

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

FIRE & RESCUE AUTHORITY SUMMONS

SOUTH WALES FIRE & RESCUE AUTHORITY

You are required to attend a meeting of the HR and Equalities Committee to be held on:

Monday, 18 July 2022 at 1000 hours

**In person at South Wales Fire & Rescue Service Headquarters,
Forest View Business Park, Llantrisant, CF72 8LX**

or

Remotely via Microsoft Teams: <https://bit.ly/HR-Equalities-Committee-18-07-22>

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

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

A G E N D A

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

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

4. Chairperson's Announcements

5. To receive the minutes of:
- HR & Equalities Committee held on 28 February 2022 5
- REPORTS FOR INFORMATION**
6. NJC for Brigade Managers Salaries and Numbers Survey results 2020 11
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13. Forward Work Programme for HR & Equalities Committee 2022/23 153
14. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 159

Signature of Monitoring Officer:



MEMBERSHIP

Councillors:

P	Ford	Bridgend
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
D	Ali	Cardiff
K	Carr	Cardiff
S	Melbourne	Cardiff
D	Naughton	Cardiff
S	McConnel	Monmouthshire
T	Watkins	Newport
G	Holmes	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
S	Malson	Torfaen

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SOUTH WALES FIRE & RESCUE AUTHORITY

**MINUTES OF THE HR & EQUALITIES MEETING
HELD ON MONDAY, 28 FEBRUARY, 2022**

HELD REMOTELY VIA STARLEAF CONNECTION

33. PRESENT:

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

APOLOGIES:

P Drake (Chair)		Vale of Glamorgan
S Malson		Torfaen
R Shaw		Bridgend
AM D Loader		Head of Training

ABSENT:

W Hodgins		Blaenau Gwent
A Lister		Cardiff

OFFICERS PRESENT:- ACO A Reed – Director of People Services, A Jones – Head of HR, GM B Thompson – Group Manager Training, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support

34. DECLARATIONS OF INTEREST

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

35. CHAIR’S ANNOUNCEMENTS

There were no Chair’s announcements to report.

36. MINUTES OF PREVIOUS MEETING

The minutes of the previous HR & Equalities meeting held on 24 January, 2022, were received and accepted as a true record of proceedings, subject to the following amendment:-

- Councillor Jarvie was in attendance.

37. REPORTS FOR DECISION

37.1. GENDER PAY GAP REPORT

The ACO People Services informed Members that under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the public sector Regulations), all public authorities were required to publish Gender Pay Gap information by reporting the percentage differences in pay between their male and female employees.

Public authorities must publish the required information based on data captured on the snapshot date of 31 March, within 12 months. Accordingly the deadline for publication is 30 March, 2022.

RESOLVED THAT

- 37.1.1 Members unanimously agreed to approve the 2021 Gender Pay Gap report attached to the report at Appendix 1, to be published by 30 March, 2022.

- 37.1.2 Officers agreed to provide Members with further data and analysis on BAME applications at a future meeting.

38. REPORTS FOR INFORMATION

38.1 FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2021/2022

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

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

RESOLVED THAT

- 38.1.1 Members agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and e-mails that had been received in the year 2021/2022.
- 38.1.2 Members agreed to note the actions that had been implemented for each of the circulars.

38.2 ANNUAL SUMMARY OF HR & TRAINING REPORTS 2021/2022

The ACO People Services presented a report which informed Members of the work that the HR & Equalities Committee had undertaken during the Municipal Year 2021/2022.

RESOLVED THAT

- 38.2.1 Members agreed to note the work of the HR & Equalities Committee.
- 38.2.2 Following a question and answer session on the timeline for reporting on Socio Economic Duty,

Members noted that they would receive a report on the first year's performance in the new Municipal Year.

38.3 UPDATE ON LEARNING & DEVELOPMENT PATHWAYS

The Head of HR informed Members that the presented report covered progress made against the Service's new approach to employee development, titled 'Learning & Development Pathways'. The report outlined the individual projects sitting under the pathways banner and potential timelines for implementation.

RESOLVED THAT

Members agreed to note the content of the report.

Officers took the opportunity to congratulate all staff at Cardiff Gate Training & Development Centre on continuing to deliver training courses throughout the Covid pandemic, which was considered a very difficult time for all concerned.

38.4 WELSH LANGUAGE STANDARDS UPDATE – JANUARY 2022

The Head of HR informed Members that the presented report provided an overview of the current position with regards to meeting the legal requirements contained within the Welsh Language Standards Compliance Notice issued to the Fire & Rescue Authority by the Welsh Language Commissioner on 30 September, 2016.

RESOLVED THAT

- 38.4.1 Following a question and answer session on holding public meetings in the medium of Welsh, and potential costs, Members agreed to note the information contained within the report.
- 38.4.2 Officers agreed to provide Members with information on the overall percentage of the workforce who were fluent Welsh speakers.

38.5 RECRUITMENT, ATTRACTION & ENGAGEMENT STRATEGY

The Head of HR presented a report which provided Members with an update in relation to the ongoing Recruitment, Attraction and Engagement Strategy.

RESOLVED THAT

Following a lengthy question and answer session on recruitment issues and advertising opportunities, Members agreed to note the content of the report.

38.6 UPDATE ON FIREFIGHTER APPRENTICESHIPS

On behalf of the Head of Training, Group Manager Thompson informed Members that in order to deliver the new Level 3 Emergency Fire Service Operations (Wales) Apprenticeships framework, the Welsh Fire & Rescue Services (WFRS) were required to secure the services of a Work-Based Learning (WBL) provider. South Wales Fire & Rescue Service (SWFRS) had secured the services of Cardiff & Vale College (CaVC) in order to achieve this, and would be acting as the sub-contractor for the delivery phase.

RESOLVED THAT

Members agreed to note the content of the report.

39. FORWARD WORK PROGRAMME 2021/2022

The ACO People Services provided Members with the Forward Work Programme for 2021/2022.

RESOLVED THAT

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

39.2 Members also noted that they would receive a formal report on 'Brigade Managers Survey 2020', in the new Municipal Year.

**40. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE
CHAIRPERSON 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
18 JULY 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

NJC FOR BRIGADE MANAGERS SALARIES AND NUMBERS SURVEY RESULTS 2020

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY ACO A REED
REPORT PRESENTED BY ACO A REED

SUMMARY

This report shares the 2020 NJC for Brigade Managers Salaries and Numbers survey results. It is for information purposes.

RECOMMENDATIONS

That Members note the content of the report.

1. BACKGROUND

- 1.1 The salaries and numbers survey includes information from 49 Fire and Rescue Authorities in the United Kingdom at September 2020. The survey collected information relating to pay, covering basic salary and gross total pay, and salary schemes in use at 31 March, 2020, for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates. The survey also collected information on working status and some personal characteristics of these senior managers.

2. ISSUES

- 2.1 There are no issues to report in relation to the content of the report.

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 The information contained within the document provides useful data when considering pay levels and other terms and conditions for Brigade Managers across the whole of the United Kingdom.

5. RECOMMENDATIONS

- 5.1 That Members note the content of the report.

Contact Officer:	Alison Reed Director of People Services
Background Papers	NJC for Brigade Managers Salaries and Numbers Survey 2020.

NJC for Brigade Managers Salaries and Numbers Survey 2020

December 2020



Summary

Background

The salaries and numbers survey was sent to Chairs and clerks of all 49 fire and rescue authorities in the United Kingdom at September 2020. The survey collected information relating to pay, covering basic salary and gross total pay, and salary schemes in use at 31 March 2020 for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates. The survey also collected information on working status and some personal characteristics of these senior managers. By December, responses had been received from all 49 authorities¹.

A copy of the survey notes of guidance is provided in Annex A

Annex A
Annex A

Key findings

- The survey found a total of 48 chief fire officers, 38 deputy chief fire officers and 79 assistant chief fire officers.
- The average basic pay for chief fire officers in all fire and rescue authorities in 2020 was £143,874 and average gross pay was £147,137. Among deputy chief fire officers, average basic pay was £120,147 and average gross pay was £121,770, and for assistant chief fire officers the average basic pay was £106,507 and average gross pay was £108,946.
- Average basic pay for chief fire officers and deputies increased by 3 per cent between 2019 and 2020, while for assistants it increased by 1 per cent. Gross pay increased by 4 per cent for CFOs, and 2 per cent for DCFOs and ACFOs².
- In 2020 six chief fire officers, three deputy chief fire officers and thirteen assistant chief fire officers were female.
- The survey found that two chief fire officers were from a minority ethnic background, as were two deputy and two assistant chief fire officers.

¹ One response covered two authorities (Hampshire and Isle of Wight). Hence, tables are based on 48 responses.

² It should be noted that this is not necessarily a like-for-like comparison due to, for example, changes to pay structures.

Survey findings

Number of posts

At 31st March 2020 there were a total of 165 brigade manager posts in all fire and rescue authorities. Each authority had one chief fire officer post (one response covered two authorities, hence the total of 48 rather than 49). Between 2019 and 2020 the number of deputy chief fire officer posts increased slightly from 35 to 38, and the number of assistant chief fire officer posts increased from 73 to 79. Table 1 illustrates these findings.

Of these posts, one CFO, two DCFO and three ACFO posts were vacant at 31st March 2020.

Table 1: Number of posts

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2019	2020	2019	2020	2019	2020
1	3	4	2	3	2	2
2	25	18	17	15	32	25
3	11	16	8	12	19	21
4	9	9	6	7	15	25
London	1	1	2	1	5	6
Total	49	48	35	38	73	79

Base: All respondents (48 in 2019 and 2020).

A total of 35 postholders were recorded working at ACFO level or above who were not within the scope of the Brigade Managers NJC and therefore not employed on Gold Book terms and conditions. This equates to 21 per cent of all posts. A breakdown of the numbers is given in Table 2.

Table 2: Number of non-Gold Book posts

	2020
Chief Fire Officer	6
Deputy Chief Fire Officer	6
Assistant Chief Fire Officer	23

Base: All respondents (48).

Pay

The average basic pay of chief fire officers in all fire and rescue authorities at 31st March 2020 was £143,874, an increase of 2.7 per cent since 2019. Among deputy chief fire officers, average basic pay increased by 2.6 per cent to £120,147. The average basic pay of assistant chief fire officers increased by 1.1 per cent to £106,507. A breakdown by population band is shown in Table 3.

Table 3: Average basic pay

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2019	2020	2019	2020	2019	2020
1	114,309	113,129	98,662	98,888	91,045	85,757
2	133,353	137,821	108,370	112,277	99,328	94,548
3	144,785	146,905	121,051	125,019	105,399	109,957
4	155,035	157,351	130,446	131,208	112,006	111,883
Total (inc. London)	140,137	143,874	117,103	120,147	105,354	106,507

Base = All respondents (48 in 2019 and 2020).

Overall average gross total pay of chief fire officers increased by 3.9 per cent between 2019 and 2020 to £147,137. For DCFOs, gross pay increased by 2.3 per cent to £121,770 while for ACFOs it increased by 2.2 per cent to £108,946. A full breakdown by population band is shown in Table 4.

Table 4: Average gross total pay

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2019	2020	2019	2020	2019	2020
1	116,769	115,419	98,662	99,048	91,045	85,757
2	135,606	144,894	112,089	124,192	100,647	100,602
3	144,960	147,582	121,206	125,855	105,666	110,018
4	156,017	158,385	131,199	113,331	114,793	113,150
Total (inc. London)	141,656	147,137	119,074	121,770	106,574	108,946

Base = All respondents (48 in 2019 and 2020).

Workforce characteristics³

Overall, 86 per cent of postholders were male and 14 per cent female. The number of female chief fire officers increased by one in 2020 to six. At deputy chief fire officer level the number of females reported decreased by one to three, while the number of female assistant chief fire officers increased from six in 2019 to 13 in 2020. These findings are shown in Table 5. (Note: no information was provided for two postholders.)

Table 5: Number of officers by gender

Gender	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2019	2020	2019	2020	2019	2020
Male	41	40	29	33	65	62
Female	5	6	4	3	6	13
Total	46	46	33	36	71	75

Base = All respondents (48 in 2019 and 2020).

In 2020, two chief fire officers, two deputy chief fire officers and two assistant chief fire officers were from a minority ethnic background. A breakdown of these figures is shown in Table 6. (Note: figures for 2019 are not shown as the classification changed slightly between surveys.)

Table 6: Number of officers by ethnic background

	CFO	DCFO	ACFO
White	43	34	73
Mixed	2	1	0
Asian / Asian British	0	0	1
Black / Black British	0	1	0
Arab / Other Ethnic Group	0	0	1
Not known	2	0	1
Total	47	36	76

Base = All respondents (48 in 2017 and 2019)

Overall, brigade managers most commonly were in the 45-49 and 50-54 age groups, accounting for around three-quarters of postholders in 2020 (118). Sixteen postholders were aged under 45 and 22 were aged 55 or over. There was little change between 2019 and 2020. A full breakdown of these findings is shown in Table 7. (Note: no information was provided for three postholders.)

³ All information on gender, ethnicity and age relates to postholders only so the findings can be affected by vacancies at the time the survey was conducted.

Table 7: Number of officers by age

Age group	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2019	2020	2019	2020	2019	2020
Up to 39	0	1	0	0	3	1
40-44	1	1	2	3	6	10
45-49	15	17	10	13	32	25
50-54	20	20	16	17	21	26
55+	10	7	5	3	8	12
Total	46	46	33	36	70	74

Base = All respondents (48 in 2019 and 2020).

Terms and Conditions

The number of fire and rescue authorities using local agreed pay rates at one or more Brigade Manager levels changed little in 2020, standing at 26 out of 48. In total, these covered 89 of all 165 posts recorded by the survey (54 per cent). There is a breakdown of these findings in Table 8.

Table 8: Authorities using local pay agreements

Population band	2019	2020
1	0	1
2	14	8
3	6	12
4	4	4
London	1	1
Total	25	26

Base = All respondents (48 in 2019 and 2020).

The survey asked a series of questions about fire and rescue authorities' use of NJC (Gold Book) terms and conditions when setting contracts of employment and salary levels⁴. In 2020, 40 applied NJC terms and conditions when setting the contracts of employment for chief fire officers, 34 used them for deputy chief fire officers, and 33 did so for assistant chief fire officers. The numbers have changed little since 2019. These findings are shown in Table 9.

Table 9: Terms and conditions of brigade managers

Role	Apply NJC		Do not apply NJC		Base*	
	2019	2020	2019	2020	2019	2020
CFO	40	40	8	8	48	48
DCFO	34	34	5	6	39	40
ACFO	35	33	6	8	41	41

Base = All respondents (48 in 2019 and 2020). *FRS's who employ officers within this level

A total of 26 fire and rescue authorities reported that they determined chief fire officers' basic salary levels in accordance with the guidance and minimum salaries set out in the NJC, and 20 did likewise for deputy and assistant chief fire officers. Between 2019 and 2020 there were drops in the numbers applying NJC guidance for DCFOs and ACFOs. These figures are shown in Table 10.

Table 10: Determination of basic salary levels for brigade managers

Role	Apply NJC		Do not apply NJC		Base*	
	2019	2020	2019	2020	2019	2020
CFO	29	26	19	22	48	48
DCFO	25	20	14	20	39	40
ACFO	24	20	17	21	41	41

Base = All respondents (48 in 2019 and 2020). *FRS's who employ officers within this level

⁴ There is a two-track approach for determining levels of pay for Brigade Manager roles within the NJC for Brigade Managers (Gold Book) - (1) Agreement on any annual pay awards, which are applicable to all. (2) All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles which are taken by the local Fire and Rescue Authority.

The fire and rescue authorities who reported that they do not use the NJC guidance and minimum salaries were asked whether they linked their local pay arrangement to the periodic pay awards agreed by the NJC. Of those who answered the question, 15 applied it for chief fire officers, 13 did so for DCFOs and 14 did so for ACFOs. A breakdown of these findings is shown in Table 11.

Table 11: Pay awards for brigade managers with non-NJC salaries						
Role	Apply NJC		Do not apply NJC		Base*	
	2019	2020	2019	2020	2019	2020
CFO	12	15	7	6	19	21
DCFO	9	13	5	6	14	19
ACFO	9	14	7	6	16	20

Base = All respondents (48 in 2019 and 2020). *FRS's who answered the question and employ officers within this level

SURVEY FORM AND NOTES OF GUIDANCE

1. **Scope and timing of survey**

This survey relates to the salaries of brigade managers (i.e. Chief Fire Officers, Deputy Chief Fire Officers and Assistant Chief Fire Officers) at 31st March 2020. **Information from all brigades is required, including those who determine salaries without reference to the NJC pay levels.**

The current minimum salary points for chief fire officers is attached as *Appendix A page 6*.

2. **Population**

In the boxes provided in the top right hand corner of the form please indicate the total population (in '000s) used for salary calculation purposes and the population range under the NJC's agreement within which that falls:

Band 1	Up to 500,000
Band 2	500,001 to 1,000,000
Band 3	1,000,001 to 1,500,000
Band 4	1,500,001 and above (except London)
Band 5	London

3. **Highest role below brigade manager level**

Please indicate the highest role below brigade manager level which is used in your fire and rescue service (e.g. Group Manager A, Group Manager B, Area Manager A, Area Manager B).

On each horizontal line of the main table please enter the following information in respect of each brigade manager post in your brigade

4. **Post**

Enter one of the following codes:

- A = Chief Fire Officer
- B = Deputy Chief Fire Officer
- C = Assistant Chief Fire Officer

5. **Points**

Please enter the number of points in scale (which under Gold Book terms and conditions will be 1). If not operating a single salary point please give a brief explanation of the scale in use.

6. **Non-Gold Book Posts**

Please enter a 1 in this column if the post is non-Gold Book, i.e. if the postholder is working at Assistant Chief Fire Officer level or above and is not employed on Gold Book terms and conditions.

7. **Actual Basic Salary**

Please note: Basic salary is the standard rate of pay before additional payments such as allowances and bonuses. Please enter the postholder's actual basic salary in whole pounds per annum as at 31st March 2020. (If the post was vacant at that date please enter the actual basic salary (or minimum point if there is more than one) and advise that it is vacant by entering a 1 in the Vacancies column). For part-time postholders please enter their actual salary and provide the full-time equivalent salary in the description column.

Any additional payments/honoraria (i.e. calculated as a separate allowance) for e.g. market supplements, performance related pay, long service increments, allowances etc. should be excluded from the actual basic salary (see note 8 below regarding additional payments).

8. **Gross Total Pay**

Please enter the postholder's gross salary in whole pounds per annum as at 31st March 2020. Please leave blank if the post was vacant at that date and advise that it is vacant by entering a 1 in the Vacancies column. For part-time postholders please enter their actual salary and provide the full-time equivalent salary in the description column.

The total gross salary figure should include all elements of the postholder's remuneration package but should not include any reimbursements such as telephone allowances or expenses (See paragraph 8 above.) Please give a brief outline of all the elements of pay in the description column which are above basic pay and which have been included in gross total salary figures (e.g. performance related pay, regional allowances, market supplements etc).

9. **Locally Agreed Pay Rates**

If the postholder's pay has been determined locally i.e. without reference to the NJC (gold book) guidance and/or the NJC (gold book) agreed annual award, please enter a 1 in the column headed Local Pay.

10. **Contract Hours (FT/PT)**

Enter F if the current postholder is full-time (i.e. their basic hours are the same as the post's standard working week)

Enter P if the current postholder is part-time (i.e. their standard working hours are less than full-time)

11. **Vacancies**

If the post was temporarily vacant at 31st March 2020 please insert the actual basic salary (or minimum point if there is more than one) in the column 'actual

basic salary' and enter a 1 in this column. The gender, ethnic origin and age columns should then be left blank.

12. **Gender**

Enter F if the current postholder is female
Enter M if the current postholder is male.

13. **Ethnic group**

Please use the single letter code shown before the classification to enter the ethnic group of the postholder.

White

A English/Welsh/Scottish/Northern Irish/British
B Irish
C Gypsy or Irish Traveller
D Roma
E Any other White background

Asian or Asian British

J Indian
K Pakistani
L Bangladeshi
M Chinese
N Any other Asian background

Mixed

F White and Black Caribbean
G White and Black African
H White and Asian
I Any other Mixed / Multiple background

Black or Black British

O Black Caribbean
P Black African
Q Any other Black / African / Caribbean background

Other Ethnic Group

R Arab
S Other Ethnic Group
T Not Known

14. **Age**

Please enter the current postholder's age in years as at 31st March 2020.

15. **Description**

Please use this column to enter descriptions of alternative salary schemes in use as indicated by the entry of a 1 in the Local Pay column.

Please also use this column to give a brief outline of the additional pay elements which make up the gross total pay (see paragraph 8).

This column can also be used to provide full-time equivalent salary for any part-time post holders shown on the form.

16. **Additional Questions**

There are three additional questions at the bottom of the form relating to adherence to the NJC (Gold Book) terms and conditions and use of the NJC pay guidance/rates, please answer yes or no to indicate whether or not these are used in your FRS.

ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS

(from 1st January 2019)

Population band 1	Up to 500,000
Minimum rate of pay	£ 103,818*
Population band 2	500,001 to 1,000,000
Minimum rate of pay	£ 103,818
Population band 3	1,000,001 to 1,500,000
Minimum rate of pay	£ 114,412
Population band 4	1,500,000 and above (except London)
Minimum rate of pay	£ 125,748
Population band 5	London
Minimum rate of pay	£ 138,216

It is emphasised that these are minimum rates of pay only. The minimum rate for one population band should not be construed as the maximum of the band below. The national agreement does not set an upper limit for the pay of any chief fire officer in any band.

*** The minimum salary arrangements for new appointments in population bands 1 and 2 remain as defined in the 2006/2007 pay settlement (issued by circular on 7 December 2006).**



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We consider requests on an individual basis.

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

HR & EQUALITIES COMMITTEE

REPORT OF THE HEAD OF TRAINING

TRAINING & DEVELOPMENT DEPARTMENT – INVESTORS IN PEOPLE**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY AREA MANAGER DEAN LOADER, HEAD OF TRAINING

REPORT PRESENTED BY AREA MANAGER DEAN LOADER, HEAD OF TRAINING

SUMMARY

This report provides Members with an overview in Investors in People, and the recent success in achieving Gold and Silver in the Wellbeing Award.

RECOMMENDATIONS

That Members consider the contents of this report, including the Investors in People reports for People and Wellbeing, along with the 12 Month Review attached to the report as Appendices 1, 2 and 3.

1. BACKGROUND

- 1.1 The purpose of the report is to inform Members of the HR & Equalities Committee with an overview of the outcomes of the Investors in People (IIP) and the Wellbeing Award, including the journey ahead.
- 1.2 The Investors in People is the standard for people management. It defines what it takes to lead, support, and manage people to ensure an inclusive workforce.
- 1.3 The Investors in People Wellbeing Award is the standard for Health and Wellbeing strategy and implication, defined as Physical Wellbeing, Psychological Wellbeing, and Social Wellbeing.
- 1.4 The Investors in People is assessed against four levels:- Standard, Silver, Gold, and Platinum.
- 1.5 The Investors in People framework provides nine indicators in which 27 themes are used for comparison in performance management. This

framework will provide clear benchmarking for continuous improvement. The sixth generation standard focuses on three key areas:- Leading, Supporting, and Improving.

- 1.6 The Investors in People Wellbeing award has three indicators with 16 themes used as benchmarking against Wellbeing strategies embedded within other organisations. Three key areas:- Physical Wellbeing, Psychological Wellbeing, and Social Wellbeing.
- 1.7 Following the Service's re-accreditation in Investors in People, the Service has seen significant improvements, and as a result the Service has received Gold. Only 16% of organisations worldwide assessed will receive Gold.
- 1.8 The Service took the decision to undertake the Investors in People Wellbeing assessment in February 2021 and achieved an outstanding result of Silver, the first organisation in Wales to have been awarded the Investors in People Wellbeing Silver award.

