

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, 27 February 2023 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-27-02-2023>

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

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

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

3. Chairperson's Announcements

4. To receive the minutes of:
- HR & Equalities Committee held on 7 November 2022 5

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14. Annual Summary of HR & Training Reports 2022/2023 99
15. Forward Work Programme for HR & Equalities Committee 2022/23 107
16. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 115

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
A	Best	Torfaen

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SOUTH WALES FIRE & RESCUE AUTHORITY

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

HELD IN MEETING ROOM 8 OR REMOTELY VIA TEAMS

8. PRESENT:

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

APOLOGIES:

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

ABSENT:

Vacant	Torfaen
S Melbourne	Cardiff

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

9. DECLARATIONS OF INTEREST

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

10. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements to report.

11. MINUTES OF PREVIOUS MEETING

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

12. REPORTS FOR INFORMATION

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

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

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

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

RESOLVED THAT

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

12.2 REVIEW OF TRAINING & DEVELOPMENT 2021/2022

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

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

RESOLVED THAT

Members agreed to note the content of the report.

12.3 UPDATE ON PATHWAYS

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

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

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

RESOLVED THAT

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

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

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

RESOLVED THAT

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

13. FORWARD WORK PROGRAMME 2022/2023

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

RESOLVED THAT

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

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

There were no items of urgent business to discuss.

- **THANK YOU MESSAGE**

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

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 5
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

ANNUAL PAY POLICY STATEMENT 2023/2024

THIS REPORT IS FOR DECISION

REPORT PRESENTED BY ACO ALISON REED

SUMMARY

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

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

RECOMMENDATION

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

1. BACKGROUND

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

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

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

The Statement must state:-

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

The Statement must include the Authorities policies relating to:-

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

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

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

2. ISSUES

- 2.1 Attached to the report at Appendix 1 is the South Wales Fire & Rescue Authority's 2023/2024 Pay Policy Statement.
- 2.2 The Policy Statement reflects Welsh Government guidance on the structure of Pay Policy Statements.
- 2.3 The areas included within the Pay Policy are:- Purpose, Legislative Framework, Scope, Pay Structures (with examples), Market Supplements, Honoraria, Re-employment (abatement position), Definition of Chief Officer and pay levels, additions to salary of Chief Officers, Performance Related Pay for Chief Officers, Payments on Termination (assumed redundancy), Pay Relatives with the Authority (remuneration of lowest level and multipliers within the Authority), Independent Remuneration Panel, Accountability and Decision Making, and Reviewing the Policy.
- 2.4 The Pay Policy Statement should be an accurate reflection of the current situation at the point of publication, however it should be noted that the 2022 pay award for Grey and Gold Book staff has not yet been agreed. The salary details for these groups of staff will need to be amended following agreement.

- 2.5 The Pay Policy Statement has been updated to reflect decisions made in relation to the approach to reviewing Principal Officer remuneration. Section 4 of the Policy Statement refers.
- 2.6 The review of the Honorarium Policy has been completed and section 13 of the Pay Policy Statement contains the updated approach.
- 2.7 Appendix 1 contains the updated version of the Pay Policy Statement 2023/24.

3. IMPLICATIONS

3.1 Community and Environment

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

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

3.2 Regulatory, Strategy and Policy

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

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

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

5. RECOMMENDATIONS

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

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

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SOUTH WALES FIRE & RESCUE AUTHORITY


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

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

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

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

	<p>this group, and any award of same is determined on this basis. Chief Fire Officers / Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Fire & Rescue Authority will therefore pay these as and when determined in accordance with current contractual requirements.</p>															
4.3	<p>The Fire & Rescue Authority resolved that the HR & Equalities Committee should be assigned to consider Principal Officers' remuneration and their findings reported to the full Fire & Rescue Authority for final determination. NJC for Brigade Managers of Fire & Rescue Services (Services Constitution and Scheme of Conditions of Service 5th edition 2006) recommends that salary levels are reviewed annually.</p>	FA 15.12.14														
4.4	<p>South Wales Fire & Rescue Authority's Executive Leadership Team remuneration matrix is identified as comprising:</p> <table border="1" data-bbox="331 936 1182 1406"> <thead> <tr> <th>Title</th> <th>Notional % of CFO salary</th> </tr> </thead> <tbody> <tr> <td><i>Chief Fire Officer (CFO)</i></td> <td><i>100%</i></td> </tr> <tr> <td><i>Deputy Chief Fire Officer (DCFO)</i></td> <td><i>80% of CFO</i></td> </tr> <tr> <td><i>Deputy Chief Officer (DCO)</i></td> <td><i>95% of DCFO</i></td> </tr> <tr> <td><i>Assistant Chief Fire Officer (ACFO)</i></td> <td><i>75% of CFO</i></td> </tr> <tr> <td><i>Assistant Chief Officer (ACO)</i></td> <td><i>82.5% of ACFO</i></td> </tr> <tr> <td><i>Treasurer*</i></td> <td><i>70.88% of ACO</i></td> </tr> </tbody> </table> <p>*The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.</p> <p>Note: From time to time the percentage figures may need to be amended to reflect the pay award made to ensure that each roles salary actually receives the pay award. For example: -</p> <p>CFO 1% award – Salary £129,820 p.a. to £131,118 p.a. DCFO 80% of CFO – Salary £103.856 p.a. to £104,895 p.a. DCO 95% of DCFO – Salary £98,859 p.a. to £99,650 p.a. (less than 1% pay award £98,859 + 1% = £99,848 p.a.). Therefore, the award should be adjusted by 0.189% to 95.189% = £99,848 p.a.</p>	Title	Notional % of CFO salary	<i>Chief Fire Officer (CFO)</i>	<i>100%</i>	<i>Deputy Chief Fire Officer (DCFO)</i>	<i>80% of CFO</i>	<i>Deputy Chief Officer (DCO)</i>	<i>95% of DCFO</i>	<i>Assistant Chief Fire Officer (ACFO)</i>	<i>75% of CFO</i>	<i>Assistant Chief Officer (ACO)</i>	<i>82.5% of ACFO</i>	<i>Treasurer*</i>	<i>70.88% of ACO</i>	
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<i>Treasurer*</i>	<i>70.88% of ACO</i>															
4.5	<p>The Fire & Rescue Authority on 9 July 2018 determined that the non-uniformed DCO, ACO and Treasurer's posts would be single salary points and determined on a</p>	FA 15.12.14 FA														

