, though we realise and acknowledge that the outcome of any such review is likely to result in a substantial revalorisation of current base pay. It is therefore for the Fire Authority to decide what action, if any, to take in light of the findings set out in this report.

Mark Fry and John Kirkwood

For and on behalf of Total Reward Projects Ltd

### Fire and Rescue Services in Rank Order by Chief Fire Officer Pay

Fire & Rescue Service	CFO Pay
London	£223,366.00
West Midlands	£178,654.00
Scotland	£170,000.00
West Yorkshire	£169,579.00
Greater Manchester	£164,020.63
Cleveland	£162,088.00
Hampshire	£161,521.00
Nottinghamshire	£160,323.00
Kent	£157,904.00
South Yorkshire	£157,000.00
Bedfordshire	£154,079.00
Cheshire	£153,860.00
Derbyshire	£152,493.00
Mid & West Wales	£152,371.00
East Sussex	£150,150.00
Humberside	£149,548.00
Lancashire	£149,297.00
Avon	£146,047.00
North Wales	£141,060.00
Leicestershire	£139,999.00
<b>South Wales</b>	<b>£139,831.00</b>
Hertfordshire	£135,252.00
N Ireland	£135,000.00
Hereford & Worcester	£133,668.00
Surrey	£126,299.00

## Appendix B

## Fire and Rescue Services in Rank Order by Employees (Full Time Equivalent)

<b>Fire &amp; Rescue Service</b>	<b>Employees FTE)</b>
Scotland	7831
London	5708
N Ireland	1990
West Midlands	1832
<b>South Wales</b>	<b>1714</b>
Greater Manchester	1608
Kent	1,591
Hampshire	1386
Mid & West Wales	1350
West Yorkshire	1309
Lancashire	1106
Humberside	994
North Wales	857
South Yorkshire	852
Hertfordshire	832
Avon	825
Derbyshire	782
East Sussex	777
Cheshire	723
Nottinghamshire	720
Surrey	644
Leicestershire	601
Hereford & Worcester	583
Bedfordshire	566
Cleveland	517

### Fire and Rescue Services in Rank Order by Size of Population Served

Fire & Rescue Service	Population Served
London	9.00m
Scotland	5.46m
West Midlands	2.93m
Greater Manchester	2.84m
West Yorkshire	2.34m
N Ireland	1.89m
Hampshire	1.85m
Kent	1.85m
<b>South Wales</b>	<b>1.55m</b>
Lancashire	1.51m
South Yorkshire	1.41m
Hertfordshire	1.19m
Surrey	1.19m
Nottinghamshire	1.17m
Avon	1.16m
Leicestershire	1.10m
Cheshire	1.06m
Derbyshire	1.06m
Humberside	0.93m
Mid & West Wales	0.91m
East Sussex	0.85m
Hereford & Worcester	0.79m
Bedfordshire	0.68m
North Wales	0.67m
Cleveland	0.57m

## Appendix D

## Fire and Rescue Services in Rank Order by Size of Annual Revenue Budget

Fire & Rescue Service	Annual Revenue Budget
London	£ 401.50m
Scotland	£ 276.00m
West Midlands	£ 101.75m
Greater Manchester	£ 94.50m
West Yorkshire	£87.62m
N Ireland	£ 79.43m
Hampshire	£ 81.07m
Kent	£71.57m
<b>South Wales</b>	<b>£ 74.88m</b>
Lancashire	£ 58.20m
South Yorkshire	£ 54.85m
Hertfordshire	£ 43.03m (1)
Surrey	£ 33.80m (1)
Nottinghamshire	£ 45.30m
Avon	£ 51.06m
Leicestershire	£ 40.21m
Cheshire	£ 46.21m
Derbyshire	£ 39.50m
Humberside	£ 45.16m
Mid & West Wales	£ 52.68m
East Sussex	£ 40.70m
Hereford & Worcester	£ 35.80m
Bedfordshire	£ 31.06m
North Wales	£ 35.94m
Cleveland	£ 26.99m

### Proposed Pay for the Chief Fire Officer of SWFRS

Service	CFO Salary
London	£223,366.00
West Midlands	£178,654.00
Scotland	£170,000.00
West Yorkshire	£169,579.00
Greater Manchester	£164, 020.63
Cleveland	£162,088.00
<b>South Wales</b>	<b>£161, 805.00</b>
Hampshire	£161, 521.00
Nottinghamshire	£160,323.00
Kent	£157,904.00
South Yorkshire	£157,000.00
Bedfordshire	£154,079.00
Cheshire	£153,860.00
Derbyshire	£152,493.00
Mid & West Wales	£152,371.00
East Sussex	£150,150.00
Humberside	£149,548.00
Lancashire	£149,297.00
Avon	£146,047.00
North Wales	£141,060.00
Leicestershire	£139,999.00
Hertfordshire	£135,252.00
N Ireland	£135,000.00
Hereford & Worcester	£133,668.00
Surrey	£126,299.00