2. ISSUES

- 2.1 Insights assessment report received February 2021 with trend analysis available from the 2017 assessment report. Defined areas of improvement highlighted, along with areas of development will form the action plan for the next three years..
- 2.2 Investors in People indicators have been aligned with Business Management Information System (BMIS). Recommendations of improvement areas will be assigned owners within BMIS, reportable throughout the three year period.
- 2.3 The Wellbeing Assessment report received in 2021. Recommendations and areas of development are being prioritised and dissipated to established working groups.
- 2.4 Wellbeing indicators will also be embedded within BMIS. Recommendations of areas the Service needs to develop in will be assigned to owners within BMIS, reportable throughout the three year period.
- 2.5 Established working groups to continue supporting both awards, including direct links with the Senior Management Team when required. The working groups to remain the voice of our people (Shout Forum) utilising the Investors in People insights reports as a mechanism in striving for continued improvement.

- 2.6 The journey of the Investors in People will be promoted at all opportunities with the support from the Service's Media and Communications team.
- 2.7 To seek opportunities to engage and share best practice of similar sector organisations to support and help share the way forward for the Service with Investors in People.
- 2.8 12 Month Review for the Investors in People took place in November 2021, as set out in Appendix 3 attached to the report, followed by the more in-depth 24 Month Review to be carried out in October 2022.
- 2.9 The Wellbeing Review took place in November 2021, with the 24 Month Review to be carried out in February 2023.
- 2.10 Investors in People re-accreditation is due to be carried out in October 2023.
- 2.11 The Wellbeing re-accreditation is due to be carried out in February 2024.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	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 There are no additional financial issues arising as a result of this report.

5. RECOMMENDATIONS

5.1 That Members consider the contents of this report, including the Investors in People reports for People and Wellbeing, along with the 12 Month Review attached to the report as Appendices 1, 2 and 3.

Contact Officer:	Group Manager K Yates
Background Papers	Appendix 1 – Investors in People Appendix 2 – Investors in People Wellbeing Appendix 3 – 12 Month Review

INVESTORS IN PEOPLE™

We invest in people



Feedback

South Wales Fire & Rescue Service

Project number: WAL 20-00166

Practitioner: Jackie Lewis



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You did it!

INVESTORS IN PEOPLE™

We invest in people Gold

You're at the Gold level of our We invest in people accreditation.

Detailed feedback and recommendations inside...

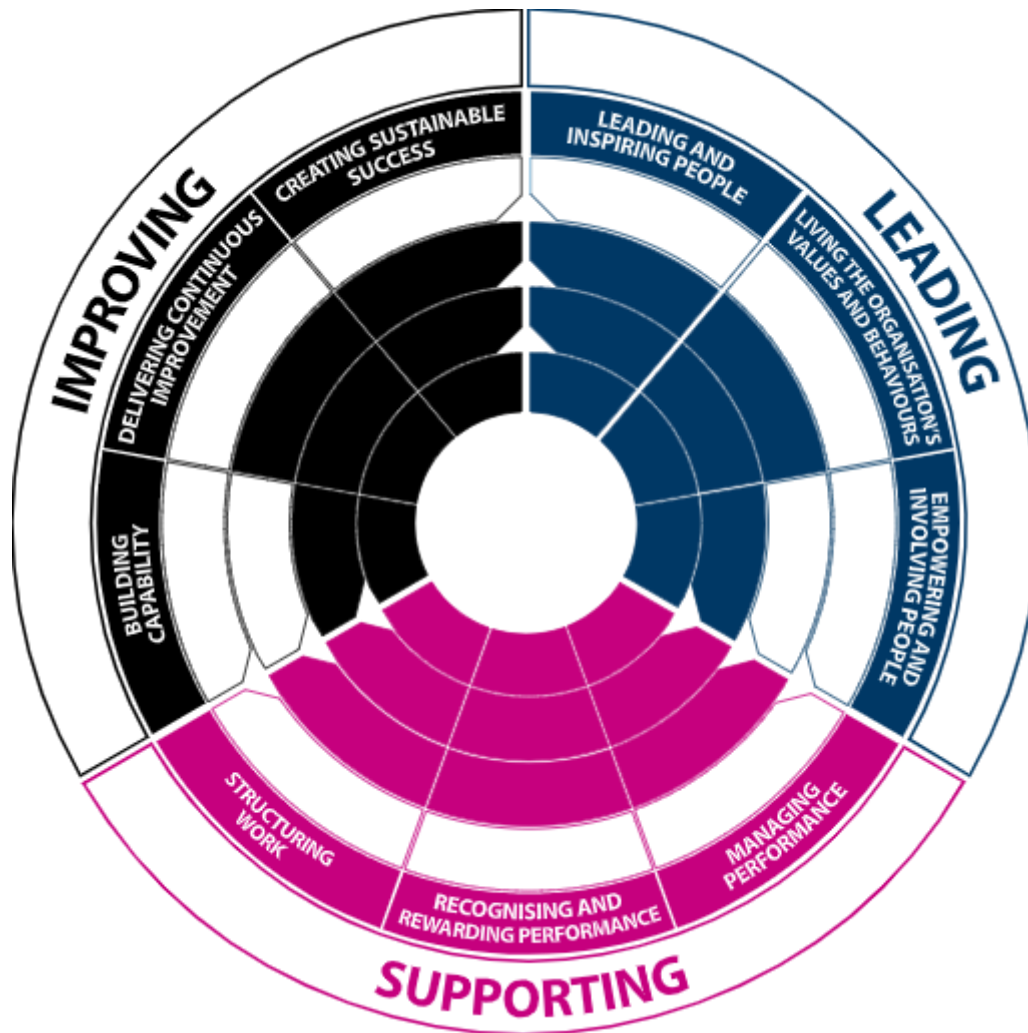
- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
February 2021	October 2021	October 2022	October 2023

*As an extension was provided on your review your touchpoints have been backdated accordingly.

At a glance



South Wales Fire Service have made significant progress in the last three years, with a focus on your people, your environment and your capabilities in response to reduced incidents and a widening of expectations on the Service. You have responded effectively to the Covid-19 pandemic, ensuring that your pumps remained fully operational and adapting the range of your services to the community and the technology to enable your people to work from home and virtually. This is a credit to all your people who work in the Service and those who lead it, who have been adaptable and continued to be passionate about making a difference.

There are some clear positive differences since your last assessment with 17 themes improving and the remainder being sustained, with no decrease in achievement. The feedback presented and feedback from those interviewed demonstrated a strength of evidence showing improvement and some areas you can further improve to support your strategic plans. Your commitment to taking forward recommendations from the last assessment was encouraging.

What to be proud of

- Your people say they are proud to work for the organisation and believe they make a difference in the communities they serve
- The collaborative working has improved both within operational and support areas of the organisation
- Your people value the teamworking and strength of relationships within their work areas, the sense of 'family' within such a large organisation is to your credit
- Your people consistently talked about 'the way you work' and being consistent with the values of the organisation
- Your people are clear of the expectations of them within their roles and how they contribute to the overall ambitions, the vast majority of people find their work interesting and rewarding
- Your ambition as an organisation is clear and inspires people
- There is now a cohesive ELT, people work well together and are passionate about the organisation succeeding. Collaboration, constructive challenge, and strong team working are evident and support decision making at this level
- Data is being used more effectively to manage and monitor performance and to support decision making, its continuing to move in the right direction
- Structural changes have been impactful in relation to the separation of training and learning and development and the introduction of new roles to support the capabilities needed
- Your overall response to the current context of the pandemic and the speed of change in a constantly evolving and uncertain situation has been significant and you have maintained your frontline services to your communities throughout
- Your focus on wellbeing and the progress being made in this area is significant

What to work on

Some of the key areas to improve are highlighted below and covered in more detail within the recommendations, later in the report.

- You could further develop the level of participating and collaborating that enables people to support decision making
- You could further clarify fairness around promotions and feedback to candidates
- You've already started to consider how to improve feedback, recognition, and career progression, now you should look to make sure its consistently applied across the whole of the Service
- You've started to develop your use of technology and digital skills, though there is still work to do here in relation to digital capability and using technology to improve efficiency and effectiveness
- You've started to improve the capabilities and consistency of leaders and managers, there is still work to do on this
- Change could be managed better, the rationale for it and front-end engagement could be strengthened
- Recognition has improved, there are some areas of the Service where this needs to be further strengthened

Congratulations on achieving Gold!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Team cohesion - at ELT level there is a cohesive and collaborative approach, and everyone is comfortable to challenge in a constructive way. You could further develop team cohesion at SMT, thinking about how you can encourage people to be comfortable challenging and make sure interactions are supporting effective decision making at this level.
- Middle Manager level - it will be key to review whether recent changes to the middle manager level are having the desired impact; are key messages being relayed in the right way? How do we develop capabilities and consistency of good leadership?
- Decision making - you should consider how you make sure that people are accountable for decision making at the right level and people feel that their participation and contribution is considered in the decision-making process. Seniors have needed to make speedy decisions during the pandemic, but how do you ensure that the balance of where decisions are being made is right and people are trusted to make decisions whilst maintaining the right levels of governance.
- Personal review - the developments currently underway for launch in April are excellent and it has been encouraging to see the research, trials, and approach to designing a process that works for everyone. It will be key to the success of this launch that managers at all levels are engaged with the process and held accountable for ongoing implementation. Skills need to be developed to make sure managers have meaningful conversations and are equipped to provide both reinforcing and redirecting feedback. This will need to be monitored to make sure everyone has a quality review. It will be equally important that your people engage with the process and that they are held accountable for their contribution.
- Performance and data reporting has certainly progressed since the last assessment, but it is also now presenting an opportunity to use and build on this data going forward and provide further insight. You might also consider how you engage people to a higher degree in responding to consultations and surveys and enabling them to see how their views are taken into consideration and acted on. Using some short 'Pulse

Surveys' that are focussed on one or two questions that are useful to you might help people engage more going forward.

- Promotion process - you might consider feedback to successful and unsuccessful candidates is provided as part of the personal review or other process, enabling people to consider how they could further develop. There is still a perception of unfairness in the process around areas such as being based in HQ and opportunities to be involved in projects, opportunities for projects and working groups could be communicated more consistently. It might also be helpful to consider the monitoring of projects for people seeking promotion or in temporary and fast-moving roles are followed through to completion and fairly evaluated. It might also be helpful for transparency to have a short 360 feedback process where peers and colleagues can feed back on individuals' technical and people capabilities.
- Management and leadership consistency - there are some excellent examples and role models, there are still some aspects of people management and support that could be further developed such as recognition, having difficult conversations that engage people with the improvements required, how to constructively challenge and how information is communicated to further build trust. There are a couple of areas where there are current challenges, and these can be explored further in the planned feedback. It would be helpful for induction training for newly promoted people to be at the front end and to consider providing them with a mentor or coach who can help them in the early days, considering some of the system/process training that would support people at station level.
- Collaboration - progress has been made and it is certainly better, there is still some work to do to reduce the gaps between operational and support areas of the Service. You might consider improved information about what each area does and key people to contact - owned at an individual level to maintain the relevance and accuracy, this could be achieved in an engaging way with light touch videos for instance. Another consideration is increasing the cross-team involvement in key projects and working groups, this has already brought some positive results.
- Capabilities - there are some areas you might consider strengthening such as digital skills and using the technology available, coaching skills could be further developed and support people in building their ability to be solution focussed, developing these skills more widely would help this to become more cultural. You already understand the importance of maintaining operational competence with reduced incidents it might be helpful to build on virtual and on station delivery, some feel that equipment to practice skills could be more readily available.
- Change - you might consider how change is communicated at the front end, could people who are passionate or engaged with the planned change be utilised to

communicate why the change is needed? Also, what you are hoping will be different or achieved as a result could be clearer sometimes - this could be a vlog for instance, so that everyone receives the communication in the same way and build on the levels of engagement with the change.

- Improvements highlighted by people - there are some improvements that were mentioned by a number of people such as PH, diversity of the workforce, confidence to speak up in front of some senior officers, confidence to talk about personal challenges and getting responses to issues and concerns (feeling listened to).

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include: Jackie Lewis, Huw Jakeway, Alison Reed and Kevin Yates, then ELT and the wider leadership group

WHEN?

The feedback meeting is scheduled for **10/03/2021** and further date to be agreed.

WHERE?

We'll meet via Star Leaf for the first feedback and review whether to continue online or face to face for the follow up feedbacks.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

Compared to your last assessment (areas shaded in Grey represent your previous results), those shaded in **Green** show where progress has been made and those in **Yellow** where your level has been sustained). You've progressed in a number of areas since your last assessment and there are no areas that have regressed.

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING AND INSPIRING PEOPLE	Creating transparency and trust			Green	
	Motivating people to deliver the organisations objectives			Green	
	Developing leadership capability			Green	
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values				Yellow
	Adopting the values			Yellow	
	Living the values			Yellow	
EMPOWERING AND INVOLVING PEOPLE	Empowering people			Yellow	
	Participating and collaborating		Green		
	Making decisions		Yellow		
MANAGING PERFORMANCE	Setting objectives			Green	
	Encouraging high performance			Green	
	Measuring and assessing performance			Green	
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward			Green	
	Adopting a culture of recognition			Green	
	Recognising and rewarding people			Green	
STRUCTURING WORK	Designing roles				Green
	Creating autonomy in roles			Green	
	Enabling collaborative working			Green	
BUILDING CAPABILITY	Understanding peoples' potential			Yellow	
	Supporting learning and development			Yellow	
	Deploying the right people at the right time		Yellow		
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources			Yellow	
	Creating a culture of continuous improvements			Green	
	Encouraging innovation			Green	
CREATING SUSTAINABLE SUCCESS	Focusing on the future				Green
	Embracing change			Green	
	Understanding the external context				Yellow

Survey highlights

Your survey % scores have generally improved since the last assessment (15 of the 27 themes have improved) with the most significant increases being “Motivating people to deliver the organisations objectives” that increased by 0.8 and “Enabling collaborative working” which increased by 0.6, 5 themes remained consistent with the last assessment and there were a few marginal decreases, the most notable decrease being a -0.6 decrease for “Participating and collaborating”.

Your highest scores

- 92% of people feel you have a positive impact on society.
- 93% of people believe the organisation enables collaborative working.
- 88% think people’s behaviour reflects the organisation’s values.
- 88% share the organisation’s values.
- 86% of people believe there is a focus on continuous improvement learning from internal and external sources

...and your lowest

- 48% of people think people are selected for roles based on their skills and abilities.
- 41% of people think they don’t get appropriate recognition for their work.
- 39% disagree that the organisation creates great leaders.
- 36% say they aren’t rewarded in ways that match their motivations.
- 33% of people think they do not feel their contribution makes a difference.

Results have improved with 8 of the 9 indicators averaging higher than the last assessment (on a rating scale 1-7). A dashboard showing the progress as a whole organisation and by team in relation to this assessment as a direct comparison with three years ago, has already been presented to and discussed with ELT.

Your overall survey score

Benchmark



YOUR BENCHMARK

- **649**

AVERAGE IIP BENCHMARK *

- **726**

AVERAGE INDUSTRY BENCHMARK

- **676**

Showing results for Public Administration and Defence

* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

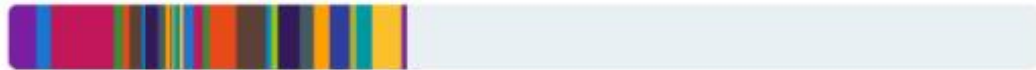
Who took the survey?

39% of your people completed the survey, which is higher than the minimum required.

Survey Response Rate

Overview

TOTAL RESPONSES 639 responses out of 1654 (39%)



RESPONSE METHOD



Email link: 584 responses out of 639

Open access: 55 responses out of 639

By Team

CORPORATE SUPPORT - MERTHYR 47 responses out of 67



FIRE CONTROL - BRIDGEND 22 responses out of 44



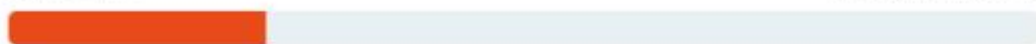
MIDDLE MANAGERS 102 responses out of 125



NEW RECRUIT - CARDIFF & CAERPHILLY 14 responses out of 24



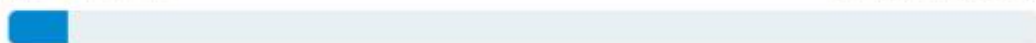
OPERATIONS 12 responses out of 48



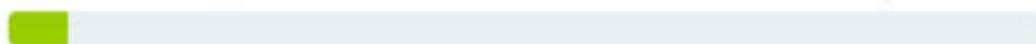
PEOPLE SERVICES - MERTHYR 20 responses out of 32



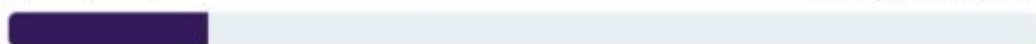
RDS - BRIDGEND 4 responses out of 70



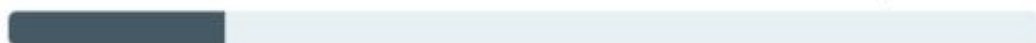
RDS - CARDIFF & CAERPHILLY 2 responses out of 35



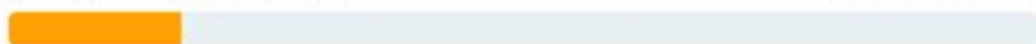
RDS - MERTHYR 20 responses out of 103

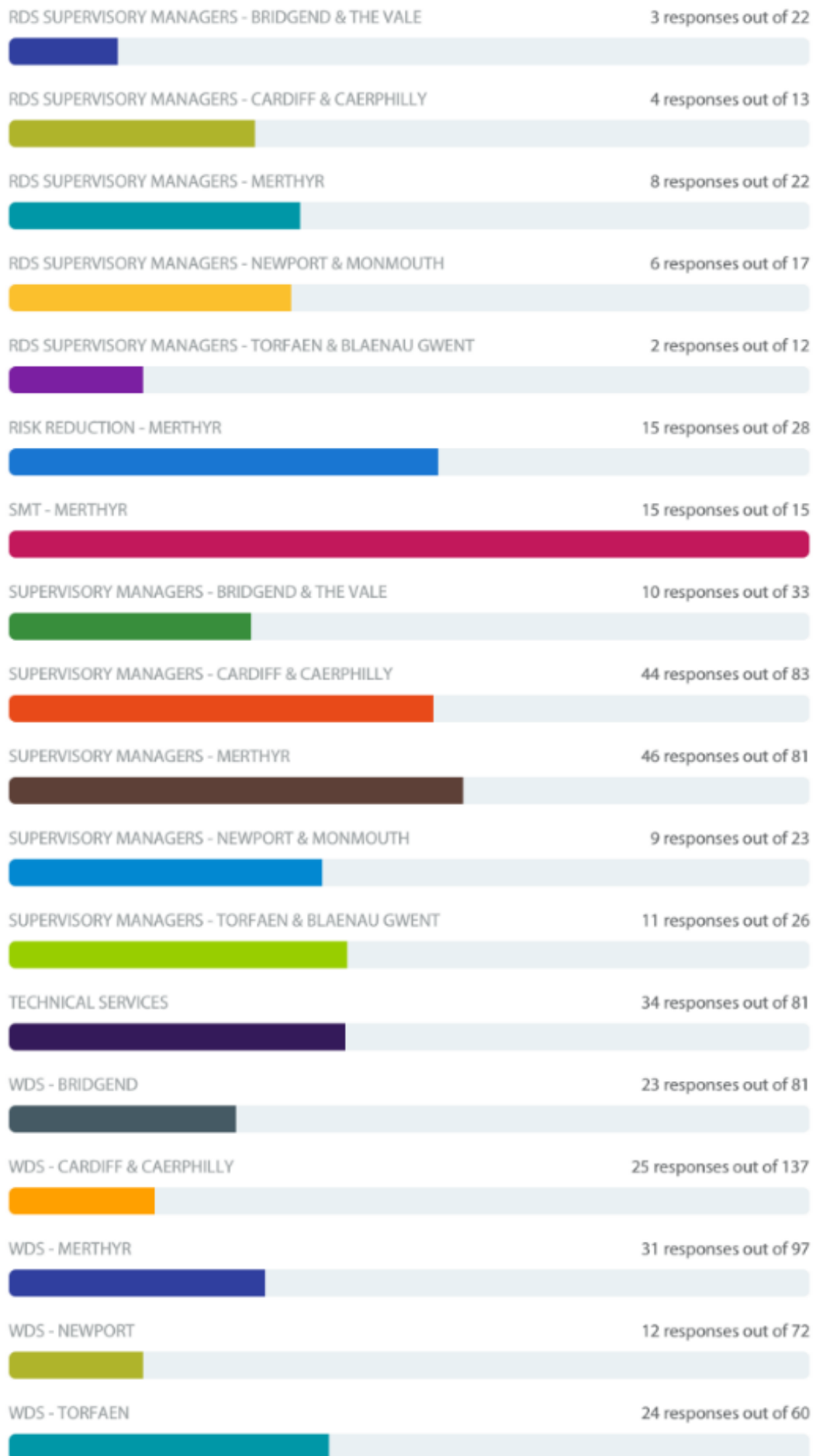


RDS - NEWPORT & MONMOUTH 13 responses out of 62



RDS - TORFAEN & BLANENAU GWENT 6 responses out of 36





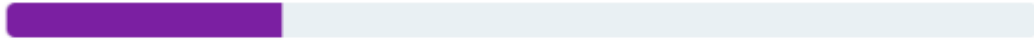
AUXILIARIES

47 responses out of 75



VOUNTEERS

8 responses out of 30



Your survey results by indicator

The below shows the responses from survey respondents against the nine indicators, against your industry average for Public Administration and Defence.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Industry
INDICATOR 1 Leading and inspiring people	17.2%	25.0%	19.4%	10.6%	9.8%	10.2%	7.9%	4.7	-0.4
INDICATOR 2 Living the organisation's values and behaviours	32.7%	38.2%	14.0%	8.1%	2.7%	2.7%	1.6%	5.8	+0.2
INDICATOR 3 Empowering and involving people	18.1%	33.2%	19.0%	8.4%	8.3%	7.6%	5.5%	5	-0.4
INDICATOR 4 Managing performance	23.5%	30.8%	14.4%	10.1%	4.4%	9.2%	7.6%	5	-0.4
INDICATOR 5 Recognising and rewarding high performance	11.7%	17.8%	16.7%	17.2%	9.2%	13.8%	13.6%	4.1	-0.5
INDICATOR 6 Structuring work	28.1%	40.7%	15.6%	7.3%	4.0%	2.2%	2.1%	5.7	+0.1
INDICATOR 7 Building capability	17.0%	28.4%	18.1%	13.6%	7.3%	7.8%	7.8%	4.8	-0.3
INDICATOR 8 Delivering continuous improvement	15.8%	32.4%	22.0%	13.9%	4.9%	6.3%	4.8%	5	-0.3
INDICATOR 9 Creating sustainable success	27.3%	31.3%	18.4%	12.0%	4.3%	3.6%	3.1%	5.4	-0.0

Your survey comparison with the last assessment

The below shows the responses from survey respondents against the nine indicators as a comparison with your last assessment, showing progress in 8 out of 9 of the indicators.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Previous surveys
INDICATOR 1 Leading and inspiring people	17.2%	25.0%	19.4%	10.6%	9.8%	10.2%	7.9%	4.7	+0.2
INDICATOR 2 Living the organisation's values and behaviours	32.7%	38.2%	14.0%	8.1%	2.7%	2.7%	1.6%	5.8	+0.2
INDICATOR 3 Empowering and involving people	18.1%	33.2%	19.0%	8.4%	8.3%	7.6%	5.5%	5	-0.1
INDICATOR 4 Managing performance	23.5%	30.8%	14.4%	10.1%	4.4%	9.2%	7.6%	5	-0.0
INDICATOR 5 Recognising and rewarding high performance	11.7%	17.8%	16.7%	17.2%	9.2%	13.8%	13.6%	4.1	+0.1
INDICATOR 6 Structuring work	28.1%	40.7%	15.6%	7.3%	4.0%	2.2%	2.1%	5.7	+0.2
INDICATOR 7 Building capability	17.0%	28.4%	18.1%	13.6%	7.3%	7.8%	7.8%	4.8	+0.3
INDICATOR 8 Delivering continuous improvement	15.8%	32.4%	22.0%	13.9%	4.9%	6.3%	4.8%	5	+0.1
INDICATOR 9 Creating sustainable success	27.3%	31.3%	18.4%	12.0%	4.3%	3.6%	3.1%	5.4	+0.1

Your survey results by theme

This graphic shows the top and bottom 5 themes from the survey and how this compares to the average for all Investors in People organisations.