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

	Authority. Only the Fire & Rescue Authority may make a final determination in respect of remuneration rates for Chief Officers, including annual cost of living awards.	
4.14	On 27 March 2017 the HR & Equalities Committee received a report detailing the cessation of the joint arrangements for the provision of a joint post of Senior Occupational Health Physician. It was resolved that SWFRS would solely employ the SOHP on a part time basis. Remuneration is in accordance with British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range.	FA 15.12.14 FA 12.02.18
4.15	On 19 July 2021 Fire Authority approved the outcome and implementation of a Job Evaluation exercise for Corporate Staff. Information was gathered and evaluated against 13 job related factors as defined within the National Joint Council for Local Government Services' (NJC) Job Evaluation Scheme. The pay principles adopted included consideration of a number of factors including the pay framework to be implemented as a result of the exercise. This resulted in the lowest spinal point becoming point 5 for Corporate Staff. The effective date of implementation was 1 August 2021.	FA 19.07.21
4.16	On 26 September 2022, the Fire Authority received a report from an external consultant in relation to Principal Officer pay in Wales and more broadly, the UK. The Fire Authority agreed an uplift of 4.5%, effective 1 July 2022. The Fire Authority also agreed that an annual review of Principal Officer pay would be undertaken. The detail and mechanisms for the review are set out in paragraphs 4.1-4.3 above.	
5.	AREA MANAGERS (4 POSTS) – LOCAL AGREEMENT	
5.1	Following a review of the Area Managers' establishment and operational Rota, it was determined that the number of posts would reduce from 6 to 4 from August 2009, with a move to a continuous duty system Rota.	FA 15.12.14
5.2	The remuneration scheme for this group of staff was locally agreed as follows: - AMB salary as per agreed NJC Fire & Rescue Services uniformed pay scales, plus 20% flexi duty allowance, plus 14% continuous duty system payment.	FA 15.12.14
6.	CORPORATE HEADS OF SERVICE (4 POSTS)	
6.1	Heads of Service remuneration rate is determined at a point above the National Joint Council (NJC) for Local Government Services salary scales and is expressed as a percentage of an Assistant Chief Officer's baseline salary.	FA 15.12.14

7.	ALL OTHER STAFF							
7.1	All other staff employed by South Wales Fire & Rescue Authority are encompassed within Wholetime, On-Call, Control, Corporate and Auxilliary Staff categories, and as such their remuneration is based on the relevant NJC agreed salary schemes as identified in paragraph 2.2.	FA 15.12.14						
7.2	In general, the terms and conditions of employment for all staff are covered by existing collective agreements negotiated with those trade unions recognised by the Fire & Rescue Authority for collective bargaining purposes. These arrangements are embodied in the Scheme of Conditions of Service of the National Joint Council and are supplemented by the Fire & Rescue Authority's rules, records, Organisational Policy & Procedural documents, and other instructions, as amended, along with such other employment law legislation which will apply from time to time.	FA 15.12.14						
7.3	The 'lowest salary' used by the Fire & Rescue Authority is the National Joint Council (NJC) for Local Government services (Green Book), Spinal Point 5.	FA 19.07.21						
7.4	An examination of the current pay levels within the Authority enables the Authority to identify the multiplier between the lowest pay point and that of the Chief Fire Officer. The multiple between the lowest paid (full time equivalent) employee and the Chief Fire Officer is 1:6:77.	FA 15.12.14						
8	DELEGATED AUTHORITY LEVELS							
8.1	Any variation in pay detailed within this policy is subject to appropriate approval, as described below.	FA 15.12.14						
8.2	Decisions on pay detailed within this policy are delegated as follows: -	FA 15.12.14						
	<table border="1"> <thead> <tr> <th>DECISION</th> <th>DELEGATED AUTHORITY LEVEL</th> </tr> </thead> <tbody> <tr> <td><i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i></td> <td><i>Assistant Chief Officer People Services (As identified in the Fire & Rescue Authority Standing Orders)</i></td> </tr> <tr> <td><i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i></td> <td><i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i> <i>Appointment panel to agree and approve actual salary on appointment</i></td> </tr> </tbody> </table>	DECISION	DELEGATED AUTHORITY LEVEL	<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire & Rescue Authority Standing Orders)</i>	<i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i> <i>Appointment panel to agree and approve actual salary on appointment</i>	
DECISION	DELEGATED AUTHORITY LEVEL							
<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire & Rescue Authority Standing Orders)</i>							
<i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i> <i>Appointment panel to agree and approve actual salary on appointment</i>							