**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8  
24 JANUARY 2022

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**SOUTH WALES FIRE & RESCUE SERVICE PEOPLE PLAN – ANNUAL REVIEW OF PROGRESS AGAINST THEMES****THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ACO ALISON REED

**SUMMARY**

At the July 2019 HR & Equalities meeting, Members reviewed the outline proposal for the South Wales Fire & Rescue Service (SWFRS) People Plan. The Plan was developed further and subsequently signed off at the February 2020 HR & Equalities meeting.

Members will also be aware of the All Wales People & Organisational Development Strategy which dovetails to the proposals in the SWFRS Plan. [https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024\\_en\\_final.pdf](https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024_en_final.pdf)

**RECOMMENDATIONS**

1. That Members note the All Wales People & Organisational Development Strategy.
2. That Members note the South Wales Fire & Rescue Service People Plan attached to the report at Appendix 1.
3. That Members note progress against the SWFRS Plan attached to the report at Appendix 2.

**1. BACKGROUND**

- 1.1 The All Wales People & Organisational Development Strategy was launched in 2018 and will remain current until 2021. A copy of the All Wales Strategy can be accessed via this link [https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024\\_en\\_final.pdf](https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024_en_final.pdf)
- 1.2 The work to shape the South Wales Fire & Rescue Service People Plan began following the Committee's discussion in July 2019, and was approved at the Committee's meeting in February 2020. A copy of the

South Wales Fire & Rescue Service People Plan is attached to the report at Appendix 1. The Plan has now been live for 12 months and it is timely to take stock of progress against the key themes. This progress is captured in Appendix 2 attached to the report.

## 2. ISSUES

- 2.1 The All Wales Strategy ensures there is consistency in approach across the three Fire & Rescue Services, and provides a framework for innovative thinking and working to support continued collaboration and partnership.
- 2.2 The South Wales Fire & Rescue Service People Plan aims to share the focus we are placing on the specific needs of the Service. The content has been discussed and developed internally with HR Managers.

## 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	No

### 3.2 Regulatory, Strategy and Policy

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

### 3.3 Resources, Assets and Delivery

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

#### **4. EVALUATION & CONCLUSIONS**

- 4.1 Progress against the main aims of the Plan has been good and continues in line with our original expectations. Some activity has been paused and re-started due to Covid-19, but overall, the progress made has prepared the foundations for future work in all areas.

#### **5. RECOMMENDATIONS**

- 5.1 That Members note the All Wales People & Organisational Development Strategy.
- 5.2 That Members note the South Wales Fire & Rescue Service People Plan attached to the report at Appendix 1.
- 5.3 That Members note progress against the SWFRS Plan attached to the report at Appendix 2.

<b>Contact Officer:</b>	ACO Alison Reed
<b>Background Papers:</b>	Appendix 1 – SWFRS People Plan Appendix 2 – SWFRS Plan

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

## APPENDIX 1

# People Plan 2021-2024



# Introduction

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We recognise and value our people as our most important asset in achieving each of the aspirations within this Plan.

The aims outlined in our People Plan will help drive the required changes in culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and structures that will be needed to ensure the Service achieves its strategic goals and our communities continue to receive exceptional services.

It is through our people that an excellent community experience will be delivered. To succeed, we need the right people with the right skills and values in place at the right time. We need exceptional leaders who champion our culture, live our values and facilitate high performance, and a highly talented, diverse, skilled and motivated workforce who are empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.

Wherever you work or volunteer within the Service you are highly respected and have an integral role in keeping our communities safe.

# Our Aims



**The focus is to ensure that we create an environment which enables our people to thrive and draws out the best in them in order to achieve high performance. In order to achieve this we will:**

1. Attract, identify, develop and retain high-performing individuals across all areas of our Service.
2. Develop the Service's management and transformational Leadership capabilities to ensure the Service is well positioned to respond to future challenges.
3. Develop and support the growth of our people thus enabling the development of a high performance culture in which staff performance is supported, enhanced and managed effectively.
4. Foster a values-based culture focused on diversity, inclusivity, health and wellbeing and positive engagement.
5. Provide excellent HR services which capitalises on technological solutions and maximise opportunities to collaborate wherever possible.
6. Develop a holistic approach to improving employee well-being to reduce absence and focus on health and fitness promotion.