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
Highs									
Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	41.6%	36.0%	14.2%	6.1%	1.1%	0.5%	0.5%	6.1	+0.2
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	32.4%	47.6%	12.8%	5.5%	0.8%	0.6%	0.3%	6	+0.1
Living the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	35.3%	40.3%	12.0%	8.5%	1.4%	1.5%	1.1%	5.9	+0.1
Adopting the values <small>INDICATOR 8: Living the organisation's values and behaviours</small>	36.3%	39.4%	12.4%	5.6%	2.9%	2.0%	1.5%	5.9	-0.2
Improving through internal and external sources <small>INDICATOR 8: Delivering continuous improvement</small>	23.2%	45.1%	17.8%	9.2%	1.7%	1.9%	1.1%	5.7	-0.2
Lows									
Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	11.6%	22.4%	21.3%	11.6%	12.2%	12.1%	8.9%	4.4	-1.1
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	10.8%	17.4%	17.5%	18.2%	8.6%	14.5%	12.9%	4.1	-0.9
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	11.7%	13.6%	22.1%	13.0%	12.8%	15.2%	11.6%	4.1	-1.1
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	7.8%	16.1%	12.8%	21.4%	10.3%	14.9%	16.6%	3.8	-1.2
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	7.8%	15.2%	15.2%	13.3%	12.5%	13.5%	22.5%	3.6	-1.7

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
Management communicates the organisation's ambition	15.2%	30.4%	21.8%	9.7%	9.9%	8.5%	4.7%
I trust the leaders of my organisation	15.6%	26.1%	17.4%	8.9%	11.4%	10.3%	10.2%
My manager motivates me to achieve my best	26.3%	29.7%	16.3%	10.8%	5.0%	6.9%	5.0%
My organisation develops great leaders	11.7%	13.6%	22.1%	13.0%	12.8%	15.2%	11.6%

“Senior leaders are approachable, I have many conversations with them and positive relationships, I fully understand they can’t always be as open and honest as they want to due to confidentiality and sensitivity of issues, they’re easy to communicate with and trustworthy”

“Leadership at senior level is more informal and I don’t feel there is a ‘them and us’ that used to exist and its all of us together”

“Some are better at the PO visits than others, some listen and seem comfortable and others it feels like a script still”

Your improvement plans for the Service, including its ambitions, values, key strategic themes and objectives for 2021/2022 are widely available and communicated. The new plan recently launched included a period of consultation where people could have their say on the plans and it was encouraging to see the Chief Fire Officer communicating the importance of everyone helping to shape the way forward during an observation of a Shout Forum.

Your people highlighted keeping their communities safe and responding to emergencies as the key themes they were individually aligned to in their roles. It was notable that motivating people to deliver your objectives has significantly improved since your last assessment and people are passionate about serving their communities.

Corporate support and station plans are closely aligned to the service plans and discussed at a local level; the majority of people were able to talk about how they help deliver the Service objectives. Most line managers are engaging their teams with the priorities in their areas, though the consistency of this could still be developed.

Your senior leaders (ELT) are a cohesive team and recent changes to the team have been successful, receiving some positive feedback on appointments at this level, and recruiting in some complimentary competencies to support planned transformation. There is a healthy level of challenge and debate at this level.

You have a range of ways of communicating with your people including forums such as 'Shout', team meetings, routine notices, newsletters, briefings at station level, middle leaders' sessions, principal officer visits to stations and during this time of constant change around the pandemic there has been a constant stream of communications. Some get overwhelmed with the volume of communications and you are looking at ways of making it easier for people to access communications via an app.

You have worked on a range of approaches to developing leadership capability such as the executive leadership programme, masterclasses, induction programmes for newly promoted leaders and this has extended to 'up and coming' leaders with your summer and winter schools, in addition to the middle leader sessions and experiential learning that continually takes place. You have a leadership framework that supports the development of your leaders and a forward plan specifically to build the capabilities of your middle leaders.

You have taken the lead in a range of events within and outside of the Service that promote positive leadership and create opportunities for people to develop and learn from others such as the anti-social behaviour conference, all Wales extrication challenge, senior leaders learning event with other emergency service organisations.

You have been actively working on the middle leader tier, working to strengthen engagement, trust and development at this level, understand the impact of getting this right with the messaging and role modelling throughout the Service from this level.

It is to your credit that you have opened a new fire cadet branch with plans to expand this and building capabilities within the communities you serve.

You have progressed a high volume of people into leadership roles during the last couple of years and this is having a positive impact.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	20.5%	31.6%	21.1%	12.4%	5.0%	6.4%	3.0%
My organisation has clear values	34.4%	38.2%	13.3%	5.8%	3.9%	2.3%	2.0%
I share my organisation's values	38.2%	40.7%	11.4%	5.3%	1.9%	1.6%	0.9%
I challenge behaviours which don't match the organisation's values	25.8%	41.0%	16.3%	11.1%	2.0%	2.5%	1.3%
My behaviour reflects the organisation's values	44.8%	39.6%	7.7%	5.8%	0.8%	0.5%	0.9%

“We are behaviour driven, its not just getting the job done, its how you do it, its everyone’s responsibility and I would definitely challenge people on my station if they were not demonstrating the right image in the community”

“I sign up to the values, because they are my values, we do the best we can in what we do and how we behave and the public respect us for that”

“We are very values driven, and it’s part of the decision making, we treat each other with respect and those we meet, it feels a nice place to work and that is because everyone behaves in the right way and we would challenge unacceptable behaviour”

The vast majority of your people believe the values are evident in your culture and the commitment to do things in the right way. This is covered with new recruits in operational and support functions and in the development of your managers and leaders. People who are new to the Service, talked about this being tangible from their first day and how it is evident that there is a supportive and respectful culture, comparing the behaviour within the service very favourably with previous employers.

It is encouraging that people in a wide range of roles were able to describe how they work in line with the values in their day-to-day roles, and their alignment with them on an individual level. Many talked about their involvement in the development of the values through a consultative approach and how this has supported people in their engagement with them.

Your people are motivated to behave in a way that demonstrates the values and are passionate about the brand and reputation of the Service within the communities you serve. Individuals talked about how they act as role models in the community and how important this has been in the current context, not taking the easiest options but the right ones and giving examples of wearing masks in the vehicles or how they are adapting to support the communities in a safe but caring way. A number of your people talked about how the values extend into their private lives and that outside of working hours, they see it as important to still role model the values in the way they behave.

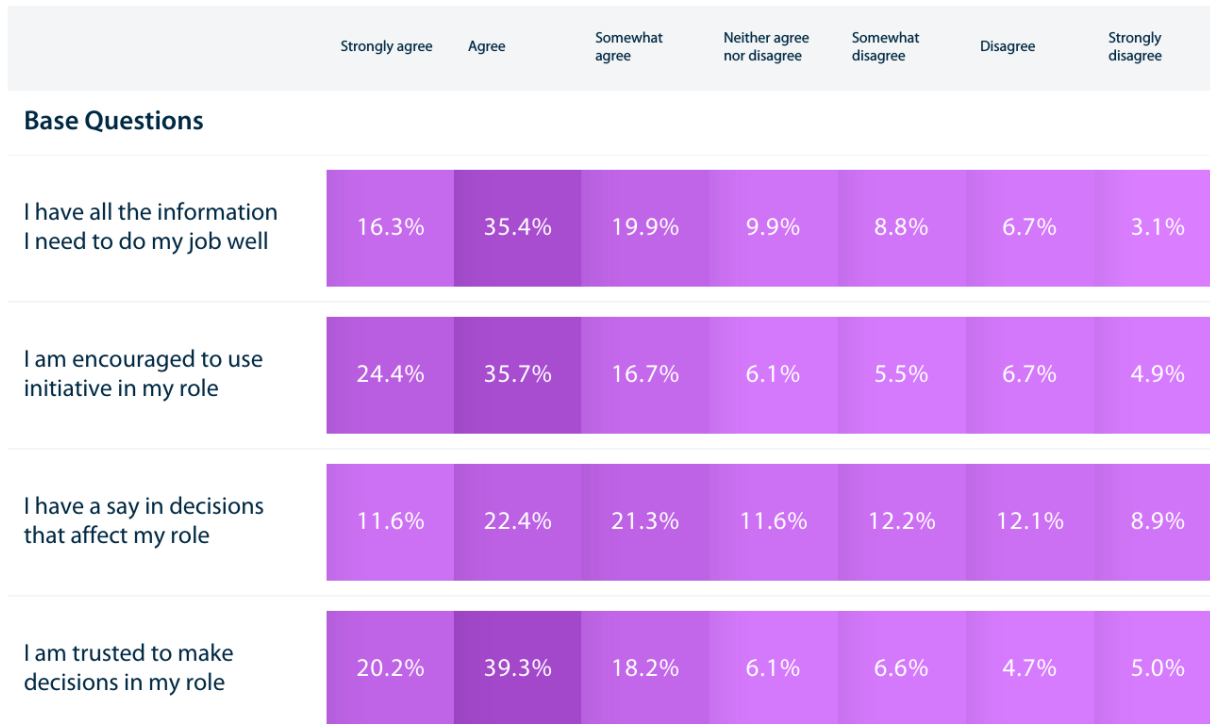
There has been an increase in cross-team collaboration happening across the Service and improving the barrier between operational and support functions that existed historically, its better and moving in the right direction with increased levels of respect for what others do, with some work still to do. Collaboration with external partners and stakeholders has also improved allowing the Service to role model some of the values that drive how you work.

Your people provided an extensive range of examples of how the values extend beyond the responsibilities of their roles through involvement in a range of activities and fundraising in support of individuals and organisations. For instance, the work being undertaken to role model inclusivity through your involvement in 'White Ribbon' and other events. You're also developing initiatives to help protect and educate children and young people across Wales, feeding the homeless at Merthyr Station and the sheer range of activities is to the credit of the organisation and your people.

There is clearly challenge at ELT level and some pockets where this is starting to happen at other levels, this could be encouraged and developed further as not everyone feels comfortable challenging. An improvement from the last assessment was around how some leaders are challenging in a healthy and constructive way and the change from some feedback at the last assessment relating to destructive challenge (which is happening less, if at all, now). There was some positive mention of the behaviours of some emerging or more recently promoted leaders and people were able to provide examples at different levels of positive role models.

EMPOWERING AND INVOLVING PEOPLE

Indicator 3: Empowering and involving people



“The Chief has been putting lots of information out and that’s a big improvement and the Shout Forum, people have access and that’s a big positive shift”

“We do empower people to be involved but not always allowing people to make decisions and too many decisions are made at the senior level”

“Lots of trials on equipment and new walkways, we’re involved in it and we physically took them out and gave feedback, they really felt involved in the process”

“You have an opportunity to participate and say what you think, most incidents would have a debrief”

“My manager does empower me, and I feel trusted, she shares information with us that is relevant to our role and her skills are really good”

People in operational roles described how they are empowered and trusted to get on with their jobs, giving examples of when they have taken a lead and developed their leadership skills through operational incidents, support in the community, establishing networks or through projects. People described how they have been encouraged to participate in decisions around areas such as equipment or kit, a number of people mentioned their involvement in the change to BA equipment and how this had made them feel that their views were taken into consideration. A number of people talked about times when they feel decisions have been made without sufficient contribution from the end user. Senior leaders talked about a commitment to more end user feedback into decisions and this needs to be more widely communicated and understood.

People in support roles were also able to describe how they are empowered and encouraged to put ideas forward for consideration to improve how they work; this is however not consistent in all areas. People were more engaged and motivated where empowerment is higher, where a coaching approach is being used this is supporting people in being more solution focussed. A positive example provided was the development and trial around the new personal review process where both support and operational people have been involved in the design, development and feedback on how to take this forward. Another example provided was a recruitment project, where an individual from Operations was seconded to support the HR Recruitment team, so that learning from the ground can be embedded into the new process.

Senior leaders have regular discussions with representative groups who confirmed that they are consulted, and that regular interaction does take place.

There were a range of examples provided of positive improvements since the last assessment and it would be good to build on the good practice taking place in these areas. Key activities highlighted included the 'Shout forum' and that it is more accessible with people having an opportunity to feed in questions and ideas. The launch of the 'Mental Health' group to involve and learn from people who have experienced challenges and improve how you do things was highlighted by a number of people. Observations of both these groups demonstrated positive interaction and listening to others' ideas, there was also evidence that previous suggestions had been considered and where appropriate acted upon. The style of facilitation in both these groups was positive and inclusive. In one of the observations your Chief encouraged people to participate in surveys and the consultation on the business plan to help shape the future.

People commented that information sharing has improved during lockdown with the regularity of communication, though some are still adjusting to the sheer volume of guidance and changes.

One of the lowest scoring areas of the survey was around participating and collaborating and some felt that their contribution is not sufficiently sought, a number of people felt that in the current context too many decisions are being made or changed at senior level and that the balance needs to be considered. This will be something to look at for improvement moving forward.

Supporting

MANAGING PERFORMANCE

Indicator 4: Managing performance



“The debrief at the station over a cup of tea is really helpful and it’s as soon as we get back, we have more formal debriefs with the incident commanders and watch managers who feed into a central pool, the watch manager then goes through learning points and any training needs with us”

“I am continually getting feedback from all three ranks at the station and it’s been very helpful as I get more competent, the quality of feedback from xx is really good he sits us down and we get positive feedback and areas we could improve”

“I get feedback from within and outside of my team, my line manager does give feedback both ways”

“My manager is brilliant at giving feedback and I know we have a good one, it can vary from manager to manager”

People know what is expected of them and the key areas of priority in the majority of roles, as a whole Service there is a drive to achieve high performance and regular reviews and monitoring of performance takes place. Performance is reported on organisationally, externally and at a local level. The data for measuring performance is improving and is supporting decision making, you analyse and report on organisational performance quarterly with KPIs provided to Welsh Government.

Leaders ensure transparency on performance overall and this data is available to everyone via the website and at local level. Your annual improvement plan shows the progress you have made, where you have exceeded expectations and what is next in terms of your drive to continually improve and challenge yourselves to be the best you can be. You also benchmark your performance against other fire and rescue services in terms of operational performance. You have created performance dashboards on your BMIS and the improved investment in IT has enabled increased visibility of real time performance data at station level. Performance stats are also shared in Shout articles with everyone.

You additionally measure data around how you are attracting, developing, supporting and retaining your workforce and have seen some positive improvements in overall absence levels including long term absence and injuries, more recently this has included health and wellbeing. You have developed and evaluated an operational audit process, this process audits each station annually and provides valuable feedback to rectify risks identified.

You are still utilising the PDR Pro appraisal system for development and have used appraisal processes over many years, the take up has been inconsistent and you have recognised the need to develop an organisational approach to addressing this. You have carried out research, trials and cocreation with your people around the new approach and this has recently been approved at ELT and will be launched from the start of April. As part of this process, you are designing training for all your people who will lead or participate in the new process, you have already been delivering training on coaching and setting performance objectives as part of your masterclasses to further develop the capabilities of your line managers. The new process focuses on wellbeing, positive psychology of strengths, talent, and succession planning, CPD and efficiencies. The engagement with your workforce included participation from 19 stations, 106 engaged people and another 10 stations are being planned - there is a focus on the quality of the conversation. Evaluating the application and impact of the new process will be key moving forward and an element of holding line managers to account for the quality of the conversations.

You have a range of ways for providing feedback from debriefs, team meetings, mentoring and coaching activity, informal 121s and catchups, reviews of performance data on Service statistics and audit feedback, to name a few. Some of the consultations taking place and surveys also provide valuable feedback upwards and support decision making.

RECOGNISING AND REWARDING HIGH PERFORMANCE

Indicator 5: Recognising and rewarding high performance



“I get recognition from peers, station commanders or colleagues I work with and below that, there are some newer senior officers who are good at giving recognition”

“It’s encouraging when we get positive feedback following incidents, from the station manager, also the new Group Manager was positive today and showing appreciation and an interest, he’s already reaching out and that makes you feel more appreciated”

“As leaders we could be better at recognition, if I am honest its not my strength, I think its differentiating what’s an expectation and what’s above and beyond, remembering to pick up the phone or send that email”

“Some managers and colleagues are very good at showing appreciation for what you have done, helping someone out over and above or something like that, we could be better at it though”

“We had some glowing feedback recently from various levels, passed down through our manager and it was encouraging - its nice to get that sometimes”

“In more recent times our CMT are trying to be more proactive about rewarding and recognising us when we are rushed off our feet around issues like flooding or grass fires for instance”

You have a range of ways of recognising people corporately, from long service awards for individuals and whole teams and the associated presentations, whole time graduate recognition and passing out parades, and the many accolades your people achieve on the world and local stage in terms of competitions and awards. Your “Believing and Achieving” awards for firefighters, corporate staff and members of the public who displayed bravery and commitment by going the extra mile were recognised at your presentation evening.

There were so many examples of recognition of high performance provided such as “Our Heroes Honoured by the Queen (BEM) Group Manager and (MBE) Councillor” to a “UK award for Recycling” at one of your stations - not forgetting so many physical challenge awards. You have a number of ways of recognising high performance on your website, newsletters, routine notices, and social media. It was encouraging to read about your “Time to say thank you” day for your volunteers recognising the valuable contribution they make.

It was significant that the recognition that people most talked about were the simple ‘Thank yous’ received from the communities you serve, from peers and colleagues and from some managers and leaders. A number of people mentioned that recognition had improved over the last couple of years, though stressing that there is still work to do in terms of consistency. Where this has happened, it has produced positive outcomes in terms of people being increasingly motivated and feeling more appreciated.

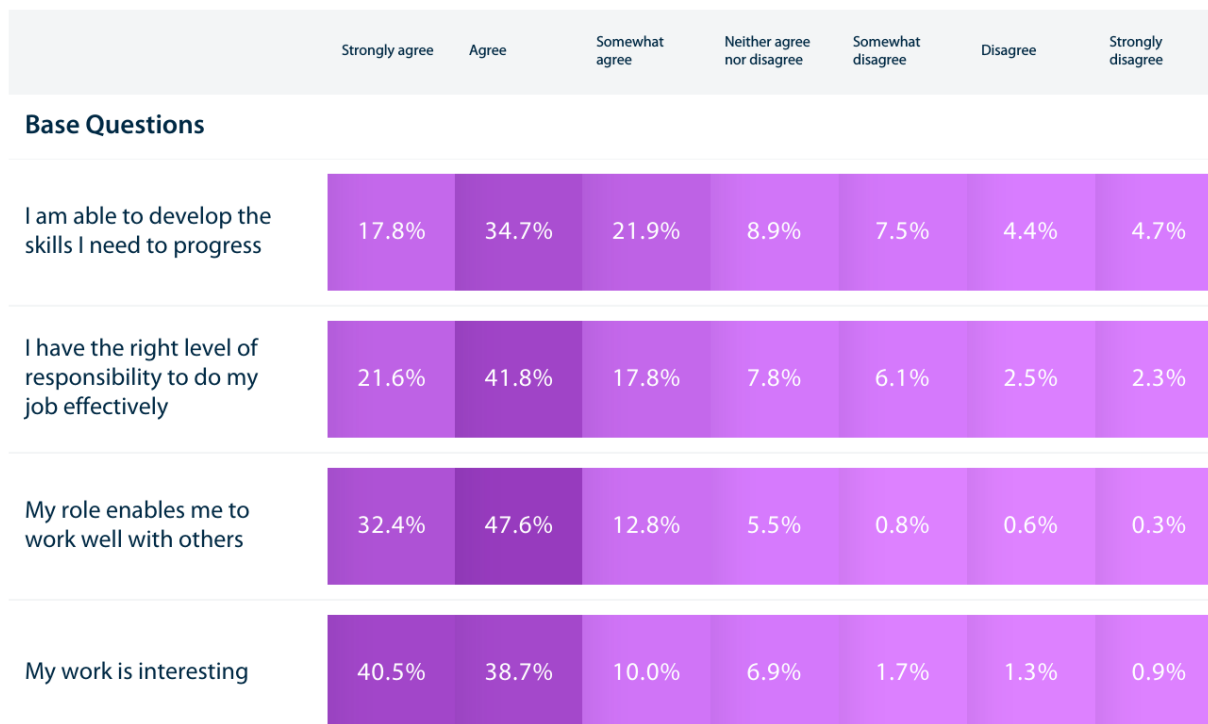
A number of managers and leaders mentioned that it didn’t come naturally to them and it was about remembering to do it. There were a number of examples provided where recognition of an individual or team had impacted on their sense of achievement and the motivation to continue to perform well in those areas moving forward. You have some leaders in operational and support functions who are showing appreciation more naturally and it will be a focus as part of the new personal review process to encourage all managers to consider recognition in this more flexible approach.

People are intrinsically motivated by their pride in the role of the Service and their own roles, they gain a significant sense of value from this, the vast majority of people highlighted that the pride in what they are part of achieving is what keeps them committed to and passionate about their work. Promotion, progression, and development opportunities were highlighted by many as a motivating reward. Many people talked about the wider benefits available to them in terms of flexibility, pension, terms and conditions, wellbeing support and charitable funds that can support people during times of difficulty.

It was interesting that there was little mention of reward at this assessment in contrast to your last assessment, many people talked about being fairly rewarded. There is still some concern about whether the changes to their pensions will happen though that is outside of your control and whether additional responsibilities will be rewarded in the future. On the corporate side a number mentioned it being a great place to work and the reward of working for an organisation that makes a difference, some mentioned the job evaluation and pending outcomes of that, though not in a negative way.

STRUCTURING WORK

Indicator 6: Structuring work



“Collaboration, yes it happens, and we work with others to share learning. The system has changed and we will get feedback and involvement in different exercises and reviews so it has changed for the better in that respect”

“It’s a great place to work, coming to work every day is never a burden and there are different challenges every day some more difficult than others but it’s a privilege to work here, my work is definitely interesting”

“It’s clear within the role maps the skills we need to progress, certainly from a technical perspective”

“There is still room for improvement on collaboration between operations and support, I think sometimes it’s down to a lack of awareness of each other’s priorities, when you speak to people, they are very helpful - we just need to do more of it”

“Relationships with external partners and how we share information, support each other and interact is definitely better than it used to be”

Your structure is clearly defined and has been reviewed to make sure it continues to meet your current and future priorities, requiring some new roles and evolving changes to others. New and emerging requirements in terms of the demands on the Service, higher levels of governance required in some areas, the development of data analysis, awareness of the need to further develop wellbeing, in addition to recent and emerging operational issues such as Grenfell. You have been considering future capabilities of roles with the changing needs of the communities you serve and your success in reducing incidents and how capabilities will be maintained with your analysis of the reduced and emerging requirements.

You have made changes in response to the current pandemic and the guidance from UK and Welsh Government, establishing a Critical Incident Team and more latterly a Response Team to respond to the restrictions and the gradual easing as it happens.

Your operational areas have clearly defined roles with progression mapped out and supported by an NFCC leadership framework. You have been working on the new personal review process to work across both operational and support functions so that career progression and the capabilities needed are understood and discussed. The job evaluation process in the support functions is supporting the design and development of roles in line with current demands. People in both operational and support roles were clear of the expectations of them, along with the policies and practices in place to support decision making (appropriate to their individual responsibilities and levels of accountability).