		<i>within the management structure agreed by full Authority above.</i>	
	<i>Appointment to higher graded job (above grade minimum) up to, but not including Assistant Chief Officer level.</i>	<i>Assistant Chief Officer People Services or delegated to Head of HR.</i>	
	<i>Acting-up payment at Assistant Chief Officer level where total salary package is less than £100k.</i>	<i>Chief Fire Officer</i>	
	<i>Acting up payment for posts where total salary package is more than £100k.</i>	<i>Full Fire & Rescue Authority</i>	
8.3	Human Resources is responsible for overseeing any decisions on pay in order to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay Policy and legislation.		FA 15.12.14
8.4	Delegations for decision on pay cannot be delegated below the levels outlined in the table above.		FA 15.12.14
9.	PAY RELATIVITIES WITHIN THE FIRE & RESCUE AUTHORITY		
9.1	The lowest paid persons employed under a Contract of Employment with the Fire & Rescue Authority are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Fire & Rescue Authority's grading structure. As at 1 August 2021, this is £21,575 per annum. The Fire & Rescue Authority engages apprentices (and other such trainees) who are not included within the definition of 'lowest paid employees.		FA 15.12.14
9.2	The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers.		FA 15.12.14
9.3	The Authority remunerates substantive personnel above the National Living Wage. The Authority has agreed to join a voluntary scheme to become a Real Living Wage Employer.		FA 20.12.21
10	STARTING SALARY		
10.1	Employees appointed to jobs within the Authority will		FA

	normally be appointed to the minimum point of the pay grade for the job.	15.12.14
10.2	In certain circumstances it may be appropriate to appoint to a higher point in the pay grade. This may arise when the preferred candidate for the job is in or has been in or has been in receipt of a salary at a higher level than the grade minimum.	FA 15.12.14
10.3	An Appointment Panel wishing to appoint a candidate up to, but not including Assistant Chief Officer level, at a salary above the grade minimum must seek approval from the Assistant Chief Officer, fully outlining the business case. Managers may seek guidance from Human resources. if required.	FA 15.12.14
10.4	The business case should incorporate the following: - <ul style="list-style-type: none"> • Preferred candidate's current or most recent salary; • Salary range for job being appointed to; preferred candidate's interview assessment outcome and details of point scores for other interviewees; • Benefits to Service and customers of appointing the preferred candidate. • Potential impact on other jobholders of appointing the preferred candidate at a level higher than the grade minimum. • Confirmation that increased employee costs will be met by the existing Service budget. 	FA 15.12.14
10.5	The Assistant Chief Officer People Services will:- <ul style="list-style-type: none"> • Consider the request presented by the recruiting manager. • Discuss their proposed decision with Head of Human Resources to ensure it is compliant with the terms of the Pay Policy. • Response to the appointment panel. • Complete the relevant payroll authorization so that the recruitment process can be completed 	FA 15.12.14
10.6	The decision of the Assistant Chief Officer People Services is final.	FA 15.12.14
10.7	A resolution of the full Fire & Rescue Authority is required for all organisational re-structures and associated grading and salary.	FA 15.12.14
11.	RE-EMPLOYMENT OF FORMER EMPLOYEES	
11.1	Former employees are able to be re-employed by the Fire & Rescue Authority, but there are several determining	FA

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

12.3	Employees who undertake the full duties and responsibilities of a higher graded job will receive the salary that would apply if they were promoted to the higher graded post.	FA 15.12.14
12.4	Employees who undertake part of the duties and responsibilities of a higher-grade job will receive a partial acting-up allowance. For example, if the employee is covering 20% of the higher graded duties and responsibilities then they would receive 20% of the grade differential as acting up allowance.	FA 15.12.14
12.5	Where there are only one or two employees who are able to 'act-up' to the higher-grade job it is relatively easy to identify the jobholder(s) who could reasonably be asked to carry out the higher graded job. Where there are a large number of employees who may be in a position to 'act-up' to the higher graded job, then there will be a need to advertise the temporary vacancy or the acting-up arrangement.	FA 15.12.14
12.6	Managers who wish to use either full or partial acting up arrangements must seek approval from the Assistant Chief Officer (or Head of Human Resources, depending on the level of the post). In addition, managers may also seek guidance from Human Resources if required.	FA 15.12.14
12.7	<p>The approving officer will:</p> <ul style="list-style-type: none"> • Consider the request presented by the requesting manager. • Discuss their proposed decision within the Human Resources Department to ensure it is compliant with the Pay Policy. • Provide a response to the requesting manager, normally within 10 working days. • Complete and notify the Employee Relations Team if a pay variation is to be implemented. 	FA 15.12.14
12.8	Any acting up arrangements at Assistant Chief Officer level must be agreed by the Chief Fire Officer. Any acting up arrangements for posts with remuneration package at or above £100k must also be agreed by the full Fire & Rescue Authority. In both cases the salary must be within the organizational structure agreed by full Fire & Rescue Authority and be financed in full.	FA 15.12.14
12.9	Acting-up allowances are removed once the need for the acting-up arrangement no longer exists. Managers are responsible for ensuring that employees receive sufficient notice of this.	FA 15.12.14