In delivering the PeoplePlan we will:

- Deliver excellent people services that our Service expects and deserves.
- Support the Service to achieve its objectives by ensuring robust people-focused approaches that are practical and fit for purpose.
- Be solution-focused, working in partnership with colleagues to support their achievement of the objectives of the Service's Strategic Plan 2020-2030. In doing so, we will keep this Plan at the forefront of our work, engaging our staff in our vision for the future and keeping our stakeholders at the heart of everything we do.

# Our HR Behaviours

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**The Service's People Plan 2021-2024 highlights a number of key behaviours that form a core part of how we will all work together within the HR function, enabling a healthy and positive working environment for our people. The HR behaviours listed below set the tone for all that we do in supporting the achievement of this Strategy.**

**We will:**

- Engage with and listen to staff, internal and external partners openly and honestly putting people at the heart of everything we do.
- Expect and encourage high standards, to ensure we are the best that we can be.
- Seek feedback, challenge ourselves and continually develop our skills, talents and expertise to be leading professionals in our field.
- Drive and facilitate change.
- Work together in a way that creates a positive and healthy working environment.
- Ensure Diversity and Inclusion forms part of our decision-making processes.
- Network with others in order to learn, share best practice and peer-review performance.
- Be true partners to the Service, seeking workable solutions which add value to the way we deliver our services to our communities.



# Achieving Our Aims

## Key HR Objectives

### Aim 1

Attract, identify, develop and retain high-performing individuals across all areas of our Service.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Deliver a clear, diverse and sustainable recruitment and attraction strategy using appropriate tools and methods.</li> <li>• Establish clear career development pathways and opportunities for progression.</li> <li>• Develop clear approaches to the identification and development of high-performing talent, identifying future workforce and succession plans.</li> <li>• Deliver specific policies and procedures to underpin the development and retention of high-performing talent.</li> <li>• Establish a clear Reward and Recognition offer to attract and retain our people.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of applications received.</li> <li>• Number of external applications from under-represented groups.</li> <li>• Number of job offers accepted.</li> <li>• Key People metrics e.g. turnover rates.</li> <li>• Succession plans for leadership roles in place and actively managed.</li> <li>• Candidate/employee satisfaction.</li> <li>• Utilise staff engagement activities to gauge impact of reward and recognition.</li> <li>• Exit interviews.</li> </ul>

# Achieving Our Aims

## Key HR Objectives

### Aim 2

Develop the Service's management and transformational leadership capabilities to ensure the Service is well positioned to respond to future challenges.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Define and develop a leadership vision in line with the NFCC Leadership Framework through which all leaders can demonstrate leadership excellence.</li> <li>• Develop a clear approach to the identification and development of leadership and management resources across the Service, through which skills development interventions can be prioritised and delivered.</li> <li>• Support the development and growth of future and existing leaders and managers.</li> <li>• Establish clear behaviours and competencies to enable transparency of accountability, clear lines of decision-making and to support positive.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased talent pipeline for managerial and leadership promotions.</li> <li>• Number of leaders and managers developing self and others.</li> <li>• Feedback from staff on leadership and management through established engagement mechanisms e.g. IIP.</li> <li>• Internal and/or external accreditation of excellent leadership and management practices.</li> </ul>

# Achieving Our Aims

## Key HR Objectives

### Aim 3

Develop and support the growth of our people thus enabling the development of a high performance culture in which staff performance is supported, enhanced and managed effectively.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Deliver performance management processes which are fit for purpose, uniformly applied and aligned to support delivery of objectives; setting clear performance standards, aiding in the identification of high-performing people and talent.</li> <li>• Enable managers to have informed and effective performance management conversations, supported by transparent performance data.</li> <li>• Source and deliver relevant e-solutions to improve our performance management processes, data and reporting capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of Personal Reviews undertaken.</li> <li>• Performance rating distribution.</li> <li>• Staff engagement with the Personal Review process.</li> <li>• Feedback from staff around key performance indicators.</li> <li>• Feedback from Representative Bodies and staff networks on how effectively their members feel supported and enhanced.</li> <li>• Feedback from managers as to how supported they feel in undertaking Personal Reviews etc.</li> </ul>