Operationally, people stated they are able to respond quickly to incidents and talked about how they work together to ensure the best possible response to the communities they work in. They have quickly adapted to the changing context of the current situation and it is to the credit of your people that emergency response has continued throughout a very challenging time.

It continues to be evident that roles are designed to create interesting work, and this undoubtedly motivates people, supporting high levels of commitment to their roles and making a difference in the communities they serve. People consistently talked about the interest in and variety within roles as a key aspect of their job satisfaction.

Many of your people talked about how they work together, supporting each other within their teams and watches and that sharing of knowledge and expertise is a regular occurrence. Examples of these included debriefs following incidents within station and across stations, people sharing learning from involvement in projects or development opportunities, interaction with external stakeholders and insight from partner organisations and the communities you serve. Collaboration outside of individuals' direct teams was more evident at this assessment and although there is still some work to do in terms of collaboration in all areas, there was definitely an improvement in the cross-team cooperation between operations and support. To support the cross collaboration, improved information on what each area does, and key contacts could be a step in the right direction, appreciating that as soon as information is produced it is out of date with the number of roles moves taking place.

In some areas the constant changes due to progressions, and projects in support of progression, causes some frustration. The need to adapt to continuous changes and projects not completed, commitment from ELT to monitor projects and their progress more closely to completion should help with this. People working in Control feel more separated and not as connected.

Improving

BUILDING CAPABILITY

Indicator 7: Building capability



“We have the best training in the country and it’s of a very high standard and helps us be competent. We are leading the way”

“Splitting the training with the L&D function, has been really positive and they are focussing on development for support functions as well as management and technical type skills, it’s been a good move”

“Our operational training is definitely better and the investment in facilities, it can still be a challenge getting cars etc sometimes to maintain competence at station level”

“Training for progression as a Manager is harder if you are not based in HQ, you are more aware of projects to help you develop when based there and it should be more focussed on how you do the role”

You have a clear understanding of the current and future capabilities required to maintain and develop the competence levels required operationally and to support the development of people for progression. This was clearly articulated at ELT level with one of your key priorities being to support and develop your people to be the best they can be in work. You are aware of the challenges in maintaining required technical and incident competence when there are 52% less incidents today than 15 years ago. You have invested to maintain the operational competence with the launch of the real fire training facility that had a £5million investment, it is evident that you are committed to safety critical development of your fire fighters to keep them safe. People are positive about the quality of the training and a number mentioned that it was more practical and current in recent years, some felt that with the challenge to maintain competence and to continue to be leading in the quality of training delivered there is a high volume of work for the number of instructors and question where this should be reviewed.

You have needed to respond to some strategically important changes from a learning perspective such as Grenfell and the impact on buildings across South Wales that don't conform, with a risk across the organisation, compromising safety of occupants and firefighters if they go in and complying with changing legislation. You have been actively involved at a national level to develop knowledge and competence in this and other areas. You are taking learning into the communities with education prevention to make the communities as safe as they can be.

You have been prioritising the training based on what is needed in each area and this could be even more data based, taking into consideration station locations whether rural, cities near an airport or water, or where RTAs are higher etc.

The structure change with learning and development separated has been positively received and there are many examples of positive feedback from your people about the masterclasses, delivery standards, their active involvement in developing coaching and mentoring and the development support for the new performance review process. There were many people who mentioned undertaking qualifications or development programmes within the support functions and some evidence of coaching taking place.

Your people were positive about a range of training activity including the new recruit training that receives positive feedback from the recruits and those on stations, the on-call firefighters were equally positive about the training they receive in support of their roles and the rotation of instructors can have a positive impact when they are back at station. Some of the development being delivered on station has also been well received and might be something you can build on moving forward.

You have recently developed the training for newly promoted people such as crew and watch managers, people commented the quality is good, though a number felt it needed to be provided earlier in some instances and that some of the system training could also be included. You have a wide range of development opportunities for leaders at all levels, managers and those aspiring to be managers and leaders of the future.

You have worked to develop the range of development available to support those with potential and as part of your succession planning, there are clear progression routes within operational roles and the new personal review process will enable everyone to have a career-based conversation, considering their development. Support based roles would like to see increased opportunities to develop their skills and some recent developments such as the Shout Forum, Wellbeing Group and other working groups could support this.

One of the lowest scoring areas of the survey was around internal promotions and how people are selected for roles based on their skills and abilities. This was explored at interview and the key concerns were around the lack of feedback provided whether you are successful or unsuccessful,

to support individuals in their ongoing development. There are still some perceptions of unfairness around opportunities to develop the required competence and whether people based at HQ are at an advantage, whether this is factual or not, there is clearly a perception of unfairness. Your plans around the new personal review could help with this perception and provide an opportunity to discuss feedback.

DELIVERING CONTINUOUS IMPROVEMENT

Indicator 8: Delivering continuous improvement

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	23.2%	45.1%	17.8%	9.2%	1.7%	1.9%	1.1%
I am encouraged to improve the way I do things	14.6%	30.8%	24.4%	13.5%	5.0%	6.7%	5.0%
I am responsible for improving the way we do things	12.8%	25.4%	23.9%	17.2%	6.6%	7.8%	6.3%
I am trusted to try new approaches in the way I work	12.5%	28.3%	21.8%	15.8%	6.1%	8.6%	6.9%

“There is definitely a commitment to continuous improvement, we can always do better but this is a fantastic organisation and we always strive for better”

“We have been working to improve diversity, and we have been involved in lots of initiatives around improving underrepresented groups, we are not there yet but there is a commitment to improve”

“We’ve been taking trailers around the stations so crews could touch, feel and ask questions about them (NBTs) so when they are fitted in the appliances, they will be familiar to them.”

“Innovation does happen, and we link in with our fire services who use similar systems, we have an annual conference and share knowledge and expertise, I think they learn a lot from us”

“If you look at our statistics on performance, you can clearly see by the reduction in incidents that we are continually improving and adapting”

You have demonstrated a focus on continuous improvement over the last couple of years and have significantly increased the cross-team collaboration that supports this, with a range of examples of different areas of the organisation working together to develop new approaches and improving the service you provide. For instance, cross team involvement in the recruitment process, new performance review process, technology developments, new and innovative approaches to home safety and other service delivery during lockdown.

You have continued to research and gain insight from external sources on how you work with partners and stakeholders to support the development of your own practices around support to your own people and the services you provide. A positive example of this has been the work on your Mental Health Strategy where you implemented the Blue Light Programme, developed a working group, where you hold regular opportunities for people to contribute and support improvements in this area, observation of some of these sessions showed a real desire to continually improve.

You have developed new recruit mental health training to ensure support is provided from commencement of employment and this was designed and developed through consultation with your partners in PTSD Support Services in Cardiff and the Vale Health Board and in partnership with the mental health charity, Mind. A recent development of this support has been the introduction of incident tags when they could be potential impacts for your people, this is already having a positive impact. Another example being the new assurance process that audits each station annually and provides valuable feedback and support continuous improvement.

You participate in a range of 'All Wales Fire Service' meetings to share best practice and develop innovative solutions to the challenges you face in areas such as business fire safety. There were so many examples of other partnership approaches with emergency services to target challenging areas and support improvements such as some of your stations teaming up with Cwm Taf University Health board and the Welsh Ambulance Trust to put on live training exercises to help give junior doctors real-time experience of responding to emergencies. You have participated in academic research on carcinogens and substances hazardous to the health of your firefighters

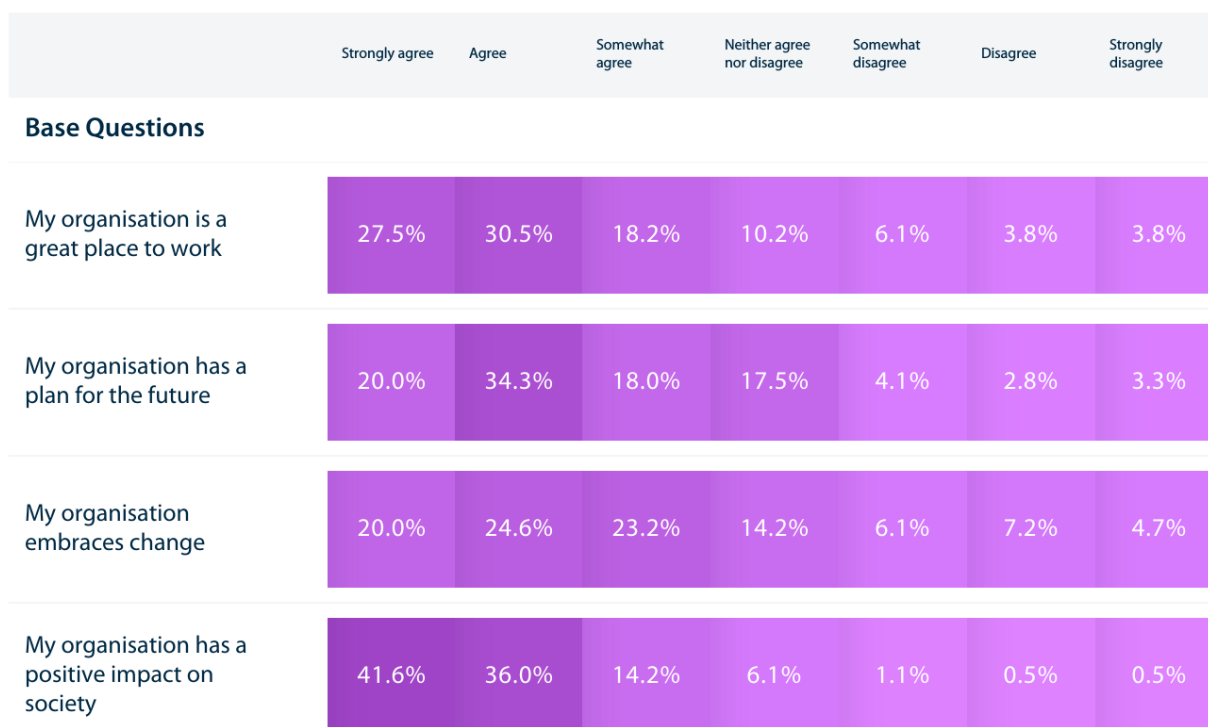
There has been an increase in end user engagement and involvement in ITC Systems and technology developments, purchase of kit, equipment, and PPE. You have also conducted internal surveys, used data to better analyse where performance improvements are needed and conducted market research on risk modelling. Your many working groups and forums support people in bringing their ideas and suggestions forward and in encouraging people to try new approaches and reducing risk.

You benchmark your performance and results with other fire services within Wales and the UK, and the data shows that you are certainly leading the way in a range of areas. Your results in terms of reducing incidents through your education and preventative action has been significant. You leaders are looking to learn from the outside world and bring knowledge to improve your performance, whilst also sharing your own good practice to support others.

You have invested in innovation with the real fire training facility in Cardiff Gate, for flood and water rescue and in new technology to name some of the investments highlighted.

CREATING SUSTAINABLE SUCCESS

Indicator 9: Creating sustainable success



“I’m proud to be part of SWFRS and proud to say who I work for and put that uniform on, we can all have our moans but it’s a great job and I wouldn’t want to work anywhere else.”

“I love it here, we are helping our communities and have a sense of purpose; there’s good colleagues and we all get on well together, I like the variety of the role and we are always learning new things, it’s like a family”

“I’ve never woken up and thought I don’t want to go to work today as in previous jobs, the people we work with are amazing, good purpose for the organisation and the benefits are still good”

“I think we could be better at communicating change before it happens and why we are doing it, sometimes its managed well but it could definitely be improved”

“We make a real difference in the lives of people in our communities, sometimes its saving lives but it’s much more than that, we get what they need we have a real understanding of the challenges and we work to make a real difference”

People genuinely believe SWFRS is a great place to work and the passion and commitment demonstrated by the vast majority of your people is outstanding. Its rare that you find an organisation where people believe they make a difference in their own communities and some of the examples of stations and teams going above and beyond in the support of those communities and people who need support is something you should be proud of.

As an organisation you have future focussed plans and encourage people to help shape them, you consistently respond to changing environments and situations and the effort to keep the pumps available throughout lockdown has been a significant achievement.

You have a very clear understanding of the future challenges around reduced incidents and the impact of maintaining competence, consciously developing new capabilities to meet additional demands placed on the Service and to embrace new technology, advancements and as a result of major incidents such as Grenfell. You have developed an extensive range of partners and regularly engage with all stakeholders to ensure you understand their expectations and changing requirements. You have senior leaders on external groups that support your understanding such as the Chief Fire Officer acting as deputy chair of the NFCC and raising awareness of issues facing the fire sector. These challenges are then discussed at senior management levels, and this influences the future direction of the Service. Your senior leaders have direct links to the First Minister and have regular briefings on the direction of fire sector issues through Welsh Government. Your strategic plans consider and act on the Service's response to Welsh Government plans such as the Future Generations Act. Through representation on the nine Public Service boards, the Service is able to have a clear understanding of local issues affecting your partners and how you can support and influence solutions. Partners include Local Authorities, NRW, Police and health Boards.

You have considered people with drive and passion to lead on some of the recent change initiatives such as the Shout Forum, Wellbeing Groups, Covid Response Groups and implementing new kit and equipment. There are some excellent examples of change being managed well such as the new breathing apparatus where there was end user engagement from the beginning, trials, training and ongoing communications. A number of people mentioned this as a change that was well managed. Other examples included work on your sustainability agenda, one of the key priorities for you currently, the review of the recruitment process and removing of non-value-added activity whilst maintaining a high standard, the speedy move to virtual meetings and homeworking for support functions and the IT infrastructure that supported it, and many others. You have recently introduced a project management review at senior management level to monitor the progress of projects which will hopefully support you moving forward. Change management can be inconsistent in terms of being beneficial and people engaging with it and there were examples provided by people where they did not understand why change was happening or felt they were communicated with too late. The main concern highlighted was a perception that people looking for promotion started projects that would provide good evidence but left these unfinished or changed by the next person on the same promotion journey.

Your people provide so many examples of where you have a positive impact on the communities you serve and other organisations who operate within them, many of which your people are passionate about from fire cadets, to young offenders, to supporting the homeless, to reducing risk and making your communities safer, opening of improved training facilities and shared accommodation such as the Engagement Hub in Malpas or the new facility in Abergavenny.

Your teams

Our key insights

The dashboard already provided and presented to senior leaders, enables you to drilldown into the most valuable insights using the comparison by operational and support areas and the comparison of the data with your previous assessment.

For instance, in relation to building capability, your highest scoring areas were:

- New Recruits - Cardiff and Caerphilly 6.5
- SMT Merthyr 6.2
- RDS Merthyr, RDS New & Mon 5.7
- Auxiliaries 5.5
- RDS Sup Mgrs Merthyr 5.3
- Sup Mgrs Bridgend & Vale 5

Whilst the lowest scoring areas were:

- Fire Control Bridgend 3.6
- Sup Mgrs New & Mon and Volunteers 4.2
- Sup Mgrs Torfaen and BG, WDS Bridgend 4.3
- Technical Services 4.4
- WDS Newport, Sup Mgrs Cardiff & Caerphilly 4.5

Your demographics

Our key insights

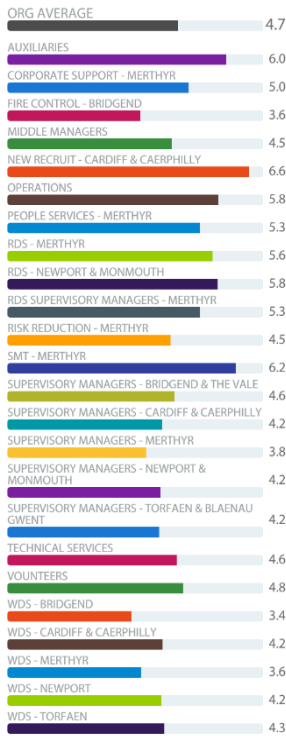
Your dashboard also enables you to gain insight around the demographics such as gender, length of service etc.

- People who've been in the Service for more than 5 years are slightly less engaged than those who have been there for shorter periods, with new recruits scoring the highest.

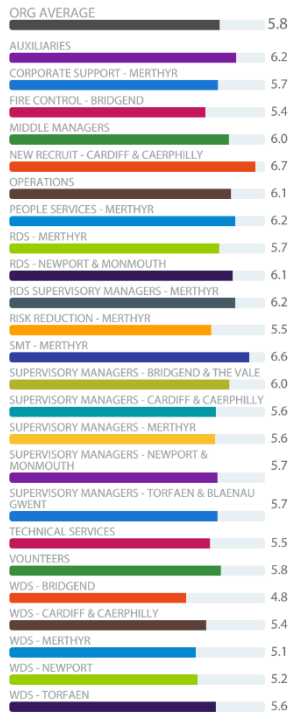
Your teams

How each team scored each indicator

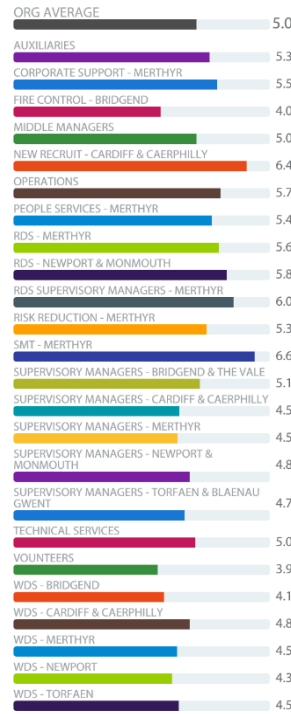
Indicator 1: Leading and inspiring people



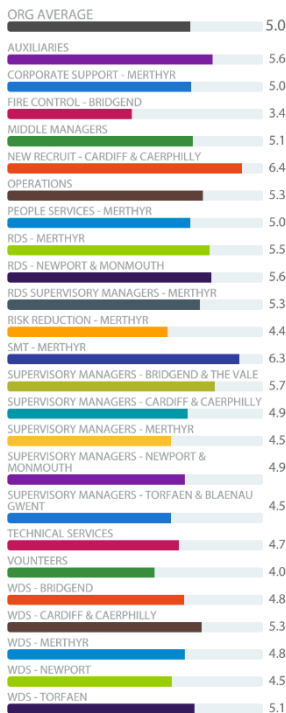
Indicator 2: Living the organisation's values and behaviours



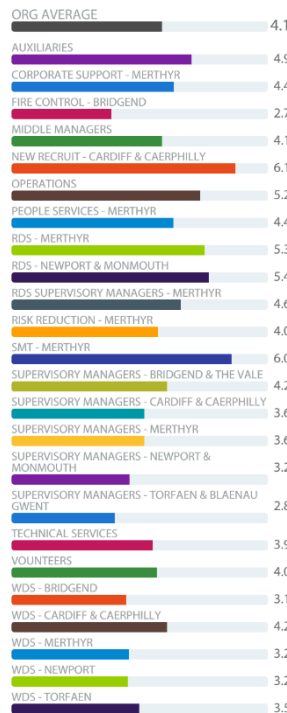
Indicator 3: Empowering and involving people



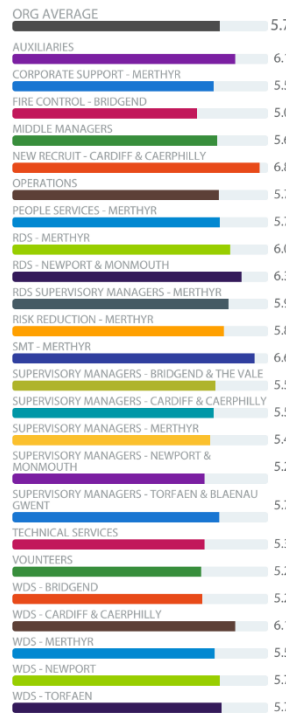
Indicator 4: Managing performance



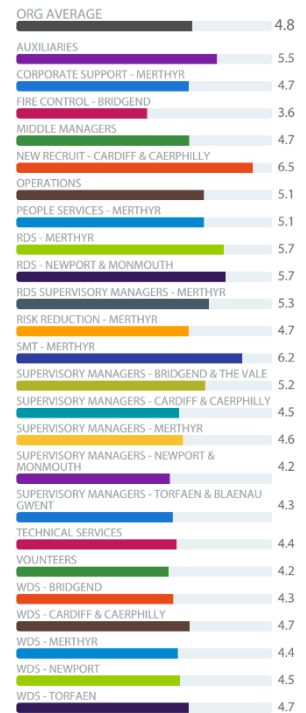
Indicator 5: Recognising and rewarding high performance



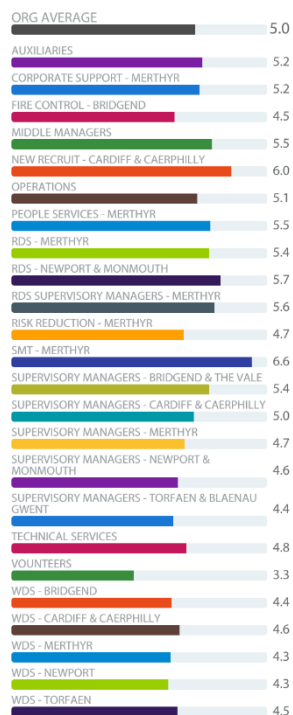
Indicator 6: Structuring work



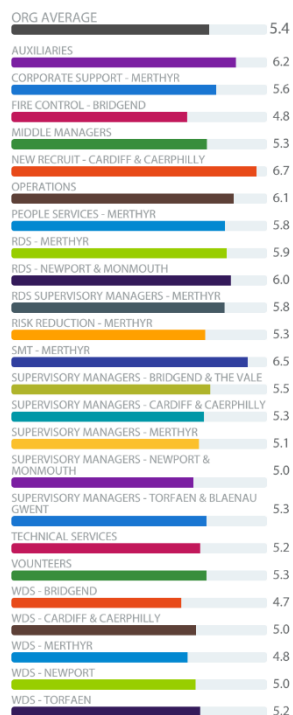
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



The key differences between the groupings were explored in the feedback with the senior leaders and supported with the dashboard and presentation of key insights.

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Want to get in touch?

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INVESTORS IN PEOPLE™

We invest in wellbeing

Feedback



South Wales Fire and Rescue Service

Project number: WAL-20-00165

Assessed by: Jackie Lewis

Date: 04/02/2021

**INVESTORS
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MAKE WORK BETTER



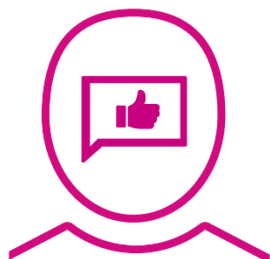
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You did it!

INVESTORS IN PEOPLE™

We invest in wellbeing Silver

You're at the Silver level of our We invest in wellbeing accreditation.

Silver! You care about your people's wellbeing, and I know you're ambitious to do even more for them.

You have clearly demonstrated that you are passionate about progressing the wellbeing strategy within the Service, building on the support already provided in physical, psychological, and social wellbeing and making this embedded within your culture.

Your people are really positive about the overall wellbeing, particularly the focus and improvements being made in relation to their psychological wellbeing and the initiatives that have been developed.

Detailed feedback and recommendations inside...

- > What to be proud of
- > What to work on
- > My recommendations
- > What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
04/02/2021	04/02/2022	04/02/2023	04/02/2024

At a glance

You have a strong focus on your people with your long- and short-term strategies for the Service, valuing your people is a key theme.

Physical wellbeing has been at the core of the Service and an integral part of what you do with an additional strong emphasis on the social wellbeing of your people. In the last few years there has been an increased focus on the psychological wellbeing of your people and a specific focus on mental health. You have an overall wellbeing strategy and a specific strategy for mental health and have invested resource in taking this forward. Your aim being:

“To develop a mental health provision that support individuals. Whilst maintaining a fair and proportionate service that reflects prevention, promotion and protection.”