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

	<p>commencement and should not normally last for more than a twelve-month period unless there is a specific business reason.</p> <p>Only one honorarium can be paid to each employee within a 12-month period.</p>	
13.5	Honorarium payments based on spinal column point differentials will be subject to any cost-of-living increase applied by the Fire & Rescue Authority.	FA 15.12.14
13.6	Honorarium payments may be pensionable, this however will be dependent on the individual's pensions scheme regulations.	FA 15.12.14
13.7	Information on all honoraria payments will be compiled and reviewed annually by Human Resources and reported to the HR & Equalities Committee for monitoring purposes.	FA 15.12.14
13.8	If the payment of a honoraria leads to a remuneration package exceeding £100k it must also be approved by the Chief Fire Officer and the Chair of the Fire & Rescue Authority having taken advice from the Assistant Chief Officer for People Services or their nominated representative.	FA 15.12.14
14	SEVERANCE	
14.1	On ceasing to be employed by the Fire & Rescue Authority, employees will be paid contractual payments due under their contract of employment. In the event of redundancy, severance pay will be paid in line with the employer's discretions as set out in the Employment Protection Policy published by the Fire & Rescue Authority and retained by Rhondda Cynon Taff Pensions Section.	FA 15.12.14
14.2	All business cases for redundancy, early retirement and severance must be reported to the Fire & Rescue Authority for scrutiny prior to the Authority making a resolution to either accept or reject.	FA 15.12.14
14.3	<p>Regulation 30(6) 'Flexible Retirement' – Local Government Pension Scheme Discretion.</p> <p>This discretion will be applied subject to the Chief Fire Officer and Assistant Chief Officer People Services agreeing to the application after taking into account the costs and benefits to the organization. There will be a requirement by the employee to reduce their working hours by at least 40%. Any actuarial reductions in pension benefits will apply.</p>	FA 14.03.15
14.4	The Fire & Rescue Authority / HR & Equalities Committee will receive reports to countersign the Chief Fire Officer and Assistant Chief Officer People Service's decisions.	FA 14.03.15

15	UNIFORMED FIRE & RESCUE SERVICES	
15.1	All Fire & Rescue Service employees up to and including Area Managers, are paid in line with the National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of Conditions of Service. These are nationally agreed terms and conditions (the 'Grey' Book).	FA 15.12.14
15.2	<p>Under the National Joint Council for Brigade Managers of Fire & Rescue Services, Constitution and Scheme of Conditions of Service (the 'Gold' Book), the Chief Fire Officer and Brigade Managers have separate pay arrangements in place. The Chief Fire Officer's salary is reviewed prior to a new appointment being made and a number of factors are taken into account during this process. These are summarized below:</p> <ul style="list-style-type: none"> • The relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data. • The relationship of current salary to the national benchmark. • Any substantial local factors not common to Fire and Rescue Authorities of similar type and size; • Comparative information on salaries in other similar authorities. • Top management structures and size of management team compared to those of other Fire and Rescue Authorities of similar type and size. • The relative job size of each post and • Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond. 	FA 15.12.14
15.3	Other Fire & Rescue Service managers who are paid as a percentage of the Chief Fire Officer's salary may be reviewed at the same time as any review to the Chief Fire Officer's salary takes place.	FA 15.12.14
15.4	For a review the benchmarking and associated analysis will be collated by the Human Resources Department and any recommendations presented to the HR & Equalities Committee before being submitted to the full Fire & Rescue Authority for final determination.	FA 15.12.14
16	OTHER PAY RELATED POLICIES	
16.1	<p>Other pay related policy areas that are applicable to all employees are: -</p> <ul style="list-style-type: none"> • Business Travel and Expenses • Relocation expenses • Handling redundancy • Early retirement – including redundancy, flexible 	FA 14.03.16

	<p>retirement, and efficiency of service</p> <ul style="list-style-type: none"> • Pensions – LGPS, Firefighters’ Pension Scheme 1992, New Firefighters’ Pension Scheme 2007, and the Firefighters’ Pension Scheme (Wales) 2015, RDS Modified Scheme, Firefighter Compensation Scheme 	
17	OTHER TERMS AND CONDITIONS	
17.1	The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increased in/enhancements of pension entitlements and termination payments (Ref Section 4 Principal Officers Pay Construct),	FA 15.12.14
17.2	South Wales Fire & Rescue Service contributes to the lease vehicle payments for its Senior Members of staff that choose to take part in the Service lease vehicle scheme.	FA 15.12.14
17.3	Contributions level vary and are dependent on the specific post. These Service contributions form only part of the lease vehicle cost.	FA 15.12.14
17.4	<p>The Fire & Rescue Authority has implemented a strategic framework to ensure the Service has identified its key posts and has considered issues of resilience in support of the delivery of Fire & Rescue Service workforce planning. The aim is to utilise a structured approach to both identifying critical positions and developing managers and staff with high potential within the organisation, and to steer their career development and progression to fulfil these positions.</p> <p>Succession planning is the systematic process whereby the Fire & Rescue Service identifies, assesses, and develops their employees to ensure they are ready to take on key roles within the Service. It is a strategic approach to ensure that the necessary talent and skills will be available when needed, and that essential knowledge and abilities will be maintained when employees in critical positions leave.</p>	FA 14.03.16
18	MONITORING AND REVIEW	
18.1	The Assistant Chief Officer People Services will review the application of this policy on an annual basis.	FA 15.12.14
18.2	The Pay Policy will then be presented to the HR & Equalities Committee for review before being submitted to the full Fire & Rescue Authority for final determination annually in March.	FA 15.12.14

18.3	Any changes or deviation from this policy outside of such a review requires full Fire & Rescue Authority approval.	FA 15.12.14
19	SALARY SCALES	
19.1	South Wales Fire & Rescue Authority Principal Officers and Heads of Service, salary matrix – Appendix 1	FA 15.12.14 FA 12.02.18
19.2	National Joint Council for Local Authorities Fire & Rescue Services, salary matrix – Appendix 2	FA 15.12.14 FA 12.02.18
19.3	South Wales Fire & Rescue Service, On-Call Duty System Payment Structure – Appendix 3.	FA 15.12.15 FA 12.02.18
19.4	National Joint Council for Local Government Service, salary matrix – Appendix 4	FA 15.12.14 FA 12.02.18
19.5	Joint Negotiating Committee for Local Authority Craft & Associated Employees – Appendix 5	FA 15.12.14 FA 12.02.18
19.6	South Wales Fire & Rescue Authority – Auxiliary Firefighters	FA 21.09.15 FA 12.02.18