# Achieving Our Aims

## Key HR Objectives

### Aim 4

Foster a values-based culture focused on diversity, inclusivity, wellbeing and positive engagement.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Support cultural change using Equality, Diversity and Inclusion initiatives that encourage staff involvement.</li> <li>• Reiterate the role of equality, diversity and inclusion in shaping the future culture of the Service. Continue to address the findings of the three-year Inclusive Fire Service Group plan (2018-21) through the collaborative delivery model already established.</li> <li>• Ensure that equality and diversity is firmly embedded in key policies and procedures, in fulfilment of the Service's duties under the 2010 Equality Act.</li> <li>• Deliver a strategy for improving employee engagement incorporating relevant wellbeing activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased staff engagement (recognising feedback from staff engagement surveys).</li> <li>• Increased diversity profile of staff promoted into senior roles.</li> <li>• Increased staff engagement in all relevant activities.</li> <li>• Sickness absence rates.</li> <li>• Staff disability and diversity disclosure rates.</li> <li>• External assessment</li> </ul>

# Achieving Our Aims

## Key HR Objectives

### Aim 5

Provide excellent HR services which capitalise on technological solutions and maximizes opportunities to collaborate wherever possible.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Deliver people centric HR services that support achievement of Service aims and priorities, helps position us as an employer of choice and which staff value and understand.</li> <li>• Capitalise on technological solutions that create a more effective and efficient HR function, including self- service, thus increasing capacity to provide added value services to the Service.</li> <li>• Seek to undertake meaningful and effective collaboration to deliver our services in a better, more cost effective and efficient way so that we are better placed to meet emerging external challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction with HR provision.</li> <li>• Implementation and use of relevant technology e.g. Core HR, Personal Review e-solution etc.</li> <li>• Reduction in centralised processes.</li> <li>• Increased self-service functionality.</li> <li>• Increased collaborative initiatives.</li> <li>• Increased agility of departmental resources.</li> </ul>

# Achieving Our Aims

## Key HR Objectives

### Aim 6

Develop a holistic approach to improving employee well-being to reduce absence and focus on health and fitness promotion.

Key Objectives	Indicative Measure of Success
<ul style="list-style-type: none"> <li>• Ensure that the physical and mental well-being of our people is at the heart of any related strategies, procedures etc.</li> <li>• Provide a safe and healthy environment for our people that supports health and well-being activities in the workplace.</li> <li>• Actively promote health and well-being initiatives across the Service for all staff.</li> <li>• Continue to support managers in achieving a fair balance between Service need and employee support.</li> <li>• Support and adopt National and Local frameworks that enhance the well-being of our people.</li> <li>• Ensure the Service's Occupational Health provision continues to adapt its offer in line with increasing demands and changing expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee consent rates in divulging health information.</li> <li>• Number and value of claims for injury/ill-health.</li> <li>• Outcomes from wellbeing surveys and actions implemented.</li> <li>• Employee satisfaction rates.</li> <li>• Absence rates.</li> <li>• Long Term v Short Term absence.</li> <li>• Proportion of managers who have received training in absence management.</li> <li>• HR Metrics specific to OHU.</li> <li>• Greater participation in key initiatives e.g. Blue Light Champions, Employee Assistance Programme, Colleague Support Team etc.</li> </ul>



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De Cymru  
South Wales  
Fire and Rescue Service

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## Appendix 2

### SWFRS People Plan 2021- 2024 - progress against 5 key aims:

Theme 1. Attract, identify, develop and retain high-performing individuals across all areas of our Service.

- ✓ Workforce planning embedded and informs recruitment planning
- ✓ Recruitment processes streamlined, digitised and media approaches refreshed for 2022 campaign.
- ✓ Personal Reviews launched April 2021 - career aspiration discussion forms an element of the review process.
- ✓ Investors in People Status upgraded – People Award GOLD and Wellbeing Award SILVER
- ✓ Job Evaluation exercise for Green Book staff commenced.

Themes 2 & 3. Develop the Service's management and transformational Leadership capabilities to ensure the Service is well positioned to respond to future challenges. Develop and support the growth of our people thus enabling the development of a high performance culture in which staff performance is supported, enhanced and managed effectively.

- ✓ Personal Reviews launched April 2021 – behaviours and performance a key element
- ✓ Training provided to Line Managers ahead of launch of Personal Reviews.
- ✓ Senior Middle Leaders events launched - programme of engagement embedded
- ✓ Middle Leaders engagement events continued – Change & Innovation event held on 30 November 2021.
- ✓ Learning Pathways launching April 2022.