You aim to improve you people’s mental health and have developed your strategy using prevent, protect, and promote. You explore the changes to health and safety legislation and fire industry specific regulations related to workplace physical wellbeing and report on the safety and wellbeing of your people annually. Your focus on physical wellbeing is critical with your people being fit to provide the services to your communities. The safety of your people being of paramount importance from how they work and the kit they use, to making sure they have the required capabilities and support. Teamwork and relationships are a strength within and outside of the Service

What to be proud of

- Your people say that teamwork and relationships are important to them and one of the best aspects of working for the Service, they see a direct link between teamwork and making a difference in the way they work with the communities you serve
- A number of people talked about specific support from line managers and the Service during difficult and challenging times - some of the personal stories shared were incredible
- Physical wellbeing is strongly supported with a wide range of facilities, initiatives, with a diverse range of support and programmes in place for both operational and support staff
- The focus on psychological wellbeing is to your credit, awareness raising and initiatives such as the ‘Incident Tag’ are being well received and the roll out of awareness raising on mental health
- Passionate people leading on wellbeing initiatives such as the wellbeing steering group and mental health group with people actively participating, challenging and bringing their ideas forward
- Data starting to measure the impact of new initiatives such as the incidents tags and overall data on safety and wellbeing generally

- People have a strong sense of community, and lead or get involved in activities that positively impact on the communities including the vulnerable - the level of activities to raise funds for the Firefighters Charity and other causes is to your credit

A summary of what to work on

- Using data more to measure the impact of your wellbeing goals and to support future improvements
- Raising awareness and understanding of wellbeing across the Service and the accountability of those with line management responsibility
- Looking at how you encourage those who are reluctant to speak up about wellbeing challenges on a personal level and support around that
- Establishing your wellbeing champions across the organisation
- Developing a greater focus on psychological wellbeing
- Reviewing how pressure and workload are assessed and supported
- Continuing to improve collaboration and cross team interaction
- Addressing the lower scoring areas of the survey

Congratulations on achieving Silver

Our feedback focuses on what you need to do to keep improving and to achieve a higher level of accreditation next time.

Recommendations

I've considered **who you are** and **where you're at** as an organisation related to wellbeing. My recommendations are designed to get you **where you want to be**.

Wellbeing overall

- > It would be helpful to have an overarching wellbeing strategy that has clear goals and measures of success - this could still have a separate focus on psychological wellbeing as covered in your mental health strategy. You might consider how this links into the overall strategic plan.
- > Having data that supports you to identify where the strategy is having impact and where further development is needed. The survey data from top to lowest scoring areas should support this.
- > Building the level of engagement by keeping the content simple for people to understand and reporting on progress being made, this could be supported by pulse surveys that encourage people to feedback on a couple of key areas. This should support your people in engaging with surveys moving forward, it will be key for them to see that their contribution is shaping how the wellbeing strategy and goals are developed. Some of the lower scoring areas support this, i.e. 'people feeling listened to'.
- > Specific recommendations in relation to physical, psychological and social wellbeing are covered separately.

Physical wellbeing specific recommendations

- > Some of your stations would like improved planning around changes to the work environment and facilities at station level, recognising that financial resources have an impact. Could there be a small works response budget for broken equipment for instance. A number mentioned outdoor or wellbeing spaces, recognising that these exist in some facilities.
- > Considering people's life situations and how this affects them currently, could there be guidance on how they can make healthy choices in relation to food and hydration, with suggestions/signposting about how they can maintain physical wellbeing in restricted situations. This could be an ongoing consideration if people are homeworking in the longer term such as "at desk exercises".

- > It might be useful to consider the take up and impact of the standing desks and meeting room; for instance, is there any correlation with good physical health and productivity and/or performance? Is this something that could be further encouraged?
- > Some of your people are less able to undertake endurance events, could you encourage some events that support people in building their physical wellbeing like 10,000 steps a day over a given period of time to a set out plan, walking from HQ to every station in your operating area. Maybe this could link to seeing the station they arrive at virtually (vlog or similar). Doing this as a group might help people improve physical wellbeing. It would be good to consider how you can encourage more support staff to participate, for instance, could yoga classes be offered virtually so that people could participate at convenient times and where work or home based?
- > You have already highlighted that near miss reporting could be strengthened and this could further strengthen the reduction in accidents, it might be helpful to raise awareness of why it's important.
- > Use wellbeing champions across the Service to promote wellbeing activities appropriate to the areas they represent.
- > You could consider a greater focus on healthy eating and the work environment for some of your people, it was encouraging to hear that you are working on three to five short nutrition videos that will shortly be available.
- > It would be beneficial to see increased levels of people participating in surveys, to enable effective recommendations to be made on a higher sample, data around physical activity is reviewed in relation to operational people, might you consider measuring take up on physical activities from support functions:
 - maybe a short survey occasionally to find out the frequency of activity, what is working and what could be improved?
 - what physical activity for all of your people is the most impactful in improving data? When you put new practices in place, what impact is this having?

Psychological wellbeing specific recommendations

- > Some of your stations mentioned wellbeing areas and outside spaces being available at all locations, understanding that what can be achieved in different locations due to size could impact on the extent of improvements.
- > Re-communicating the psychological wellbeing strategy would be helpful, maybe considering highlighting some goals you would like to achieve over the next year and feeding back on progress against these.
- > You have started implementing a range of initiatives for psychological wellbeing and this is to your credit, the development of the new App will support individuals in seeing what is happening. The trial for the App is due to commence and will have a

psychological wellbeing link that will signpost people to the right information and support, monitoring its impact and ease of finding the right support will be critical.

- There are a wide range of psychological wellbeing resources available on the Investors in People website in the knowledge section that might be helpful for signposting www.investorsinpeople.com/knowledge/
- Continued awareness raising of the importance of mental health and being able to discuss it without stigma still needs work, some are still not confident speaking with their watches or teams or indeed to their line manager. This type of cultural change inevitably takes time, and some line managers are better at this than others. Utilising the App, mental health champions and training line managers as planned will support the improvements needed. There are a couple of teams where specific action is needed.
- Levels of involvement and engagement at all levels with the wellbeing strategy still needs to be encouraged, a number are now starting to be more engaged but there are still some that need convincing and where comments made are not helpful. Wider communications about psychological wellbeing in general should be made overt, why is it important?, why should people need to know? Why should managers discuss wellbeing and signpost to appropriate support and how do we hold them accountable for using tools like the new performance review process.
- A result from the survey flags up a potential to further improve the monitoring of pressure at work and providing support for coping with pressure with the question relating to workload and working hours. Survey results ranked some of the lowest and was highlighted in the narrative on this subject. Continued understanding of this and how it can be improved should be considered.
- Your data is developing and helping shape your plans going forward, you might consider:
 - Developing a baseline for psychological wellbeing starting with research into typical content for this area of wellbeing, also use of the We invest in wellbeing data and narrative feedback, plus your own data on incidents etc to determine what should be measured and used to reshape your plans
 - Once a baseline is established in both data and qualitative terms via a set of specific and measurable goals, you will set out an overarching KPI and continue to measure against this at least annually
 - You should engage the newly established mental health champions and your mental health wellbeing group and task them to find out more about psychological wellbeing in general so they can constructively make suggestions and ask staff questions about this area.

Social wellbeing specific recommendations

- > Increased awareness of what different areas of the Service do and how they all support your aims and plans as a Service should be beneficial. Many suggested short-term transfers between areas to better understand what their colleagues do.
- > Consider (post COVID-19) team building and increased opportunities for interaction across operations and support functions, could this be linked to wellbeing events even looking at team challenges or fundraising, cross team away days, station BBQ with families attending etc.
- > A number of people feel there is too much email communication and not enough conversation, how can we increase conversation happening, people feel this is intrinsically linked to building relationships. Some of the people mentioned increased support groups or places where people can mix with people from other areas of the Service.
- > Improved consistency of leadership and management, providing development that supports this, key areas highlighted in the survey narrative were around managing relationships, building team cohesion, emotional intelligence, listening skills and difficult conversations.
- > Many articulated a need to close the communication gap between senior leaders and front-line operational roles.
- > Consider how to provide more participation and involvement in decision making, relevant to their roles, for your people.
- > You could consider setting a target for people to increase the levels of cross-team interaction and collaboration, with activities that support this.

Let's take a closer look...

	Needs improvement	Silver	Gold	Platinum
Goals (across all three sections)		✓		
Physical wellbeing		✓		
Implementation			✓	
Data		✓		
Engagement		✓		
Tools		✓		
Psychological wellbeing		✓		
Implementation		✓		
Data	✓			
Engagement	✓			
Tools	✓			
Social wellbeing		✓		
Implementation		✓		
Data		✓		
Engagement		✓		
Tools	✓			

✓ = Your result

Your feedback

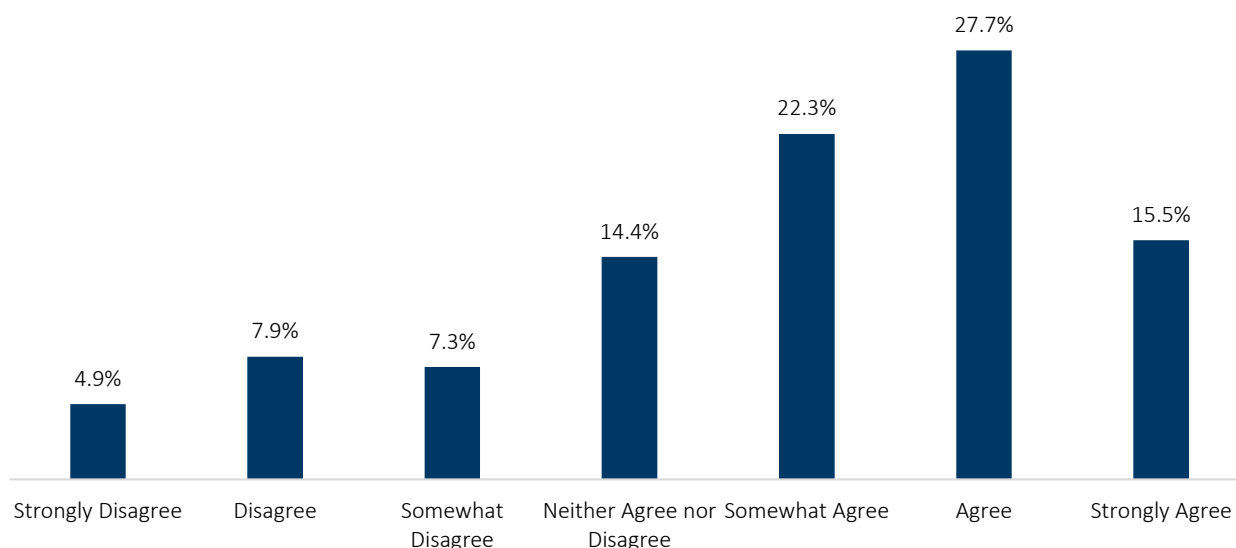
Your Wellbeing Strategy

What your wellbeing strategy is focusing on:

- Services and support
- Empowering choice
- Social participation
- Removing inequality
- Staying well - what you can do

Feedback from the wellbeing survey:

These questions are not specifically referenced to either physical, psychological, or social wellbeing, they cover wellbeing overall. The remaining 12 questions that refer to specific areas of wellbeing will be reported in the relevant sections.



- I encourage my colleagues to be healthy (79%)
- I work with my colleagues towards a common goal (88%)
- My wellbeing is important to my organisation (79%)
- Leadership lead by example on wellbeing (57%)
- My organisation gives me the tools to perform my job to the best of my ability (68%)
- I am aware of the wellbeing Strategy in my organisation (75%)
- My organisation listens to the needs of employees (51%)
- I'm encouraged to take part in wellbeing initiatives (58%)
- My organisation seeks feedback on wellbeing initiatives (47%)
- There is good communication about wellbeing in my organisation (67%)

Your Wellbeing Survey overview

Top scoring statements

- I work with my colleagues towards a common goal (88%)
- My organisation offers ways to improve my physical wellbeing (84%)
- I have good working relationships across the organisation (81%)
- I encourage my colleagues to be healthy (79%)
- My wellbeing is important to my organisation (79%)
- I feel supported by my managers and my colleagues (75%)
- I am aware of the wellbeing Strategy in my organisation (75%)
- Mental wellbeing is important for my organisation (79%)

Mid-range scoring statements

- My organisation gives me the tools to perform my job to the best of my ability (68%)
- There is good communication about wellbeing in my organisation (67%)
- There is a good understanding about mental health in my organisation (67%)
- I would be willing to share a personal issue with people at work, including managers and Leadership Team (66%)
- My colleagues encourage me to be healthy (63%)
- Individual and cultural differences are celebrated in my workplace (62%)

Lower scoring statements

- I'm encouraged to take part in wellbeing initiatives (58%)
- Leadership lead by example on wellbeing (57%)
- My organisation listens to the needs of employees (51%)
- My organisation seeks feedback on wellbeing initiatives (47%)
- I feel valued at work (47%)
- I'm satisfied with my workload and working hours (46%)
- My organisation monitors pressure at work and provides support for coping with pressure (40%)

Goals applying to all areas of wellbeing

Whilst the business has a wellbeing strategy and associated policies in place, in general the strategy is not explicitly linked to the strategic plan. The strategy also lacks clear goals and expected outcomes in all areas (physical, psychological, and social), what is being measured and what are you expecting to be different? You have started to set some goals in psychological wellbeing.

To help achieve your vision in the area of wellbeing you could formalise a strategy with clearer goals and align these to your objectives across the Service.

The 'We invest in wellbeing survey' can be used to compare year on year results and incremental differences. You are already measuring through data in some areas such as health, safety, sickness including mental health, physical fitness and some environmental factors.

Note the bottom ranked survey questions listed that cover the wellbeing area in general as areas for further development:

- My organisation seeks feedback on wellbeing initiatives (47%)
- I feel valued at work (47%)
- I'm satisfied with my workload and working hours (46%)
- My organisation monitors pressure at work and provides support for coping with pressure (40%)

Highlights of related areas when considering your strategy and focus on actions and behaviours that will support these areas:

- Feedback from your people (data and the opinion of your people gathered and analysed to a greater extent)
- Increasing the feeling of value in all areas of the Service
- Understanding and responding to workload and pressure and providing tools and resources to support people to cope
- More focused involvement in delivery of wellbeing via managers

The recommendations made are related to the goals criteria to be further developed:

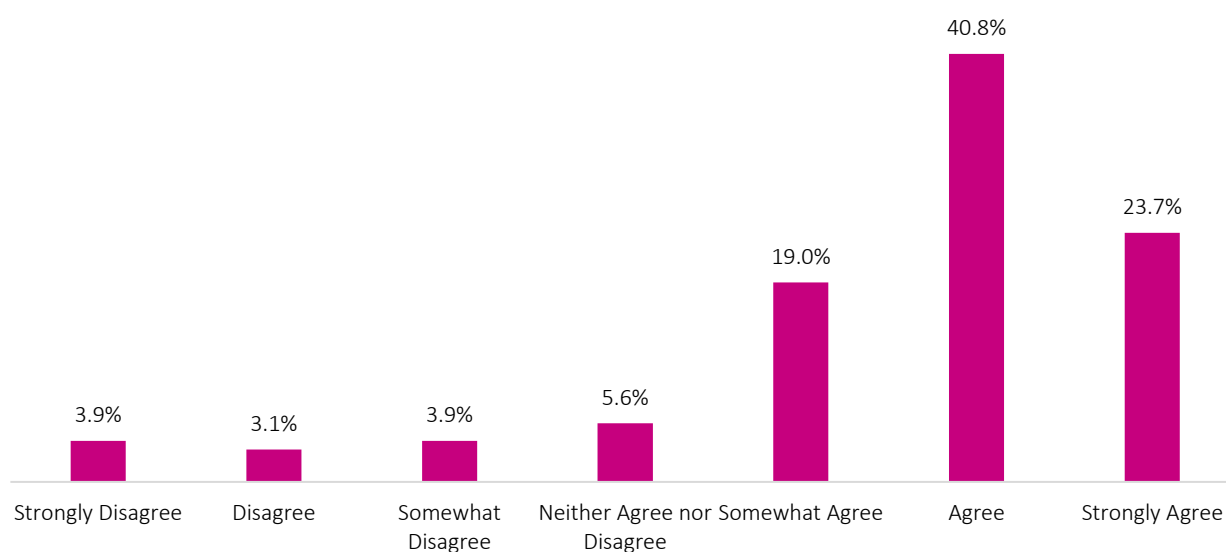
- More ambitious goals shared with everyone
- Goals set and measured have a positive impact on the organisation
- The wellbeing strategy/plan is part of the strategic plan
- The range of wellbeing goals are always reviewed based on feedback and information gathered from people

Physical wellbeing

Physical wellbeing is critical within the operational areas of the Service and is therefore regularly reviewed in terms of its effectiveness, monitoring and support are continuous. Maintaining fitness and preventative action to keep illness at bay is a focus and you are fully aware of the significant impact this can have on how well people can work and serve the communities you work within.

Overall agreement in this area is 84%.

Feedback from the wellbeing survey:



My organisation offers ways to improve my physical wellbeing (84%)

> Implementation

As a Service you have a strong commitment to physical health and supporting people at all level, you have clear strategy and policies that support your implementation. This is widely understood with 84% of your people agreeing that you offer ways to improve their physical wellbeing. People can discuss what is available in detail.

The range of policies and practices you have in place to support your people's physical wellbeing is extensive:

- Occupational Health Unit with proactive planned and responsive monitoring and support
- Operational risk management
- Health, Safety and wellbeing including risk assessment, display screen equipment, noise monitoring, legionella inspections, manual handling, rehabilitation

- Medical screening and checks including audiometry and spirometry
- Welfare and attendance monitoring
- Employee wellbeing
- Medical surveillance
- Time to exercise in core hours

In addition, within the current context you have established COVID-19 response policies and framework, covering COVID-19 safe work assessments, contact policy with your own track and trace and home working.

Your people confirmed accessing the medical checks and physical fitness assessments and *“I take part in the physical tests regularly and our fitness levels are assessed.”* You have pre-employment checks for operation and support functions, people confirmed these always take place. You have recently trained your own noise assessors, and this has improved your ability to respond when needed and as planned.

Your physical activity is supported by health and safety standards, environmental standards, fire industry specific standards and national frameworks. You look at analysis of physical injuries to support reviews and changes of the policies and support in place. All your stations and HQ are equipped with maintained and fully funded gym equipment that forms part of the risk assessment.

You actively encourage all your people to be physically healthy and provide awareness to your people about a wide range of physical related health issues such as health eating, fitness programmes, yoga, exercise planners, workplace assessments. Your kit and PPE guidance also supports people to be physically healthy. You have ergonomic assessments and have looked at the physical benefits of increasing standing introducing standing desks and a standing meeting room.

People were positive about the range of activities available to them, accepting that some of the activities cannot run currently due to the current pandemic. Your operational people were extremely positive about gyms being available to them to maintain their fitness levels in the current context.

People also talked about encouragement to undertake physical activity out of work and there were so many positive examples of this from cycling, rugby, endurance events and training together as a team on weekends to name a few.

The implementation criteria you have met is:

- you are committed to improving physical health and supporting people at all levels
- you have clear strategies and policies, and the vast majority of your people are aware of these (84%)
- there are proactive and support programmes in place for everyone
- senior teams promote the strategy supporting physical activities in and out of work

> Data

You have used data to measure the impact of physical wellbeing in some ways and there is evidence that this is being used to make changes.

- Annual health, safety and wellbeing report showing the positive impact of changes you have made on accidents with a reduction in accidents and the severity of them. Data covers a 5-year period and shows almost a 50% reduction over that period. It is evident the data is used to make changes such as safety flash reports, procedural alerts and reviewing of risk assessments. You measure lost time and of the small number of accidents 75% resulted in no lost time. Looking at an analysis of injury type and cause influences your preventative actions. You also look at accidents across your geographical operating areas and whether they are incident related. You measure near misses and where they are being reported.
- You benchmark your data with other fire services in Wales showing you are reporting the lowest number of accidents but highlighted you are not the strongest at near miss reporting.
- You use data to analyse the level of occupational health provision and the categories measuring both planned interventions and those responding to issues.
- You measure the conditions and injuries that are responsible for the majority of sickness absence with musculoskeletal being the highest and psychological ill health being the second. It was evident both areas have been considered with support in place.
- You measure workplace assessments, health & safety training delivery, incident investigations, incident tags and levels of engagement with representative groups to name some of the areas covered.

In addition to data produced from your wellbeing survey that has been summarised for you. The survey results provided produced for us the raw data and narrative results, the narrative is highlighted below with the highest level of comments. It is important to point out that many comments were only from one individual:

What could the organisation do to improve your physical wellbeing?

- Positive feedback about what is currently available (22)
- More basic level physical activities for support staff (posture video produced internally came across that by accident, lunch time walks, book a bike) (15)
- External areas/outdoor spaces and wellbeing areas (suggestion these could be accessed by both operational and support staff) (15)
- Replace/improve some gym equipment (14)
- Increased time for support staff to take part in physical activity (14)

- Make physical health activity at watch level more accountable (maybe on PDR Pro) and physical wellbeing must be an individual's responsibility (13)
- TRIM as a programme used by other blue light organisations (4)
- Access to gyms for auxiliaries (3)
- Follow up advice from fitness advisers (3)

Success measures related to all aspects of your wellbeing strategy have been summarised using people data such as absence, diversity data, recruitment success etc.

The data criteria you have met is:

- You are actively measuring the impact of physical wellbeing and using that data to shape your future plans
- You collect, review, and use data to shape the wellbeing strategy.

> Engagement

Promotion of physical wellbeing activities is carried out in a number of ways, through your social media, routine notices, newsletters, wellbeing updates, through planned involvement of health advisers and professionals, discussion within teams/watches and with line managers. Physical wellbeing is a big part of how the Service functions operationally.

Training is used as another means of engaging people through inductions, ongoing development programmes, videos, new recruit training, 'Positive Pointers' on areas such as compassion in the workplace, New Year/New You and promoting the benefits of wellbeing.

Additionally, some of the forums and groups support engagement such as the 'Shout Forum', sports and wellbeing and mental wellbeing groups, safety committees that meet quarterly and the FBU operations safety representatives. Consultations and surveys support end user engagement with changes around areas such as new kit or PPE that impacts on physical wellbeing, there has been an increase in the number of these in the last two years. You have encouraged people to be engaged in big events such as 'Corporate Healthy Eating Week.'

One of the main reasons highlighted by those interviewed as engaging them was charitable or organised physical activities arranged by peers or leaders such as sports teams, yoga classes, runs or cycle rides, training with your watch and many of the big events such as those linked to CSR activities or achievements some of which show outstanding dedication to wellbeing wider than their immediate roles:

- the ultimate endurance test - The DECA Iron Man Challenge, where your firefighters raised a grand total of £5000 and awareness for their two chosen charities: Firefighters Charity and Maggie's Cancer Centres because of their efforts.
- World Extrication Champions with the Bridgend Extrication Team crowned the World Champions in the World Rescue Challenge
- Wales on Wheels - helping raise money for breast cancer Cymru
- New recruits cycling 903 miles for Cerebral Palsy Cymru and the Fire Fighters Charity

- Abergavenny station took on the South Wales Three Peaks Challenge raising money for the Fire Fighter's Charity and Cancer Research UK.
- Signing the Public Health Cymru Healthy Travel Charter, showing commitment to helping your people travel to work by walking and cycling.
- Other initiatives where the Service staff are actively engaging with your PSB partners encouraging healthy eating and increasing level of fitness.

The engagement criteria you have met is:

- people are aware of the physical wellbeing initiatives.
- senior teams taking part and encouraging others to take part.
- people are taking part.
- You have been working to have wellbeing champions though still a work in progress.
- Physical wellbeing is a big part of how the Service functions operationally.
- Effort is being made to encourage people to make health choices.