**SOUTH WALES FIRE AND RESCUE AUTHORITY, PRINCIPAL OFFICERS
AND HEADS OF SERVICE, SALARY MATRIX FROM 1 JULY 2022**

	FT Salary	Actual Salary
DIRECTORS (5 posts)		
Chief Fire Officer	£146,123	£146,123
Deputy Chief Fire Officer (80% CFO)	£116,899	£116,899
Deputy Chief Officer (95% - DCFO)	£111,054	-
Assistant Chief Fire Officer - Technical Services (75.15% CFO)	£109,811	£109,811
Assistant Chief Fire Officer- Service Delivery (75.15% CFO)	£109,811	£109,811
Assistant Chief Officer - People Services (82.5% -ACFO)	£90,594	£90,594
Assistant Chief Officer – Corporate Services (82.5% - ACFO)	£90,594	£90,594
STATUTORY OFFICER (1 post)		
Treasurer (70.88% -ACO)	£64,218	£29,142
<ul style="list-style-type: none"> The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum. 		
HEADS OF SERVICE (8 posts)		
Head of Service - Finance (63.634% -ACO)	£57,650	£57,650
Head of Service - Corporate (63.634% - ACO)	£57,650	£57,650
Head of Service - HR (63.634% -ACO)	£57,650	£57,650
Head of Service - ICT (63.634% -ACO)	£57,650	£57,650
Area Manager - Operations *	£84,360	£84,360
Area Manager - Head of Operational Risk Management *	£84,360	£84,360
Area Manager - Head of Risk Reduction *	£84,360	£84,360
Area Manager - Training & Development *	£84,360	£84,360
* <i>Area Manager - Baseline Salary</i>	<i>£61,667</i>	
<i>20% flexi duty allowance</i>	<i>£12,333</i>	
<i>14% continuous duty system pay</i>	<i>£10,360</i>	
<i>CPD</i>	<i>£689</i>	
*Includes National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of conditions of service w.e.f. 1 July 2021		
MEDICAL (1 post)		
Occupational Health Physician'50%	£107,646	£53,823
* British Medical Association (BMA) guidance within the Occupational Physician Consultant (initial appointment) last increased with effective from 1 April 2019		

FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2021

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

APPENDIX B

CONTROL SPECIFIC ROLES – PAY RATES FROM 1 JULY 2021

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

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

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	31.5 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate		£11.05	£11.51	£14.72	£15.65	£16.32	£16.68	£17.14	£18.25	£18.99	£19.56
Number of Hours		18.75	18.75	18.75	18.75+3.75 hrs Admin						
Paid a Month					22.5	22.5	22.5	22.5	22.5	22.5	22.5
Total Salary		£3,107.81	£3,237.19	£4,140.00	£5,281.88	£5,508.00	£5,629.50	£5,784.75	£6,159.38	£6,409.1371	£6,601.50

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

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

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

Pay for craft & associated employees from the pay week including 1 **April 2021** are as follows:

Apprentice Engineers & Electricians

Engineering and Electrical Apprentices following a recognised training course. Rate per week and rate for calculation of overtime and other premium payments from the pay week including 1 **April 2021** are as follows (percentage of full-time rate is denoted in brackets).

Age at Entry	1st Year	2nd Year	3rd Year	4th Year
	1 April 2021	1 April 2021	1 April 2021	1 April 2021
16 Years	£207.27 (55%)	£263.80 (70%)	£339.17 (90%)	£358.01 (95%)
17 Years	£207.27 (55%)	£301.48 (80%)	£339.17 (90%)	£358.01 (95%)
18 Years+	£301.48 (80%)	£320.32 (85%)	£339.17 (90%)	£358.01 (95%)

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

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

Pay award 1 April 2022 4.04%

- £1,068.99 per year retainer (paid in quarterly instalments of £267.24) for the availability of previous 3 months
- £1,068.99 per year for training attendance (paid in quarterly instalments of £267.24) for the attendance and compliance with training requirements
- £267.24 per year enhancement for LGV drivers (to include a one day per year EDRT)

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

- An Auxiliary Firefighter will receive £2,137.98 per annum
- An Auxiliary Firefighter that is also a EDRT (LGV response driver) will receive £2,405.22 per annum
- An Auxiliary who is only EDRT (LGV Response driver) will receive £1,336.23 per annum

Additionally, WDS and RDS personnel of all ranks (up to and including Area Manager) are also able to apply for a "Resilience Contract". The salary will be between £2,137.98 and £3,206.88 depending on skill sets.

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

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

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

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

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

GENDER PAY GAP STATEMENT REPORT**THIS REPORT IS FOR DECISION**

REPORT PRESENTED BY ACO ALISON REED

SUMMARY

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

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

RECOMMENDATION

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

1. BACKGROUND

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

30 March, 2023. The prescribed information must be published on an annual basis.

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

2. ISSUES

- 2.1 Attached at Appendix 1 of this report is the South Wales Fire & Rescue Authority Gender Pay Gap Statement for 30 March 2023. The statement summarises the required reporting metrics and the Authority's position in terms of the gender pay gap. Members should note that there is no reporting against the metrics that relate to the payment of bonuses because the Authority does not pay performance related bonuses to any of its staff or operate any bonus schemes.