4. Foster a values-based culture focused on diversity, inclusivity, health and wellbeing and positive engagement.

- ✓ Support and advice provided in relation to Covid-19 with a view to supporting employees.
- ✓ NFCC Leadership Framework formally launched April 2021
- ✓ Personal Reviews launched April 2021 – wellbeing check-in forms key component
- ✓ Socio economic duty launched and integrated impact assessment designed and launched.
- ✓ Wellbeing Delivery Group implemented to support strategic direction on wellbeing matters.
- ✓ Case Reviews introduced to support people who are absent from the workplace
- ✓ Programme of Blue Light Champion training commenced December 2021.

- ✓ Wellbeing Tag introduced and forms part of ongoing health surveillance of employees.
- ✓ Family Support Officer role created.

Theme 5. Provide excellent HR services which capitalises on technological solutions and maximise opportunities to collaborate wherever possible.

- ✓ Launched E-Recruitment 2021.
- ✓ E-solution introduced to support Personal Reviews 2021.
- ✓ Automation of appointment system in Occupational Health Unit 2021
- ✓ Learning Management System will be introduced in 2022.

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 9  
24 JANUARY 2022

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**ESTABLISHMENT STRUCTURE UPDATE****THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY HEAD OF HUMAN RESOURCES

**SUMMARY**

This report provides Members with an overview of the current position with regard to the Service's staffing structure proposed future changes. This follows the agreement at the Fire & Rescue Authority meeting in September 2018 to approve the establishment restructure in order to meet future challenges and demands.

**RECOMMENDATIONS**

That Members note the information contained within the report.

**1. BACKGROUND**

- 1.1 As Members may be aware, the Fire & Rescue Authority approved a new staffing structure in September 2018. In approving the structure, Members stated requirement/amendment set out below.
- 1.2 Members receive updates on the progress of appointing to the new structure.
- 1.3 Members approved an amendment to the Scheme of Delegations to permit changes to the approved new establishment structure to be made by the Director of People Services and the Head of Paid Service.

**2. ISSUES****2.1 Changes to Approved Structure**

- 2.1.1 Since approval was granted in September 2018 there has been the one amendment to the establishment structure, as approved by the Director of People Services and the Head of Paid Service. This amendment was made within the HR Department in February 2019

and made a slight saving to the overall pay budget. The details of these changes were reported at the HR & Equalities meeting in February 2020.

2.1.2 There have not been any further permanent changes to the Service's Staffing structure in 2020/21, and the structure will also remain static in 2021/22.

## 2.2 Proposed Permanent Establishment Additions

2.2.1 A report was submitted by the Treasurer (Agenda Item No. 7.ii) to the Fire & Rescue Authority on 20 December 2021, seeking approval for the *Revenue Budget 2022/23*. This report confirmed that as part of the budget review, the Authority had considered a number of current posts on the establishment which are of a temporary nature but are necessary on a permanent basis.

2.2.2 Whilst there is currently no specific budget provision for these posts in previous years, it has been possible to accommodate them through the delivery of savings across the establishment budget. It is intended that the following posts are confirmed on the permanent establishment but funded as in the past from savings within the overall employee budget.

**2 x Station Managers (42 hours) - Business Fire Safety**  
**1 x Sustainability Officer (Grade 13)**  
**2 x Watch Manager (A) - On-Call delivery team**  
**4 x Trainers (Grade 8) – Cardiff Gate**  
**1 x ICT Team Leader for Joint Fire Control (Grade 10)**

2.2.3 These posts will be appointed to on a permanent basis at the earliest opportunity and will be subject to the current Job Evaluation exercise, where appropriate.

## 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	No
Consultation and Communications	Yes
Consultation with Representative Bodies	No

Impact Assessment	No
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### 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	No
Information Management	No	National Policy	No

### 3.3 Resources, Assets and Delivery

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

## 4. RECOMMENDATIONS

4.1 That Members note the information contained within the report.

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

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## AGENDA ITEM NO 10

**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2021/2022**

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Update on liP – Report and Presentation	To provide Members with an overview of the outcome of the latest liP Assessment	ACFO TS Contact Officer: Garry Davies	<b>5 July 2021</b>	Presented
Strategic Equality Plan Update 2020-2025 & Annual Equality Report	To update Members	ACO PS Contact Officer: Andrew Jones	<b>5 July 2021</b>	Presented
Report on Personal Reviews	To update Members	ACO PS Contact Officer: Serena Ford	<b>5 July 2021</b>	Presented