> Tools and resources

Everyone spoke about the tools and resources available to support how wellbeing is actively considered and promoted. The majority of people mentioned the facilities at HQ and stations including gyms, plans for physical activity as part of station life and that the physical nature of the work support their physical wellbeing. Operational people talked about the PPE, kit and equipment provided for different incidents and situations they deal with as part of their services within the community. People were more complimentary about PPE, kit, and equipment that they had been consulted on as the end users. People also mentioned the facilities available within Cardiff Gate to support their physical wellbeing in terms of the training but also the ability to maintain their competence in 'real or as near to as possible situations.' Guidance and training materials were seen as a tool or resource that support people.

For some in support functions this varied more in the current context, though many referred to previous sessions that had supported their physical activity such as walking routes mapped out and fitness classes. People in support functions talked about the working environment being open plan with good ergonomics at HQ and Cardiff Gate. At station level the majority talked about excellent or adequate facilities, with some mentioning that their station or work area (Control) could do with refurbishment or improving.

In operational roles people mentioned that they can take part in physical activities and use the gym as part of their paid work and in support functions a number positively mentioned that they get an hour a week paid to use the facilities or exercise.

Physical health related resources most mentioned were:

- Gyms and facilities
- Kit, equipment, PPE, and uniforms
- Sports therapy and programmes
- Training and guidance

- People to exercise with
- Occupational health and other professional support

The tools and resources criteria you have met is:

- you provide a variety of services and all of them relate to your wellbeing goals.
- healthy living is actively promoted.
- available services address all areas of physical wellbeing related to your wellbeing goals.
- the working environment is designed to support physical health and insight from occupational health and other health advisers/professionals helps shape your strategy.
- You promote healthy physical choices.

Psychological wellbeing

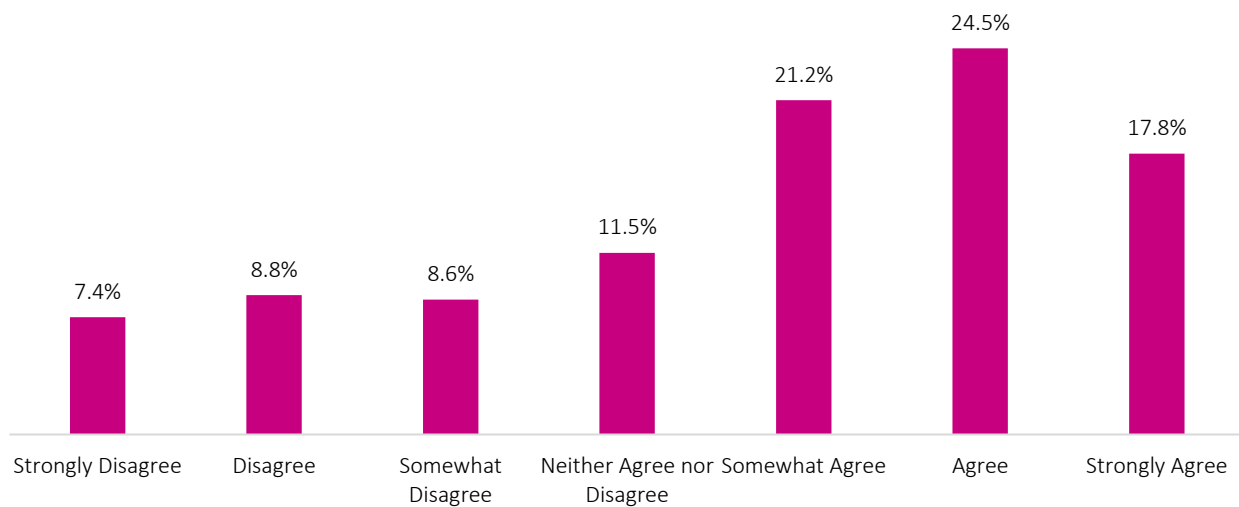
You have an overall wellbeing strategy and a specific strategy for mental health and have invested resource in taking this forward. Your aim being:

“To develop a mental health provision that support individuals. Whilst maintaining a fair and proportionate service that reflects prevention, promotion and protection.”

Overall agreement of the statements in this section is 64%, during discussions with your people they confirmed that mental wellbeing has become a much bigger priority in recent years and that it was certainly getting better, whilst stating there is still improvements to be made. Many of those interviewed stated that awareness of the need for psychological wellbeing was now recognised by the vast majority of people working for the Service.

“Psychological wellbeing is much improved of late it wasn’t great historically, but since the focus and commitment changed, a mental health project was started, its progressed beyond a cup of tea and a nice chat on the station, there have been high profile events and a big change since we have it being led and driving it forward”.

Feedback from the wellbeing survey as a summary of responses:



Survey questions (showing extent of agreement for each statement)

- Mental wellbeing is important for my organisation (79%)
- I'm satisfied with my workload and working hours (46%)
- My organisation monitors pressure at work and provides support for coping with pressure (40%)
- I feel valued at work (47%)
- There is a good understanding about mental health in my organisation (67%)
- I would be willing to share a personal issue with people at work, including managers and Leadership Team (66%)

> Implementation

Your commitment to support your people and their psychological needs is clearly demonstrated from the range of policies, initiatives and working groups in place.

Policies in place include:

- Mental Health Strategy and recent refresh
- Covid-19 processes for sickness and self-isolation
- Managing and preventing stress in the workplace
- Employee wellbeing procedure
- Welfare and attendance monitoring
- COVID 19 Supportive Contact Framework for HR and Line Managers
- COVID 19 Supportive Contact Framework for colleagues
- Occupational Health and other specialist support
- Mental Health project
- Equality
- Coaching, counselling, and mentoring

You have a strategic wellbeing group and a mental health working group, observations of these groups demonstrated planning and a commitment to implement the strategy. You have sickness advisory panels and case reviews supported by clinicians and managers.

You have a programme of training and guidance that support your people covering topics such as suicide prevention, compassion in the workplace include work with a charity specialising in bereavement and stress management.

You have supported your people with issues relating to their psychological wellbeing in a professional and personal context, providing support beyond expectations in many instances and examples provided. Your people confirmed they knew how to access support if needed, some mentioned they would rather do this confidentially and some of your planned developments around the App will support this.

You have specifically focussed on mental health working to remove the stigma and encouraging people to feel comfortable talking about it. Some excellent progress is being made but some of the initiatives are still embedding. People talked about line managers who are role modelling good behaviours around supporting wellbeing and somewhere work is definitely needed.

Some of the new initiatives you have started including:

- You have started renovating some of your HQ and station facilities with wellbeing areas and quiet rooms, some of your people have been very proactive in supporting this at their local levels.
- You have established a post critical incident initiative and incident tagging.
- You have pledged to be an Autism Aware Service becoming the first Fire and Rescue Service in the UK to pilot an internal training programme of awareness to your people.
- Wellbeing events at HQ focusing on healthier lifestyles both physically and mentally.

- Mind Blue Light partnership for a number of years and established Mental Health Champions

The vast majority of your people talked about the good workplace environments and facilities, people talked about the links in their psychological wellbeing with physical wellbeing and social wellbeing at HQ, Cardiff Gate and at station level where teamwork and collaboration have a positive impact for people.

A number of people mentioned flexibility around childcare commitments at short notice and that some roles are able to work flexibly, appreciating that it's not available to everyone.

The implementation criteria you have met is:

- you have a clear strategy that has been refreshed to support psychological wellbeing, its visible
- your policies reflect your commitment to psychological wellbeing.
- senior leaders cascade supportive behaviours.
- you are implementing the wellbeing strategy that is supported by a project plan.
- you support psychological wellbeing in and out of work wherever possible.
- people know how to access support and there are plans to make this easier

> Data

You have provided the same data/measurements as previously noted in physical wellbeing to confirm the outcomes of your approaches to psychological wellbeing such as the annual health, safety, and wellbeing report where psychological wellbeing is specifically measured and actioned.

Additionally, the data being monitored and analysed in relation to incident tagging was an additional data set with tracking and email communication:

- Wellbeing TAG 3 February 2020; **52** Incidents to date have been tagged and type of incident and corresponding numbers tracked for instance, suicide, CPR, RTC.
- **800+** individual people contacted via the Wellbeing Tag initiative for instance, 1 RTC involving 26 personnel, 1 House Fire 27 personnel, 1 Water Rescue 41 personnel

A pilot trauma questionnaire has been sent across 3 stations and the data from this is currently being analysed - questions for analysis covered 10 trauma related and 2 depression related and confidently return to Occupational Health.

The absence and sickness analysis also identifies psychological wellbeing with mental health tracking, benchmarking results year on year. Comparing Q1-Q3 this year with last year, the number of individual absences has fallen among Corp/Support staff and remains similar among RDS staff despite Coronavirus. There has been a rise among Control and WDS staff. The rise among WDS staff has been driven by more Mental Health absence and Coronavirus.

The survey results provided produced for us the raw data and narrative results, the narrative is highlighted below with the highest level of comments. It is important to point out that many comments were only from one individual and anything below 4 responses has not been included:

What could the organisation do to improve your psychological wellbeing?

- Positive praise about what is currently available particularly post incident support, mental health project and some good support from managers (28)
- Workloads, time for breaks/exercise, responding to requests for help/support/stress (24)
- Consistency of management support for wellbeing issues, and check-ins, lack of understanding or recognition of mental health, more awareness/training (24)
- Discussing mental health more openly, support groups or hubs for all, qualified people to help and signposting to individual support rather than generic (20)
- All roles being valued (16)
- Increased personal contact after incidents/PTSD (12)
- Impact of PH being declined and pressure in personal life (9)
- Reduce volume of communications that can be overwhelming (8)
- Flexibility of home working post COVID as believe positively impacts on psychological wellbeing (6)
- Menopause support (4)

The data criteria you have met is:

- You are actively trying to understand the impact of psychological health.
- Survey data is starting to be collected from people to identify aspects of the psychological wellbeing situation.
- The data is used to help shape the psychological wellbeing strategy and mental health project.

> Engagement

Promotion of psychological wellbeing activities in the main is carried out in a number of ways, through your social media, routine notices, newsletters, wellbeing updates, through planned involvement of health advisers and professionals, discussion within teams/watches and with line managers. Psychological wellbeing has been a focus in recent years and the mental health group and mental health champions support this work.

There were some amazing stories shared during interviews of support provided to individuals and they were extremely complimentary, conversely there were a number of people who didn't feel they have been supported and there is some inconsistency in management being highlighted.

At station level, some people are starting to be more open about mental health, there is however, still a long way to go and a number do not feel comfortable speaking up.

Consultation of employees and case studies from individuals who have had mental health challenges has been positive and the video case studies produced is helping to encourage others to speak up. The incident tagging will help identify people who may need support and is more proactive and developed in consultation with the occupational health team including a psychologist. Your plans to develop the app with one click to confidential support should increase the levels of engagement moving forward.

Training is used as another means of engaging people through recruit mental health training, Mind training for line managers and mental health champions and new operational command training around debriefs following incidents and the links with psychological wellbeing. 'Positive Pointers' on areas such as stress management is also positive in engaging people.

Some of the forums and groups support engagement such as the 'Shout Forum', wellbeing and mental wellbeing groups, safety committees that meet quarterly and the FBU operations safety representatives. Consultations and surveys such as the trauma survey support psychological wellbeing. You have encouraged people to be engaged in big events such as wellbeing days, mental health day and supported returns to work.

Your chief spoke at the Healthy Gwent conference on "Not just saving lives but changing lives" showing a commitment from senior leader level. Some of your senior leaders have provided supporting videos for the PTSD videos where some of your people share their stories.

The psychological wellbeing initiatives in place are aligned to your values. There are some groups and individuals who do not feel valued as highlighted in the data from the survey.

The engagement criteria you have met is:

- people are aware of psychological wellbeing initiatives.
- senior teams are starting to encourage people to join in
- some of your people are aware of and take part in your programme and initiatives.

> Tools and resources

People talked about the tools and resources available to support how psychological wellbeing is considered and how this is starting to be promoted more regularly.

People also mentioned the facilities available in some areas of the Service, where some stations have wellbeing areas and the development at Malpas station with the new engagement hub, that includes a trauma informed room designed to reduce barriers to engagement based on accessibility by creating an inclusive workplace. The aim of the trauma informed environment on site is to help promote physical, social, and mental wellbeing. People are positive about the developments, but some would like to see improved facilities within their own working environments. You are currently looking at

funding to support wellbeing areas at stations and there was feedback on the progress with this in one of the Mental health groups observed.

Guidance and training materials were seen as a tool or resource that support people with their psychological wellbeing, a decision has recently been made to record webinars rather than just show live as engagement with the stations is difficult with different shift work, people working from home and it was felt the resource would be more accessible. You have developed a range of guidance materials that support mental health.

You have been providing Mind training to some managers, wellbeing champions and there are plans to increase this to all line managers and champions at all stations and HQ. You have developed training for new recruits in mental health designed in consultation with your partners in PTSD Support Services in Cardiff and Vale Health Board and Mind. As part of your post incident support, you have developed a range of tools and resources including process map of the stages, a mental health awareness session developed to be delivered for all whole time, firefighter recruits as part of their initial training. New operational command training also support the psychological wellbeing where people are taught the value of the hot debriefs. Induction training for Crew Managers to Station Managers (updated to provide help to identify signs in self and others and what to do).

You have developed tools and resources in relation to Covid-19 and a review of the progress of your work in this area was observed in one of the Shout Forums, where people could raise their concerns and questions. Resources and guidance that is COVID-19 related includes supportive contact for those shielding, COVID-19 anxiety support, return to workplace framework, supportive contact framework for HR and LM's and contact framework for colleagues.

You have a range of specialist resources available to people, many of which those interviewed mentioned positively, in relation to support provided to them, there were some however who felt psychological wellbeing is not taken seriously by some line managers.

Psychological resources available include:

- Specialist services UHW Psychiatry Services, counselling services, coaching, and mentoring support, Employee Assistance Programme, Occupational Health Unit with confidential advice and support, Colleague support team, Fire Fighters Charity, Chaplaincy and Representative Bodies
- Mind Blue Light partnership and Mental Health Champions
- Case studies from individuals who have had mental health challenges (video)
- Mental health working group and wellbeing steering group
- Time to Change Wales commitment and supporting resources.
- Advice and awareness raising on staying well and what individuals can do.
- Working group with the Royal Foundation with HRH Duke of Cambridge looking at opportunities to identify best practice and influence positive change.
- Guidance on what to do in relation to a wellbeing incident and sources of help including a critical incident booklet.
- Patient closure/feedback working with the NHS (Cardiff and Vale University Health Board) to support those involved in difficult situations.
- Strategic mental health working group and Mental health project and Shout Forum

- Positive pointers - compassion in the workplace, new year new you, post incident wellbeing, HR equalities meeting, family liaison training partnership with '2 wish' charity training document, shout magazine and forum.

The tools criteria you have met is:

- You provide wellbeing initiatives that promote psychological wellbeing.
- Some of your people are starting to feel safer to discuss psychological problems.
- You have some active support in the workplace towards psychological wellbeing.
- You are starting to train people to understand the risks of psychological wellbeing in the workplace.

Social wellbeing

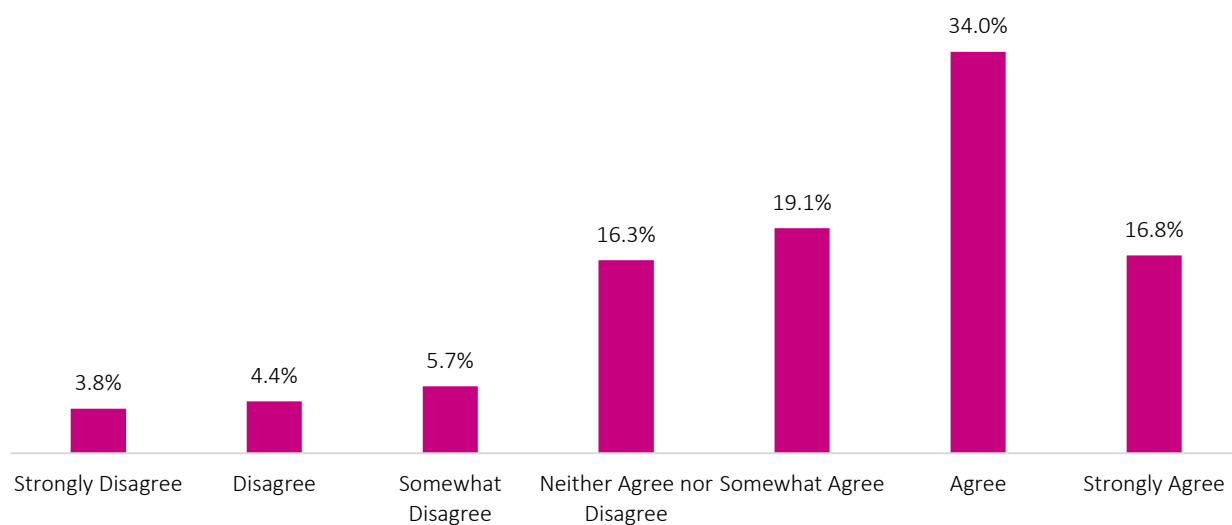
Social wellbeing is an important part of your overall wellbeing strategy and the teamwork, working relationships and collaboration to support the aims and deliver of your services. This area of the wellbeing survey scored positively.

Overall agreement of the statements in this section is 70%, during discussions with your people they confirmed that social wellbeing and the relationships held with colleagues is one of the main reasons, in addition to the purpose of the Service that people are retained. Many of those interviewed stated the importance of the teamwork and the camaraderie with their colleagues.

Some of the examples provided of support from colleagues personally and professionally were outstanding, how people pull together and provide support at challenging times, so many personal stories were shared during interviews. Many of those interviewed talked about being ‘one big family.’

“There are so many great examples of colleagues that keep me going in and doing the right things. There are so many amazing people here that I work with and they really care”.

Feedback from the wellbeing survey:



Survey questions (showing extent of agreement for each statement)

- I have good working relationships across the organisation (81%)
- I feel supported by my managers and my colleagues (75%)
- Individual and cultural differences are celebrated in my workplace (62%)
- My colleagues encourage me to be healthy (63%)

> Implementation

You extensively support a diverse range of outward focused community activity and raising of money for charitable organisations, your people have a benefit socially from their contribution and were positive about these challenges and events during interviews, many examples have already been highlighted. Many of your people believe it would be beneficial to internal relationships to increase inter-station and support area competitions and fundraising.

“I think for all of us pride of the badge/service/station is key, I think things like inter-station competitions, recognition of other departments outside of operations, charitable days, giving people a sense of pride in where they work would develop those internal relationships”.

During observations of wellbeing and engagement groups, watches, and teams it was evident that very strong working relationships are built, many talked about the increase in collaboration and gave examples of collaborating with other areas of the service, this is still however, an area that could be further encouraged and developed.

“The social wellbeing here is great, I am so lucky to come to work in this environment and have such great people to work with”.

Practices most highlighted that are in place include:

- Groups set up to communicate with your colleagues inside and outside of work.
- Social activities arranged to keep people connected virtually within teams.
- Activities (Pre COVID-19) such as bring your child to work day.
- Colleague support network
- Check-ins from supportive line managers, particularly during recent events
- Teambuilding activities
- Other examples are already covered in psychological and physical wellbeing.

The implementation criteria you have met is:

- collaboration and interaction between people and teams is encouraged.
- people are listened to and encouraged to take part in activities in and out of work.
- people develop relationships across different departments, are involved in activities and feel comfortable sharing their ideas and feedback.
- people and the organisation work together.
- relationships have been formed across your organisation, not just within teams (this could be further developed)

> Data

You have provided the same data/measurements as previously noted in physical and psychological wellbeing to confirm the outcomes of your approaches to social wellbeing and have conducted surveys with your people in the last two years, the results of which have been shared, and used to shape improvements within the Service.

The survey results provided produced for us the raw data and narrative results, the narrative is highlighted below with the highest level of comments, there was a higher level of synergy in the comments in this section than other wellbeing areas. It is important to point out that many comments were only from one individual and anything below 4 responses has not been included:

What could the organisation do to improve internal social relationships?

- Positive praise about what is currently available particularly around brilliant colleague support, looking out for each other, teamwork (31)
- Further increase collaboration and interaction across WDS, RDS, Control and with support functions, team-building and social interaction (37)
- Increased awareness and appreciation between operational and support staff, understanding what each area does and the recognition we are all working to the same goals (31)
- Further development of leaders and managers skill in people management (24)
- Increased focus on the people management competencies as part of the promotion process (12)
- Increase the level of support groups (10)
- Close the gap on communications from senior leaders to front line roles (10)
- Constant change of people in the promotion process negatively impacts on building relationships (8)
- Focus on cultural differences not just protected characteristics (6)
- RDS and WDS joint training to develop skills of RDS (5)

The data criteria you have met is:

- people are surveyed and results shared with everyone - they have a basic level of understanding of these results.
- people are asked about their job satisfaction, motivation and relationships at work and some initiatives have been tailored to meet the needs of people, based on analysis of this data.

> Engagement

Promotion of social wellbeing activities are communicated in a number of ways, through your social media, routine notices, newsletters, wellbeing updates, through planned involvement of forums and groups, discussion within teams/watches and with line managers. Social wellbeing is a focus though currently this has needed to adapt to the current situation, with many teams setting up team chat groups and ways of staying connected, many people talked about colleague and line manager support and check-ins.

In addition to the social strategies described already, the challenge, sporting and charitable activities related to social wellbeing were highlighted by many during interviews. You have a variety of initiatives that offer staff the flexibility to get involved and include equality related events, environmental activities in addition to the many others already outlined. You have increased the level of social responsibility around sustainability and there have been some excellent examples of watches and areas of the service positively contributing and even in some instances winning awards.

There is a very strong element of social purpose, that is aligned to your values and the services you provide within the communities you serve; people are genuinely passionate about making a difference to the community, getting involved in activities inside and outside of work.

The engagement criteria you have met is:

- people understand social wellbeing values everyone is willing to take part in work-related and social activities.
- people understand the impact of their roles on the organisation.
- people initiative their own social activities at all levels
- regular activities have a strong element of social purpose.
- everyone understands the benefit of social wellbeing.
- people have a sense of community; they lead and get involved in activities inside and outside of work.

> Tools and resources

There is an encouragement for people to collaborate and participate in groups, projects, and activities. The vast majority of the workplace is suitable for social interaction in usual circumstances with an open plan working environment at HQ and communal areas in stations and Cardiff Gate. You have a sports and social committee, though the current circumstances have impacted on many of the activities that usually happen.

You have strong links with the communities you serve, other organisations and partners where you can support the effectiveness of the support to communities through your engagement with each other. You have forged partnerships and make commitments to organisations such as Mind to support your overall wellbeing strategy.

Many of the communications that take place recognise the work of your people and praise some of the awards, commendations, and accolades that many of your people and teams achieve.

You have facilities for people to exercise and eat together and this encourages social interaction, this is particularly strong at station level. Some of the teams in support functions work hard to maintain good levels of social interaction even during these challenging times.

The tools and resources criteria you have met is:

- you provide opportunities for people to socialise at work.
- you provide a variety of social events.
- you have dedicated spaces and resources for people to socialise (with the exception of one area)
- The induction for new people has a social element.

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

Who?

The meeting will include: Jackie Lewis, Huw Jakeway, Alison Reed and Kevin Yates, then ELT and the wider leadership group

When?

The feedback meeting is scheduled for **10/03/2021** and we will agree further dates

Where?

We'll meet via Star leaf for the first feedback and review whether to continue online or face to face for the follow up feedbacks.

What?

- We'll **discuss your result** and my recommendations in detail
- We'll brainstorm how to turn my recommendations into **tangible activities**
- We'll develop an **action plan**, which we'll be able to review one and two years on.