3. IMPLICATIONS

3.1 Community and Environment

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

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

3.1.2 Reasons which may contribute to a gap include:-

- Differing terms and conditions and pay scales for groups of staff across the Service.

- A high proportion of women in often lower paid part-time roles.
- Pay or promotional choices that are made at various points of an individual's working life.
- Employee benefits such as salary sacrifice schemes i.e. Child Care Vouchers, Personal lease Car Scheme or Cycle to Work payments.

3.2 Regulatory, Strategy and Policy

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

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

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

- Blind sifting where all identifiable characteristics are removed
- Changing the perception of some roles in the Service through our media campaigns
- Developing new learning pathways for all staff

5. RECOMMENDATIONS

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

Contact Officer:	ACO Alison Reed Director of People Services
Background Papers	App 1 - Gender Pay Gap Statement App 2 - Analysis



Gwasanaeth Tân ac Achub
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South Wales
Fire and Rescue Service

GENDER PAY GAP REPORT 2022

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

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

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

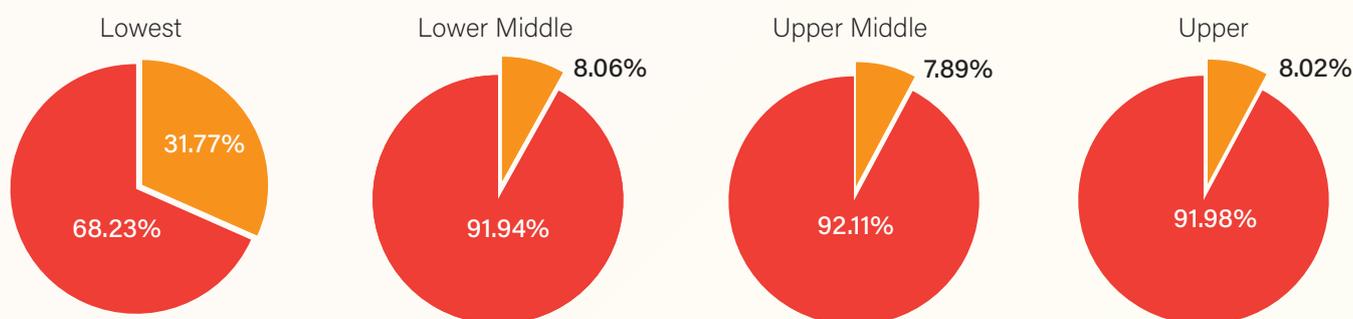
Mean and Median Data

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

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

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

Pay Quartiles (based on hourly rates)



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



GENDER PAY GAP REPORT 2022

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

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

Other reasons which may contribute to a gap include:

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

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

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

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

Closing the Gender Pay Gap

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

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

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

Councillor Steven Bradwick
Chair, South Wales Fire and Rescue Authority



APPENDIX 2

Gender Pay Gap Analysis

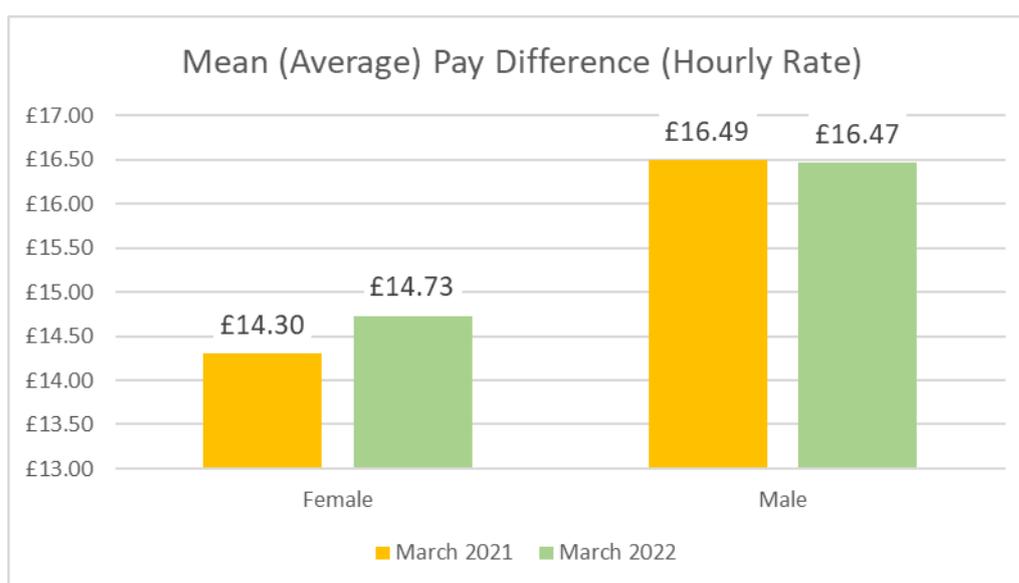
2021 vs. 2022

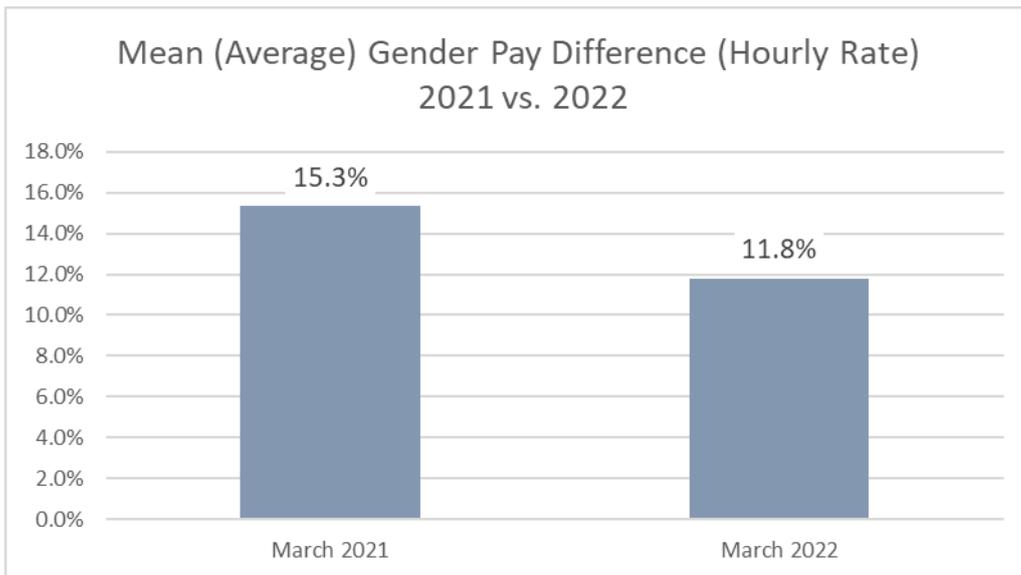
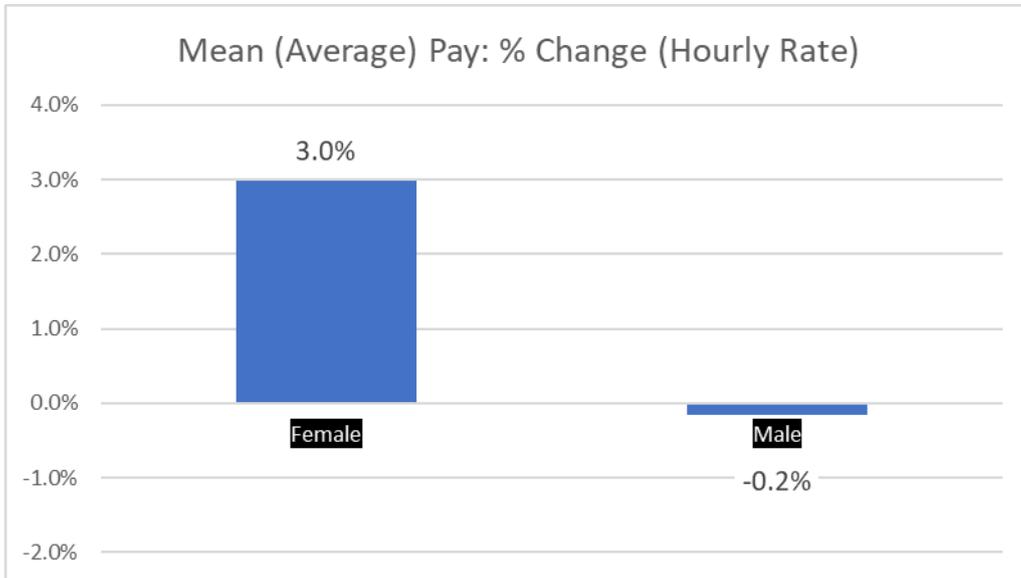
Gender Pay Gap data comparing March 2021 with March 2022.

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

Mean (Average) Pay

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

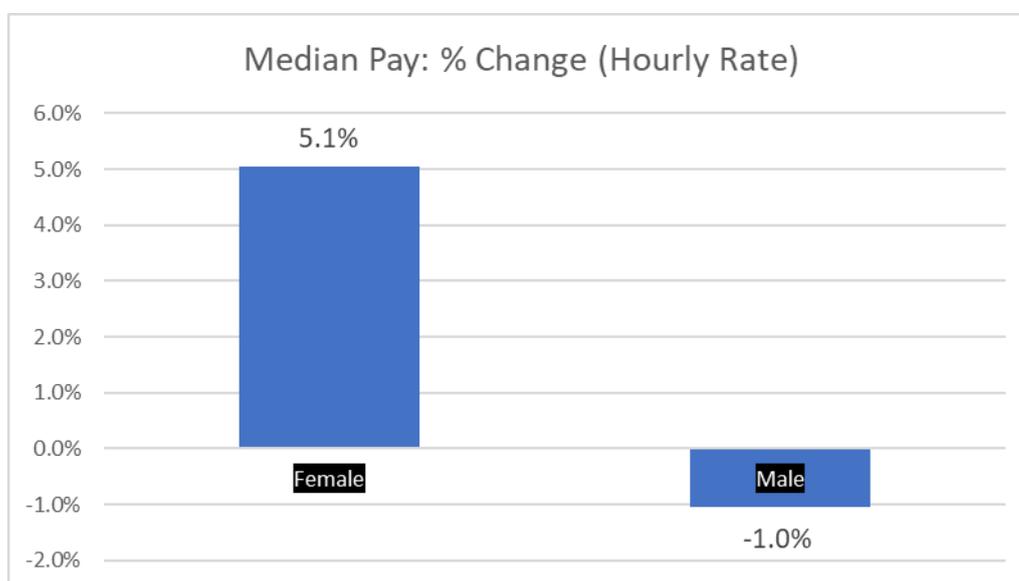
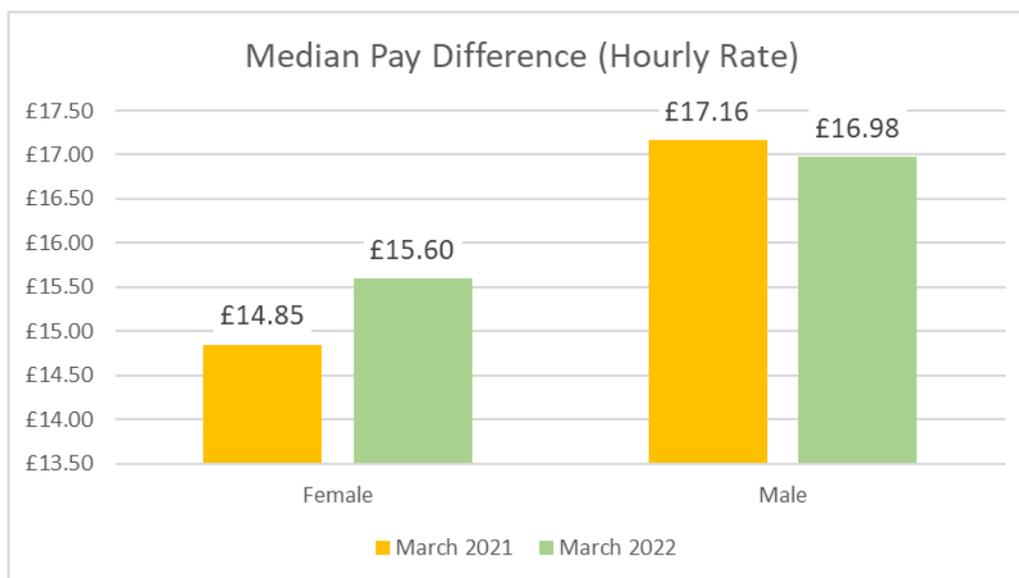