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Report on Annual Occupational Health Activity 2020/21	To provide Members with an update on the variety of services delivered by the Occupational Health Unit	ACO PS  Contact Officer: Andrew Jones	<b>5 July 2021</b>	Presented
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS  Contact Officer: Alison Reed	<b>5 July 2021</b>	Presented
Annual report on Absence Management	Purpose is to update Members on the incidents of sickness absence across the Service	ACO PS  Contact Officers: Andrew Jones/Karen Davies	<b>5 July 2021</b>	Presented



Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Annual report on Discipline & Grievances	Purpose is to update Members on the variety of disciplinary and grievance cases that have occurred throughout the Service.	ACO PS  Contact Officers: Andrew Jones/Gill Goss	<b>5 July 2021</b>	Presented
Update on Mental Health Strategy	To update Members	ACO PS Contact Officer – Dave Crews	<b>5 July 2021</b>	Presented
NJC for Brigade Managers Salaries and Numbers Survey 2020	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS  Contact Officer: Alison Reed	<b>1 November 2021</b>	<b><i>Deferred to the next meeting</i></b>
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS  Contact Officer: Alison Reed	<b>1 November 2021</b>	Presented

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Review of Training & Development Activities 2020/2021	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	ACFO TS  Contact Officer: Brian Thompson	<b>1 November 2021</b>	Presented
Report Real Living Accreditation	To update Members	ACO PS  Contact Officer – Alison Reed	<b>1 November 2021</b>	Presented
NJC for Brigade Managers Salaries and Numbers Survey 2020	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS  Contact Officer: Alison Reed	<b>24 January 2022</b>	<b><i>Deferred awaiting further information</i></b>

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Report on People Plan 2020-2023	To provide Members with an update on SWFR's People Strategy 2020-2023	ACO PS  Contact Officer: Alison Reed	<b>24 January 2022</b>	On Agenda
Establishment Structure Update	To update Members	ACO PS  Contact Officer: Alison Reed/Andrew Jones	<b>24 January 2022</b>	On Agenda
Annual Pay Policy Statement 2021/2022	Purpose is to inform Members and to enable the Service's Policy to be evaluated.	ACO PS  Contact Officer: Alison Reed/Kim Jeal	<b>24 January 2022</b>	On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Independent Pay Review 2022	Purpose is to present an independent pay review to Members	ACO PS Contact Officer: Alison Reed	<b>24 January 2022</b>	On Agenda
Recruitment & Attraction Strategy	To update Members	ACO PS  Contact Officers: Andrew Jones/ Deb Doel	<b>28 February 2022</b>	
Learning Pathways	To update Members	ACO PS  Contact Officers: Andrew Jones/Serena Ford	<b>28 February 2022</b>	

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Update on Apprenticeships	To update Members on the current progress on the Apprenticeship Levy for SWFRS.	ACFO TS  Contact Officer: Dean Loader	<b>28 February 2022</b>	
Annual Welsh Language Report	The purpose of this report is to update members on the Service's compliance and progress with the Welsh Language Standards.	ACO PS  Contact officer: Andrew Jones	<b>28 February 2022</b>	
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS  Contact Officer: Alison Reed	<b>28 February 2022</b>	
Gender Pay Gap Statement	Purpose is to update Members on the analysis of the gender pay gap across the Service.	ACO PS  Contact Officer: Alison Reed/Kim Jeal	<b>28 February 2022</b>	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Review of Service response to the Socio Economic Duty	To update Members	ACO PS  Contact Officer: Andrew Jones/Carey Wood	<b>28 February 2022</b>	

**Dates of meetings – 5 July, 2021, 1 November, 2021, 24 January, 2022, 28 February, 2022**

**ACO Alison Reed – Director of People Services**

**Andrew Jones – Head of Human Resources**

**AM Dean Loader – Head of Training & Development**

## AGENDA ITEM NO 11

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

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

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

4. Chairperson's Announcements
5. To receive the minutes of:
  - HR & Equalities Meeting held on Monday 01 November 2021 3

**Reports for Decision**

6. Annual Pay Policy Statement 2022/2023 7
7. Independent Pay Review – Principal Officers Remuneration 41

**Reports for Information**

8. South Wales Fire & Rescue Service People Plan – Annual Review of Progress Against Themes 57
9. Establishment Structure Update 75
10. Forward Work Programme for HR & Equalities Committee 2021/2022 79
11. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 87