To keep your award, you need to:

- keep meeting (or exceed!) the **requirements** of your award
- meet me **12 and 24 months** down the line. I won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan
- This isn't mandatory but I strongly recommend you take advantage of this stage
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know who how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Your teams - the survey

Teams who completed the survey	No	%
Supervisory Managers - Merthyr	25	7%
AUXILIARIES	30	8.4%
Corporate Support - Merthyr	32	8.9%
Fire Control - Bridgend	8	2.2%
Middle Managers	66	18.4%
New Recruit - Cardiff & Caerphilly	11	3.1%
Operations	4	1.1%
People Services - Merthyr	15	4.2%
RDS - Bridgend	1	0.3%
RDS - Cardiff & Caerphilly	1	0.3%
RDS - Merthyr	6	1.7%
RDS - Newport & Monmouth	7	2%
RDS - Torfaen & Blaenau Gwent	1	0.3%
RDS Supervisory Managers - Bridgend & The Vale	2	0.6%
RDS Supervisory Managers - Cardiff & Caerphilly	1	0.3%
RDS Supervisory Managers - Merthyr	3	0.8%
RDS Supervisory Managers - Newport & Monmouth	2	0.6%
Risk Reduction - Merthyr	7	2%
SMT - Merthyr	12	3.4%
Supervisory Managers - Bridgend & The Vale	7	2%
Supervisory Managers - Cardiff & Caerphilly	19	5.3%
Supervisory Managers - Newport & Monmouth	3	0.8%
Supervisory Managers - Torfaen & Blaenau Gwent	4	1.1%
Technical Services	24	6.7%
Volunteers	7	2%
WDS - Bridgend	27	7.5%
WDS - Cardiff & Caerphilly	4	1.1%
WDS - Merthyr	17	4.7%
WDS - Newport	4	1.1%
WDS - Torfaen	8	2.2%
Total	358	100%

Got questions?

Great! Let's chat them through in our **feedback meeting**.

If it's something that can't wait, though, just let me know.

Jackie Lewis

Investors in People

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Email: Jackie.lewis@jl-tc.co.uk



Thanks for working with us!

...and an even bigger thank you
for looking after your people.

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We invest in people



12 months on...

South Wales Fire & Rescue

Project number: 21-00038

Practitioner: Jackie Lewis

Date: 19/11/2021



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It's been a while!

It's been a year since we finished our assessment and awarded you Gold Award Level.

We checked in with you recently to see how you've got on in the last 12 months and find out what you're planning for the year ahead.

Jackie Lewis met with Huw Jakeway (Chief Fire Officer), Alison Reed (Assistant Chief Officer - Director of People Services), Kevin Yates (internal lead on Investors in People Insights) and David Crews (Internal lead on Investors in People Health & Wellbeing) on 19/11/2021.

Last year, we found out...

- Your people said they were proud to work for the organisation and believed they make a difference in the communities they serve
- Collaborative working had improved both within operational and support areas of the organisation
- Your people valued the teamworking and strength of relationships within their work areas, the sense of 'family' within such a large organisation was to your credit
- Your people consistently talked about 'the way you work' and being consistent with the values of the organisation
- Your people were clear of the expectations of them within their roles and how they contribute to the overall ambitions, the vast majority of people found their work interesting and rewarding
- Your ambition as an organisation was clear and inspires people
- There was a cohesive ELT, people worked well together and were passionate about the organisation succeeding. Collaboration, constructive challenge, and strong team working were evident and supported decision making at this level
- Data was being used more effectively to manage and monitor performance and to support decision making, and continuing to move in the right direction
- Structural changes had been impactful in relation to the separation of training and learning and development and the introduction of new roles to support the capabilities needed
- Your overall response to the current context of the pandemic and the speed of change in a constantly evolving and uncertain situation had been significant and you had maintained your frontline services to your communities throughout
- Your focus on wellbeing and the progress being made in this area was significant

And we suggested some things to work on...

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Team cohesion - at ELT level there is a cohesive and collaborative approach, and everyone is comfortable to challenge in a constructive way. You could further develop team cohesion at SMT, thinking about how you can encourage people to be comfortable challenging and make sure interactions are supporting effective decision making at this level.
- Middle Manager level - it will be key to review whether recent changes to the middle manager level are having the desired impact; are key messages being relayed in the right way? How do we develop capabilities and consistency of good leadership?
- Decision making - you should consider how you make sure that people are accountable for decision making at the right level and people feel that their participation and contribution is considered in the decision-making process. Seniors have needed to make speedy decisions during the pandemic, but how do you ensure that the balance of where decisions are being made is right and people are trusted to make decisions whilst maintaining the right levels of governance.
- Personal review - the developments currently underway for launch in April are excellent and it has been encouraging to see the research, trials, and approach to designing a process that works for everyone. It will be key to the success of this launch that managers at all levels are engaged with the process and held accountable for ongoing implementation. Skills need to be developed to make sure managers have meaningful conversations and are equipped to provide both reinforcing and redirecting feedback. This will need to be monitored to make sure everyone has a quality review. It will be equally important that your people engage with the process and that they are held accountable for their contribution.
- Performance and data reporting has certainly progressed since the last assessment, but it is also now presenting an opportunity to use and build on this data going forward and provide further insight. You might also consider how you engage people to a higher degree in responding to consultations and surveys and enabling them to see how their views are taken into consideration and acted on. Using some short 'Pulse Surveys' that are focussed on one or two questions that are useful to you might help people engage more going forward.
- Promotion process - you might consider feedback to successful and unsuccessful candidates is provided as part of the personal review or other process, enabling people to consider how they could further develop. There is still a perception of unfairness in the process around areas such as being based in HQ and opportunities to be involved in projects, opportunities for projects and working groups could be communicated more consistently. It might also be helpful to consider the monitoring of projects for people seeking promotion or in temporary and fast-moving roles are followed through to completion and fairly evaluated. It might also be helpful for transparency to have a short 360 feedback process where peers and colleagues can feed back on individuals' technical

and people capabilities.

- Management and leadership consistency - there are some excellent examples and role models, there are still some aspects of people management and support that could be further developed such as recognition, having difficult conversations that engage people with the improvements required, how to constructively challenge and how information is communicated to further build trust. There are a couple of areas where there are current challenges, and these can be explored further in the planned feedback. It would be helpful for induction training for newly promoted people to be at the front end and to consider providing them with a mentor or coach who can help them in the early days, considering some of the system/process training that would support people at station level.
- Collaboration - progress has been made and it is certainly better, there is still some work to do to reduce the gaps between operational and support areas of the Service. You might consider improved information about what each area does and key people to contact - owned at an individual level to maintain the relevance and accuracy, this could be achieved in an engaging way with light touch videos for instance. Another consideration is increasing the cross-team involvement in key projects and working groups, this has already brought some positive results.
- Capabilities - there are some areas you might consider strengthening such as digital skills and using the technology available, coaching skills could be further developed and support people in building their ability to be solution focussed, developing these skills more widely would help this to become more cultural. You already understand the importance of maintaining operational competence with reduced incidents it might be helpful to build on virtual and on station delivery, some feel that equipment to practice skills could be more readily available.
- Change - you might consider how change is communicated at the front end, could people who are passionate or engaged with the planned change be utilised to communicate why the change is needed? Also, what you are hoping will be different or achieved as a result could be clearer sometimes - this could be a vlog for instance, so that everyone receives the communication in the same way and build on the levels of engagement with the change.
- Improvements highlighted by people - there are some improvements that were mentioned by a number of people such as PH, diversity of the workforce, confidence to speak up in front of some senior officers, confidence to talk about personal challenges and getting responses to issues and concerns (feeling listened to).

What's changed since then?

- **Changes at senior level...**

Your Deputy Chief Officer role is absent due to ill health, and you have temporarily promoted Richard Prendergast to that role from ACFO and due to the need to cover the financial competence you have promoted Geraint Thomas into an ACO role from SMT. You have lost one of your SMT initially on a secondment to Bedfordshire and she subsequently secured the role full time and you have back filled a new area manager Dean Loader. All other ELT and SMT roles have remained the same.

- **...and it's doing well.**

Despite the ongoing pandemic and the many challenges this brings for a blue light service, you have made significant progress with a strong team ethos of everyone working collaboratively to support your communities and your people across all areas of the service. Progress with your recommendations was encouraging in a period of less than 12 months.

Part of this review included detailed coverage of some of the improvements made or in progress including a demonstration of the excellent progress with metrics, where your new developments were demonstrated. This work is particularly exciting and will undoubtedly add insight and improved evaluation of progress moving forward.

You have continued with the recognition of your people and the Chief Fire Officer has been visiting stations and presenting awards and celebrating successes, as a replacement for the big events but wanting to ensure this positive work continues.

As always it was encouraging to hear the passion to move forward during this review.

What've you achieved so far?

The below is a summary of the progress made against some of the recommendations and additional developments since your last assessment.

- **You've completed the job evaluation in support functions.**

After some initial delays due to the pandemic, you have completed the Job evaluation for the support functions only. You procured in consultants and used the PILAT system to ensure the right information was used to conduct the evaluations and the system produced the required decisions and reports. A paper was submitted to the Fire Authority in July to confirm the outcomes, 21 people were downgraded but pay was protected for 3 years, some increases, and many remained at the same position. You have conducted Appeals with 50 in so far and have established an appeal panel process, with the individual TU representative and the specific individual with a 5 day turn around. As a result of the appeals around 4 people are going up from the appeals mostly due to the emotional impact in the roles, and many scheduled into January. The pay protection elements and increases have been costed and in your strategy. There has been good feedback from those involved whatever the outcome and have valued the opportunity to discuss their roles.

- **Personal Review Process and Learning Pathways**

You launched the process on the 1st of April as planned, with stations training, you have included a wellbeing section, performance and behaviours, career aspiration area, trained people on it and launched digital solutions through CORE. You have 30% completion and everyone off the starting block, and at various stages through the process. There has been constant communications, positive pointers, reminders, and benefits highlighted. Feedback like the wellbeing check-in, has been well received, people have been positive about it, some challenges with the digital solution and you have looked at the digital solution and on-call people where there is a massive challenge. You are continuing to look at solutions and maybe a streamlined version for your on-calls. You are using pulse surveys to garner feedback.

Learning pathways, you have established a working group with the learning and development team, who have been shaping it and SMT signed it off in September. This creates a visual journey, with a career map available for every level in service aimed at maintaining excellence. This has included development programmes and support, Neuro diversity, psychometrics, etc. You have developed ADC link-ins for eligibility and endorsements, and this will lead into digital platform for an LMS in Core. You are planning line manager training, and this will need next steps from a wellbeing perspective.

- **SMT Cohesion.**

You have very much looked at team cohesion at SMT and your Head of learning and development had a session with them and identified areas that need developing. You have used Quest with 5 big personality traits through a facilitated session, resulting in a team profile and individual feedback. People collectively divulged what they were, it was very much an interactive session. you have also completed Quest at ELT level. Heads of Service and area managers are running the project board for the job evaluation project as a joint aim, encouraging collaboration.

- **360 processes.**

You are currently developing a 360 feedback process; you have been designing a set of questions in support of this which were shared as part of this review, and you are digitising and seeking agreement to questions. This will be supported by areas of communication, leadership style, people management skills, planning and decision making.

- **Fire Control.**

You are making a concerted effort around the Fire Control - your Chief Fire Officer has taken a personal interest and is working with Mid and West, one of your SMT is leading a piece of work on it, looking at areas such as the working environment, shift patterns and a report has been developed and discussed. You are moving forward with the demands and learning. You have worked with Representative bodies, staff on an individual and group basis. They have been engaging well, concerns are being addressed and there is evidence of higher engagement. Focus groups within Fire Control are being heard and actioned upon.

- **Senior Middle Leaders.**

Senior middle leaders contact has been maintained and there have been sessions with them and a further one is planned for the 30th of November - focussing on innovation, change and decision making around critical decision meetings and they have been empowered to run that. There have been strong communications every time they meet out to all. The quality of insight from BIMS is supporting change and you are using change champions around areas such as the move to Microsoft

What's your focus for the next 12 months?

You've made some good progress over the last 12 months!

Together with the work you've planned for the next year, you should be well prepared for your next assessment in October 2023.

- **You're going to continue to develop and evolve your people and operational performance metrics.**

Progress in this area is outstanding and further observations of this progress is planned to be reviewed in 2022.

- **You'll continue with the recommendations highlighted above.**

We plan to test some of the results of these in the 24 month review with some focus groups to gain feedback on key areas such as the personal review, Fire Control etc.

There's almost two years left of your accreditation, and development in the areas above will help towards your next We invest in people assessment on 13/10/2023.

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IN PEOPLE**

Want to get in touch?

info@investorsinpeople.com

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

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

UPDATE ON PERSONAL REVIEW PROCESS**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY ANDREW JONES, HEAD OF HR
REPORT PRESENTED BY ANDREW JONES, HEAD OF HR**SUMMARY**

This report covers the first year of the newly embedded appraisals process, the 'Personal Review'. The process was launched in April 2021 and encompassed management and employee training, support booklets and guides for all parties, with a new digital solution to record discussions on CORE HR.

Following the launch of the Personal Review, the Service achieved a completion rate of 74.01% in the first year of all categories of employees. This was a huge increase compared to previous years' appraisals return. The Service is now focusing on further embedding of the process into future years.

RECOMMENDATIONS

Members are requested to note the content of the report.

1. BACKGROUND

- 1.1 On 1 April 2021, the Service launched their new appraisals process called the 'Personal Review'. This review, held twice a year, has been created to encourage quality conversations between line manager and employees, with the view to supporting, nurturing, and developing staff to reach their full potential, and to build capability across the Service with the ultimate goal of supporting and serving our communities.

2. ISSUES

2.1 Personal Review – The Process

2.1.1 Following a consultation process with employees and line managers in 2020/2021, and a Training Needs Analysis conducted in 2019/2020, the new Personal Review process has been created to focus on a number of key areas:- Employee Wellbeing, Employee Strengths and Areas of Strength to Build, Performance, Career Aspirations, and the Setting of Development Objectives.

2.1.2 To assess 'strengths' and 'development areas', the process has been mapped against an employee's role map/job description, and the NFCC Leadership Framework, to provide an assessment against behaviours required across the wider Fire & Rescue Service sector.

2.1.3 The Reviews are captured on a HR digital system, COREHR, as with all other secure HR data. Both line managers and employees see the same screen to ensure transparency of documentation. The use of this system supports the Service's additional drive towards sustainability by reducing the need for paper.

2.2 Personal Review Process Rollout

2.2.1 During April to September 2021 the Learning & Development team trained all line managers within the Service with a 2 hour skills and systems training masterclass. This training included how to hold Personal Review conversations, guidance on coaching conversations and how to utilise the digital system. This training was embedded at all levels up to and including the Senior Management Team. Line Manager Toolkit guides were also supplied to support line managers in undertaking the process with their direct reports.

2.2.2 All employees undertook online learning and were provided with employee toolkit guides to support them in progressing through their own Personal Review discussions. Employees were additionally invited to engagement events to discuss the process and pose any additional questions.

2.2.3 In addition to training and engagement the rollout also included a variety of internal communications, from videos and emails to screensaver information and flyers, posters sent to stations. This communication encouraged individuals to participate in the process encouraging support and development across the organisation.

2.3 First Year Results & Future Aspirations

- 2.3.1 As the reviews are captured in the CORE HR system, the Learning & Development team are able to report on completion records of the Personal Reviews both on an organisational scale, but also within each directorate. These reports were generated bi-weekly within Year 1 (2021-2022) as they supported managers to focus training and discussions within their individual departments. In Year 2 (2022-2023) this reporting has moved to monthly to continue to aid discussions.
- 2.3.2 In Year 1 (2021-2022) the Service reached a total of 74.0% of all categories of staff completing a main Personal Review.
- 2.3.3 In addition to the nearly three-quarters of the Service completing their first reviews, the mixture of wellbeing discussions and positive behavioural discussions meant that the Service was able to identify where an additional 108 referrals were needed for specialist support, e.g. from Occupational Health, Health & Safety, Training, etc.
- 2.3.4 Feedback from employees in Year 1 is very positive and many have outlined that 'it was not as onerous' as they initially thought. We will be undertaking a more qualitative review of the process at the end of Year 2 (2023) as this timeframe will be more representative of a complete Personal Review Year.
- 2.3.5 Due to the positive nature of the review and success rates in Year 1, the Joint Fire Control at Bridgend will be undertaking the South Wales Fire & Rescue Service Personal Review appraisals process for 2022/2023. This will include both South Wales and Mid & West Wales Fire & Rescue Service staff.
- 2.3.6 Future developments for the Personal Review have been considered and a Phase 2 which includes 'Talent Management Approvals', i.e. an approvals system which follows the Personal Review discussion to allow entry to progression activities, e.g. the Technical Test and/or Learning & Development pathways will be created. Continuous Professional Development (CPD) Payments will also be linked to these talent approvals system to reduce paperwork and enhance efficiency.

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

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

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 Further updates relating to the new process will be provided at a later date in line with other Learning & development work streams which will interlink.

5. RECOMMENDATIONS

5.1 Members are requested to note the content of the report.

Contact Officer:	Serena Ford Learning & Development Manager
Background Papers	None

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 9

18 JULY 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2021/2022**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY ACO A REED

REPORT PRESENTED BY ACO A REED

SUMMARY

Under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority is the recognised Scheme Manager for Firefighters Pension Schemes.

Welsh Government issues regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These e-mails and circulars can cover a variety of areas, including all aspects of Firefighters Pension Schemes, and have to be noted or actioned as appropriate.

RECOMMENDATIONS

- 1 Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2022/2023.
- 2 Members note the actions that have been implemented for each of the circulars.

1. BACKGROUND

- 1.1 Firefighter pensions are devolved to Welsh Ministers under the Fire & Rescue Services Act 2004. The current Pension Schemes for Firefighters in Wales:- the Firefighters Pension Scheme 1992 (FPS), the New Firefighters Pension Scheme 2007 (NFPS 2007), the Firefighters' Pension Scheme (Wales) 2015, and the Modified Pension Scheme.
- 1.2 The South Wales Fire & Rescue Authority is the designated 'Scheme Manager', and as the administering authority for the Firefighters pension

fund is responsible for ensuring the effective management of the Schemes, including any changes.

2. ISSUES

- 2.1 Welsh Government issues regular communications to all Chief Fire Officers, Chairs and Clerks of Fire & Rescue Authorities, electronically in a standard circular template which are intended to be a means to ensure that messages are conveyed to the Fire & Rescue Service are clear and consistent.
- 2.2 These emails and circulars encompass a wide variety of issues and areas and as such there is requirement that they consistently and efficiently applied by the Scheme Manager in order to ensure the integrity of the relevant Schemes and the proper exercise of discretionary powers where appropriate.
- 2.3 The appendix attached to the report is a table of Welsh Government (Firefighters' Pension Scheme Circulars) that have been received in the 2022/2023 year to date. The table contains comments to advise Members of the actions that have been implemented. This table will be updated regularly and brought to Members for information and action. The non-shaded rows are those which have been received since the last report.

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

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

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 An Equality Risk Assessment has been undertaken to assess the potential impact relative to the future roles and responsibilities associated with the governance of the Firefighters' Pension Schemes.
- 4.2 The assessment concluded that there were no adverse impacts on any individual or group of personnel at this juncture.

5. RECOMMENDATIONS

- 5.1 That Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2022/2023.
- 5.2 That Members note the actions that have been implemented for each of the circulars.

Contact Officer:	Alison Reed Director of People Services
Background Papers	None

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HR & EQUALITIES COMMITTEE

WELSH GOVERNMENT CIRCULARS – THE FIREFIGHTERS’ PENSION SCHEME (WALES) 2022/2023

CIRCULAR NO.	TITLE	DATE ISSUED	SUMMARY
W-FRSC(2022)06	Fire and Rescue Authorities Performance Indicators 2022-23	12 April 2022	<p>Following introduction of the Fire and Rescue Authorities (Performance Indicators) (Wales) Order 2015, FRAs are under a legal duty to collect and report on three statutory indicators.</p> <p>This circular advises FRAs that the statutory Performance Indicators that apply for 2022-23 remain unchanged.</p>
W-FRSC(2022)05	Fire and Rescue Operational Statistics Arrangements 2021-22	5 May 2022	<p>This circular sets out the operational statistics collection arrangements for the period 1 April 2021-31 March 2022. Data for this period should be submitted by 17 June 2022.</p>
W-FRSC(2022)04	Firefighters’ Pensions – 2016 Cost Cap Valuation Report and Employer and Employee Contribution Rates 2022-2023	8 April 2022	<p>This circular provides a link to the final 2016 Cost Cap Valuation report. It also confirms that both the employee and employer contribution rates remain unchanged from 2021-22. The employee contribution rates remain the same as those that came into effect in April 2018. The employer contribution rates remain the same as those that came into effect in April 2019.</p>

W-FRSC(2022)03	Financial Arrangements for Firefighter Pensions: Top-up Grant Forms 2022-23	28 March 2022	<p>This circular requests each Fire and Rescue Authority (FRA) to complete the attached pension forms (FPF2 and FPF3), and confirm estimates already provided for 2022-23 (FPF1) by 6 April 2021.</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2020/21 (FPF3) and 2021/22 (FPF2) and interim payment for 2022-23 (FPF1).</p>
W-FRSC(2022)02	Fire and Rescue Long Service and Good Conduct medals	17 March 2022	This circular informs FRAs of revisions to the entitlement to Fire and Rescue Long Service and Good Conduct (LSGC) medals, which take effect from 11 March 2022.
W-FRSC(2022)01	Public Service Pension Indexation and Revaluation 2022	9 February 2022	This circular informs FRAs of the increase in Public Service Pension Indexation and Revaluation which will take effect from 11 April 2022.

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 10
18 JULY 2022

HR & EQUALITIES COMMITTEE

REPORT OF ACO PEOPLE SERVICES

**OCCUPATIONAL HEALTH UNIT (OHU) ACTIVITY REPORT – 1 APRIL 2021
to 31 MARCH 2022**

THIS REPORT IS FOR INFORMATION

APPROVED BY THE HEAD OF HUMAN RESOURCES
PRESENTED BY THE HEAD OF HUMAN RESOURCES

SUMMARY

This OHU Activity Report spans the period from 1 April 2021 to 31 March 2022. The report provides data on services and expenditure, updates on occupational health initiatives and an outline of strategic development.

RECOMMENDATION

That Members note the content of the report.

1. BACKGROUND

- 1.1 OHU Activity Report covering 1 April 2021 to 31 March 2022 showing some comparisons to the previous reporting period.
- 1.2 The report provides data on services and expenditure, updates on occupational health initiatives and an outline of strategic development.

2. OVERVIEW OF OCCUPATIONAL HEALTH UNIT SERVICES

- 2.1 The team consists of a part time Consultant Occupational Health Physician (2.5 days p/w); two Occupational Health Physicians (1 day p/w each); Senior Occupational Health Nurse and Occupational Health Nurse (full time); Senior Health and Fitness Adviser and Health and Fitness Adviser (full time); Administrative support is provided by a Senior Medical Administrator, two part time Medical Secretaries and one Administrative Assistant. Some services (physiotherapy, investigations, specialist advice and intervention and psychotherapy) are provided through an outsourced / partnership arrangement.

- 2.2 The Occupational Health Unit aims to maximise the health, well-being, efficiency and morale of Fire and Rescue personnel and to minimise the risks to which they may be exposed as a result of working practices and the working environment
- 2.3 The activities of the OHU span a wide range of services as detailed in Appendix 1. Consultations, routine medicals, pre-employment medicals and the work involved in progressing with the investigation and treatment of incapacitating or potentially incapacitating medical conditions form the core element of services provided.
- 2.4 The above arrangements provide substantial savings in maintaining the health of the organisation's workforce whilst minimising the cost of sickness absence where possible. Details of consultations and investigation/treatment services are provided below.

3. CONSULTATIONS

Table 1. Provides a breakdown of consultation categories for the period 2021/2022. (2020/2021 figures in Red).

APPOINTMENT TYPE	Q1	Q2	Q3	Q4	TOTAL
Routine Medical Surveillance WDS/ RDS*	0	0	1	0	1
Routine Medical Surveillance AUX*	0	0	1	0	1
LGV Medicals (Driving)	65	63	46	45	219
First Appointment Telephone	92	98	85	82	357
First Appointment Face to Face	43	49	54	62	208
Follow Up Appointment Telephone	172	214	223	210	819
Follow Up Appointment Face to Face	9	14	22	20	65
Physiotherapy Face to Face	99	120	98	90	407
Physiotherapy Telephone	18	13	9	3	43
Pre-Employment	2	3	2	6	13
Recruit Firefighter Pre Employment	54	40	69	30	193
Counselling	59	106	109	133	407
Spirometry	0	0	0	0	0
Audiometry	7	2	1	8	18
Blood Pressure	3	4	4	1	11
TOTAL APPOINTMENTS	623 (415)	726 (492)	724 (559)	690 (580)	2763 (2036)

*Routine Medical Surveillance face to face appointments have not been able to go ahead throughout the COVID pandemic. Paper health questionnaires were sent out to Firefighters as an alternative. Routine Medical Surveillance is now able to resume, and additional staff resources have been temporarily allocated to assist in this respect.

Table 2. Health and Fitness Advisors activity 2021/2022 (2020/2021 figures in Red)

APPOINTMENT TYPE	Q1	Q2	Q3	Q4	TOTAL
Fitness Tests	179	140	166	214	699
Fitness Re-Tests	13	17	30	32	92
Functional Assessments	9	5	8	6	28
Health & Fitness Support	6	7	3	3	19
Physical & Practical Test Days	4	3	6	8	21
Commit to be Fit / Firefighter Fit Days	0	8	6	0	14
Pre-Employment Fitness Tests	53	39	62	37	191
TOTAL APPOINTMENTS	264 (77)	219 (280)	281 (346)	300 (344)	1064 (1047)

Table 3. Attendance rate of appointments at Occupational Health (Not including counselling)

	Total Number of Appointments Booked	Did Not Attend (DNA)/ No Answer
Total Appointments	2844	153 (5.37%)

The majority of 'No Answer' were rearranged for another date/time or called back on the same day.

Table 4. Referrals by type received for 2021/2022 (2020/2021 figures in Red)

REFERRALS	1	2	3	4	TOTAL
	QUARTERS				
Management Referrals	48	74	40	49	211 (166)
Sickness Absence Referrals	41	60	57	42	200 (117)
Health & Fitness Advisor Referrals to Medical Advisor	4	2	1	3	10 (7)
Self-Referral	16	13	7	11	47 (20)
Internal Referrals	5	3	2	1	11 (20)
Other	0	0	0	0	(0) (24)
TOTAL APPOINTMENTS	114 (68)	152 (108)	107 (87)	106 (91)	479 (354)

- 19 of these referrals are COVID-19 related
- Due to the increase in referrals since 2020/2021 the Occupational Health Physician hours have temporarily been increased to reduce waiting times

There were **8** Cases referred to the Independent Qualified Medical Practitioner in 2021/2022 compared to **7** in 2020/2021.

4. INVESTIGATION/TREATMENT SERVICES

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

Table 5. Contingency Budget Expenditure 2021/2022 (2020/2021 figures in Red)

SERVICE	NUMBER	COST (£)
Surgical Procedures	20	£45,844 (Average cost per procedure £2,292)
Specialist Referrals	80	£11,115 (Average cost per referral £139)
Scans and X-Rays	86	£18,280 (Average cost per scan £212)
TOTAL	186 (152)	£75,239 (£92,343)

- There was an increase in specialist referrals and scans and X-Rays during this reporting period. This is likely due to the significant delays with the NHS services due to COVID-19 pandemic. Surgical procedures were reduced during this reporting period due to the specialists having to assist the NHS with waiting lists.

5. INVOLVEMENT AND SPECIALIST ADVICE TO ORGANISATION

- 5.1 The Consultant Occupational Health Physician and Occupational Health Nurses may be required to provide specialist Occupational Health input into organisational policy development and support the Service in a number of initiatives.
- 5.2 The following demonstrate initiatives within this reporting period where specialist advice has been provided by the Consultant Occupational Health Physician and from other members of the Occupational Health team:
- 2021/2022. Managing Sharps & Body Fluid Contamination Injuries Policy.
 - 2021/2022. Participation on Health & Safety Committee.
 - 2021/2022. Input on Claims Reduction Group
 - 2021/2022. Continuous review of vaccination requirements for USAR/ISAR personnel.
 - Regular contribution on sickness advisory panel meetings with Human Resources and Management.
 - Regular contribution to case review meetings.
 - On-going advice provided to Service with regards to the COVID-19 pandemic.

6. PHYSIOTHERAPY SERVICE

- 6.1 Musculoskeletal conditions and injuries are responsible for the majority of sickness absence and lost productivity in SWFRS. Early access to physiotherapy is important in achieving a speedy recovery from these conditions and injuries.
- 6.2 SWFRS continues to benefit from on-site physiotherapy services for one day per week. The physiotherapist is provided through Spire Hospital. They have a wide range of experience relevant to the operational Firefighter role and have developed a good working relationship with the Occupational Health professionals and the Health & Fitness Advisors (HFAs). The on-site availability of a physiotherapist has improved the quality and efficiency of the services to staff. The physiotherapist communicates frequently with clinicians providing prompt advice on further investigations or treatment required which reduces the time frame an employee may be absent from work.
- 6.3 The physiotherapist has been able to see the majority of cases face to face for this reporting period and the number of telephone consultations has significantly reduced.

7. STRESS AWARENESS AND COUNSELLING INITIATIVES

- 7.1 Psychological ill-health is the second most prevalent cause of reduced performance and sickness absence. SWFRS has benefitted from a long standing partnership with the Department of Liaison Psychiatry at UHW, which has provided very effective treatment for firefighters affected by the traumatic aspects of Fire & Rescue Service duties as well as other occupational and non-occupational psychological health conditions. Examples of the conditions referred include: post-traumatic stress disorder, anxiety disorders, depression, panic disorder, phobias. A substantial amount of sickness absence is associated with non-occupational stressors, including family bereavement, relationship break-ups, caring commitments, difficulties in achieving a healthy work-life balance and, in addition during the past year, anxiety relating to the COVID-19 pandemic. Preventative measures focus on raising awareness of stress and the coping strategies, ensuring that early supportive intervention is available through the Occupational Health Unit and counselling services.
- 7.2 The table below provides the number of referrals in this reporting year compared to 2020/2021.

Table 6. NHS Partnership referral numbers

YEAR	NUMBER REFERRED
2021/2022	35
2020/2021	39

During the reporting period these appointments have been held virtually via video call and this has continued to be an effective way of delivering therapy. The option of face to face or virtual therapy will be given to employees in the future.

- 7.3 The ability of individuals to deal with and overcome personal stressors can also be greatly enhanced with support from good quality professional **counselling**. Using the National Procurement Service (NPS) Framework, an external provider has been appointed to deliver counselling services. This contract provides an on-site counselling service one day per week. Since March 2021, a new contract has been in place and the unit is now able to offer two counsellors who both provide half a day each per week. The counselling days have been increased to a total of 3 days per week on a temporary basis to assist in reducing the waiting times. The current waiting time for a counselling session is now between 2 to 3 weeks.

Table 7 provides a breakdown of the figures for this reporting year. Appointments are mainly face to face, however, the employee has the option of a telephone session if that is their preference.

Table 7. Summary of in-house counselling appointments

2021-22	Appts Booked	Attended/ telephone	UTA (Unable to attend)	DNA (Did not attend)
April	18	17	1	0
May	22	19	2	1
June	26	23	1	2
July	29	24	2	3
August	42	35	7	0
September	58	47	8	3
October	45	30	13	2
November	62	47	11	4
December	42	32	8	2
January	59	45	13	1
February	64	39	22	3
March	66	49	13	4
TOTAL	533	407	101	25

- There were a total of **533** appointments for 2021/2022 compared to **299** in 2020/2021 – this is due to the temporary increase in counselling days which has enabled a more efficient service with reduced waiting times for appointments
- The counsellors themselves were absent due to sickness on three separate occasions so the number of UTA's were partially due to appointments being cancelled by admin staff

7.4 As part of the Service's ongoing commitment to employee Health & Wellbeing, an Employee Assistance Programme (EAP) was launched on 1st December 2015.

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

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

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

- A free phone telephone service answered directly by a team of qualified and experienced counsellors.

- Professional information and advice services provided by a separate team of information specialists plus
- Access to a web based information service.

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

8. AWARENESS RAISING EVENTS

8.1 In August 2019 a Wellbeing Steering Group was established. This group consists of members from various departments across the service. The group is focussing on the health promotion calendar and will plan awareness raising events throughout the year according to the calendar.

This year has seen a reduction in awareness raising events in person due to COVID-19 restrictions. In November 2021 our Occupational Health Nurses visited 6 stations offering blood pressure, cholesterol and blood sugar checks. This was well received and further visits are being planned. The aim for 2022/2023 is to increase awareness sessions across the service with regards to both physical and mental health matters.

The Occupational Health Nurses deliver presentations for New Starters which includes awareness of Post-Traumatic Stress Disorder (PTSD).

8.2 Health promotion and advice are regularly provided to employees by occupational health clinicians during routine medicals and consultations.

9. FRAMEWORK FOR POST CRITICAL INCIDENT SUPPORT

9.1 The nature of the work of a Fire and Rescue Service is such that attending traumatic incidents is an unavoidable aspect of the job.

9.2 Access to Specialist Services is promptly available if any individual is experiencing difficulties following a traumatic incident. Clinicians will often liaise with the allocated psychotherapist for advice on managing a case should they require it. Trauma Screening Questionnaires (TSQ's) are available to send employees to assess symptoms following a critical incident should they require it.

10. HEALTH AND FITNESS ADVISER INITIATIVES / PROJECTS

10.1 During this reporting period, the Health and Fitness Advisers have undertaken the following initiatives / projects:

Efficiency

- Continued co-operation with Occupational Health Team and ICT to streamline working practices

Health & Wellbeing

- Developed Fitness & Nutrition sections under the Health & Wellbeing tab on the SWFRS Staff App
- Organising online yoga classes available to all staff with the aim of improving health & wellbeing
- Leading group walking sessions at Headquarters to encourage staff to undertake more regular physical activity
- Developed nutrition videos which will be accessible through the intranet to assist staff to make healthy eating choices
- Promoting the 'Workout of the Week' through the routine notice to encourage staff to undertake regular physical activity
- Ongoing delivery of presentations to new starters on the benefits of health and fitness to promote a healthy work / life balance

Fitness

- Continued fitness support for firefighters presenting with physical fitness issues
- Continued support to provide functional assessments and fitness support to speed up firefighters returning from injury/illness
- Continued collaboration with the training department to provide role-related fitness sessions to Wholetime recruits throughout the training course. The aim of this is to encourage the uptake of lifelong physical activity amongst firefighters

Gyms

- Ongoing fitness equipment replacement and upgrades: Continued updating of cardiovascular and resistance training equipment across all sites.
- Purchase of cost effective, multi-user functional fitness equipment in order to maximise value for money

Other

- Ongoing recruitment of WDS, On Call and Auxiliary firefighters
- Ongoing Health & Fitness Adviser collaboration with other Welsh Fire & Rescue Services
- Assisting with the delivery of Commit to be Fit / Firefighter Fit days for potential firefighter applicants including specific sessions for underrepresented groups aimed at providing fitness advice in relation to the role

11. STRATEGIC DEVELOPMENT

- 11.1 The unit is considering the procurement of a Patient Management System which will be able to offer an intuitive interface for the management of employee's medical information, appointments, specific health surveillance and other occupational health related data.

12. INTEGRATED ASSESSMENT

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

13. RECOMMENDATION

- 13.1 That Members note the content of this report.

Contact Officer:	Andrew Jones Head of Human Resources
Background Papers	Appendix 1 – Occupational Health Services Activities

APPENDIX 1**OCCUPATIONAL HEALTH SERVICES**

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

The range of services provided includes:

- Medical surveillance of all Wholetime Duty System (WDS), On Call System (OCS) and Auxiliary (AUX) Firefighters on a three-yearly cycle
- Physical fitness assessments of all WDS, OCS and AUX Firefighters bi-annually or when required.
- Pre-employment screening medical examinations of all WDS and OCDS Firefighters and cooperate staff. A drug and alcohol test is completed at all pre-employment medicals.
- Post-incident surveillance of Firefighters exposed to toxic and hazardous Substances
- Post incident support to Operational staff and USAR/ ISAR teams
- Medical advice on fitness for employment and rehabilitation following illness, injury or identification of health problems during medical surveillance/fitness assessments
- LGV medical examinations
- Assessment of eligibility for ill health retirement and injury awards
- Medical advice and counselling for members of staff with work-related and other health problems, e.g. musculoskeletal disorders, post-traumatic stress, alcohol problems, uncertainty/delays over diagnosis and NHS treatment
- Medical advice and counselling to specialist teams i.e. USAR and ISAR teams
- Health promotion and Wellbeing Events

- Specialist advice on the assessment and control of health risks associated with firefighting
- Progressing the medical management of cases faced with NHS delays
- Managerial referral consultations when work may be adversely affecting health and wellbeing, or vice versa
- Immunisation management of the USAR and ISAR teams through outside providers

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 11
18 JULY 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**ANNUAL REPORT ON GRIEVANCE AND DISCIPLINE ACTIVITIES FOR
THE YEAR 1 APRIL 2021 TO 31 MARCH 2022****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY THE HEAD OF HUMAN RESOURCES
REPORT PRESENTED BY GILLIAN GOSS, HR MANAGER - EMPLOYEE
RELATIONS**SUMMARY**

This report provides a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2021 to 31 March 2022.

RECOMMENDATIONS

That Members note the content of the report

1. BACKGROUND

- 1.1 The Grievance Procedure provides individual employees with a formal mechanism for highlighting concerns and identifying the way in which they can be resolved. These concerns would be in relation to the way the employee has been treated either by a manager, colleague, or organisational procedure.
- 1.2 The purpose of the Discipline Procedure is to support the consistent and fair management of shortfalls in conduct.
- 1.3 Both the Grievance and Discipline Procedures are a statutory obligation under the Employment Rights Act 1996.
- 1.4 Members should note that the breakdown of figures contained within this report are given in general terms rather than in specific case detail to ensure the confidentiality and anonymity of the employees concerned.

2. ISSUES

2.1 Grievances

2.1.1 During the period of 1 April 2021 to 31 March 2022, South Wales Fire & Rescue Service received 16 grievances, of which, 5 were progressed and managed under the Grievance Procedure. Of the remaining 11, 9 were withdrawn, 1 was managed outside of the procedure and 1 was declined as the resolution requested was not in scope.

2.1.2 It is relevant to note that this is an increase to 2020/2021, in which 6 Grievances were received in total. The main reason for the increase relates to a number of grievances received regarding the impact of absence levels during the pandemic (including self-isolation) and the bearing this had on employees booking Public Holidays. 9 of the 16 grievances received related to this matter - 8 of which were subsequently withdrawn when the Service provided individuals with an explanation of the impact of the pandemic on absence levels. A working group is already in place to consider the development of the rota system including the booking of leave.

2.1.3 Of the 16 grievances:-

- 15 were received from Wholetime employees
- 1 was received from a Corporate employee
- 0 were received from Control employees

2.1.4 The reasons for the grievances and their outcomes are shown in Appendix 1 attached to this report.

2.2 Discipline

2.2.1 During the period 1 April 2021 to 31 March 2022, there were 15 reported alleged breaches of discipline, compared to 26 reported in 2020/2021.

2.2.2 Of the 15 reported disciplinary breaches, 3 related to Corporate, 5 to On-Call and 7 to Wholetime employees. There were no discipline issues relating to Fire Control employees.

2.2.3 The issues resulting in disciplinary investigation can arise from conduct within and outside of the workplace.

2.2.4 In summary of the outcomes of these cases, there was:-

- 1 case resulting in dismissal
- 2 cases resulting in final written warning
- 2 cases resulting in a written warning
- 0 cases resulting in a verbal warning
- 1 case was unsubstantiated
- 5 cases were addressed through *managerial action
- 1 cases required no further action
- 2 cases involved resignation prior to a disciplinary hearing
- 1 case was ongoing past the 31st of March 2022
- No cases included payment in lieu of notice

* Managerial action refers to activity outside of the formal discipline procedure. It covers a range of managerial strategies including recorded discussions, coaching and the provision of guidance or training.

2.2.5 There were no appeals to the outcome of disciplinary hearings undertaken between 1 April 2021 and 31 March 2022.

2.2.6 In 2 of the discipline cases employees were suspended from duty whilst their case were being investigated (1 Wholetime, 1 On-Call).

3. IMPLICATIONS

3.1 Community and Environment

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

3.1.1 The Welsh Language Standards under the Welsh Language (Wales) Measure 2011 allows for employees to have grievance or discipline matters managed through the medium of Welsh. No requests for this provision were made between 1 April 2021 and 31 March 2022.

3.1.2 A number of discipline investigations require safeguarding considerations to be made under Section 5 of the Wales Safeguarding procedures. These investigations and their outcomes are managed in consultation with partner agencies such as Local Authorities and the police. In such instances, Risk Assessments are conducted to ensure the Service is taking appropriate steps to safeguard its employees and the communities of South Wales.

3.1.3 An Equality Risk Assessment (ERA) has been undertaken on both the Discipline and Grievance procedures to ensure that there is no adverse impact on discrete groups. The ERA for both of these procedures has identified that there is no adverse impact on any individual or group arising from the application of these procedures.

3.1.4 Under the Employment Relations Act 1999, employees have the right to be accompanied by a work companion or Trade Union Representative in matters relating to grievance or discipline. With this in mind, as part of the case management process, Officers of the Service enter into ongoing dialogue with the Trade Unions in relation to the management of these matters.

3.2 Regulatory, Strategy and Policy

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

3.2.1 Both the Grievance and Discipline procedures are a statutory obligation under the Employment Rights Act 1996. Both of these procedures support Corporate Policy 02 'Out People'.

3.2.2 Breaches in Health and Safety procedures are managed under the Discipline Procedure.

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

3.3.1 Grievances and reports of misconduct are investigated by Investigating Officers within the Service's Resolution Unit, which sits within the Employee Relations team, within the People Service's Directorate.

3.3.2 Effective management of grievance and discipline matters supports the effective delivery of services to the communities of South Wales.

4. EVALUATION & CONCLUSIONS

4.1 The Service will continue to review and monitor its activity under the Grievance and Discipline procedures to ensure the fair and consistent management of employees.

5. RECOMMENDATIONS

5.1 That Members note the content of the report.

Contact Officer:	Gillian Goss, HR Manager – Employee Relations
Background Papers	Appendix 1 – Grievance matters between 1 April 2021 – 31 March 2022

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APPENDIX 1

**GRIEVANCE MATTERS
1 APRIL 2021 – 31 MARCH 2022**

Staff Category	Nature of Matter	Outcome
Corporate Staff	Perceived unfair treatment by Line Manager	Management approach upheld Explanation given
Wholetime	Perceived unfair treatment by Line Manager	Management approach upheld Explanation given
Wholetime	Perceived unfairness in the application of the Care of Dependant's Leave Procedure	Service approach upheld Legislation explained
Wholetime	Perceived unfairness in the promotional requirements	Amendments made to account for the employee's individual situation
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Explanation of process given. Employee's concerns passed to the Working Group to inform future developments
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfairness in relation to the ability to book Public Holidays	Withdrawn
Wholetime	Perceived unfair treatment following a discipline issue	Managerial action
Wholetime	Perceived unfair treatment relating to capability and ill health	Withdrawn
Wholetime	Perceived unfairness in relation to a transfer decision	Grievance submitted did not fall in scope of the procedure

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AGENDA ITEM NO 12

Update report on Job Evaluation

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To be presented on the day

Author: Andrew Jones - Head of HR

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**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2022/2023**

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
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	18 July 2022		On Agenda
Update on Investment in People (IiP) – Report and Presentation	To update Members	ACO PS Contact Officer: Dean Loader	18 July 2022		On Agenda
Report on Personal Reviews	To update Members	ACO PS Contact officer: Serena Ford	18 July 2022		On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Pension Circulars – Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	18 July 2022		On Agenda
Annual report on Occupational Health Unit (OHU) Activity Report – 1 April 2021 to 31 March 2022	Purpose is to update Members on Occupational Health Activity	ACO PS Contact Officers: Andrew Jones/Karen Davies	18 July 2022		On Agenda
Annual report on Discipline & Grievances	Purpose is to update Members on the variety of disciplinary and grievance cases that have occurred through the Service.	ACO PS Contact Officers: Andrew Jones/Gill Goss	18 July 2022		On Agenda
Update report on Job Evaluation	To update Members	ACO PS Contact Officers: Andrew Jones/Gill Goss	18 July 2022		On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	7 November 2022		
Review of Training & Development Activities 2021/2022 & Apprenticeship Scheme	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	T/DCFO TS Contact officer: Dean Loader	7 November 2022		
Update on Learning Pathways	To update Members	ACO PS Contact Officer: Serena Ford	7 November 2022		
Strategic Equality Plan Update 2020-2025 & Annual Report	To update Members	ACO PS Contact Officer: Andrew Jones/Carey Wood	7 November 2022		

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Report on People Plan 2020-2023 & All Wales POD Strategy	To provide Members with an update on SWFRS's People Strategy 2020-2023 & All Wales POD Strategy	ACO PS Contact officer: Alison Reed	27 February 2023		
Annual Pay Policy Statement 2022/2023	Purpose is to inform Members and to enable the Service's Policy to be evaluated.	ACO PS Contact Officer: Alison Reed/Kim Jeal	27 February 2023		
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	27 February 2023		
Pension Circulars Updates	Purpose is to inform Members on pension circulars received from Welsh Government.	ACO PS Contact Officer: Alison Reed	27 February 2023		

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
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	27 February 2023		
Review of Service response to the Socio Economic	To update Members	ACO PS Contact Officer: Andrew Jones/Carey Wood	27 February 2023		
Annual Summary of HR & Training Reports	To update Members	ACO PS Contact Officer: Alison Reed	27 February 2023		
Structure Update Report	To update Members	ACO PS Contact Officer: Andrew Jones	27 February 2023		
Recruitment & Attraction	To update Members	ACO PS Contact Officer: Andrew Jones	27 February 2023		

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
NJC for Brigade Managers Salaries and Numbers Survey 2021	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	27 February 2023		

Dates of meetings – 11 July 2022, 7 November 2022, 27 February 2023

**ACO Alison Reed – Director of People Services
Andrew Jones – Head of Human Resources
AM Dean Loader – Head of Training & Development**

AGENDA ITEM NO 14

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

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1.	Apologies for Absence	
2.	Roll Call	
3.	Declarations of Interest	
	Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
4.	Chairperson's Announcements	
5.	To receive the minutes of:	
	<ul style="list-style-type: none"> • HR & Equalities Committee held on 28 February 2022 	5
	REPORTS FOR INFORMATION	
6.	NJC for Brigade Managers Salaries and Numbers Survey results 2020	11
7.	Training & Development Department - Investors in People	27
8.	Update on Personal Review Process	119
9.	Firefighters Pension Schemes – Wales Government Circulars 2021/2022	125
10.	Occupational Health Unit (OHU) Activity Report – 1 April 2021 to 31 March 2022	131
11.	Annual report on Grievance and Discipline Activities for the year 1 April 2021 to 31 March 2022	143
12.	Update report on Job Evaluation – To be presented on the day	151
13.	Forward Work Programme for HR & Equalities Committee 2022/23	153
14.	To consider any items of business that the Chairperson deems urgent	159