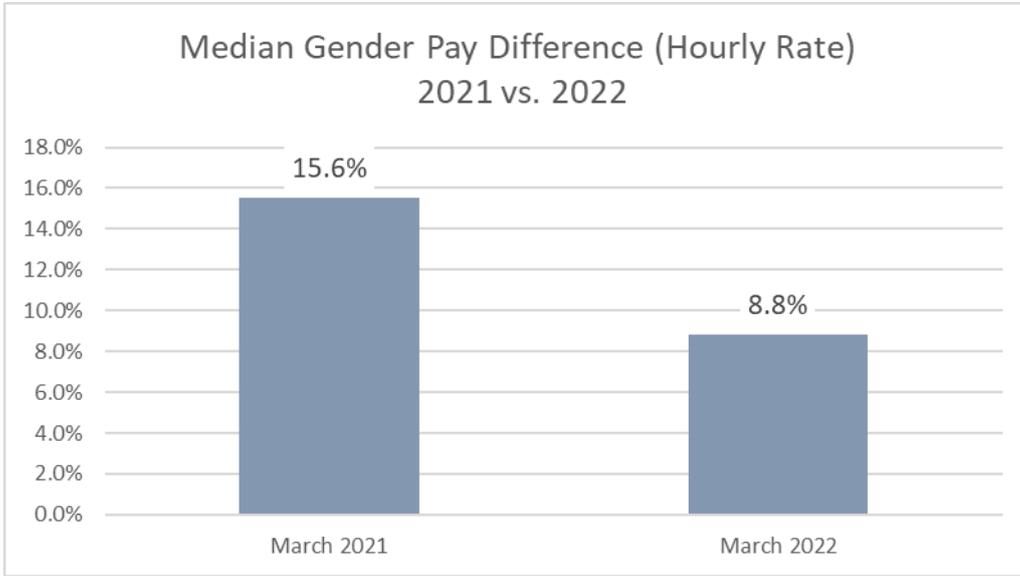




Median Pay

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

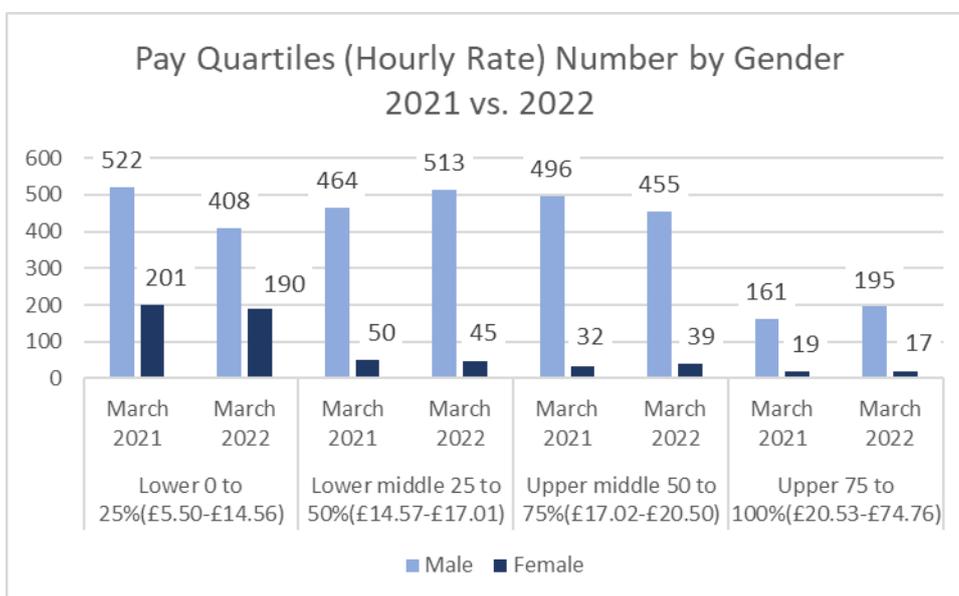
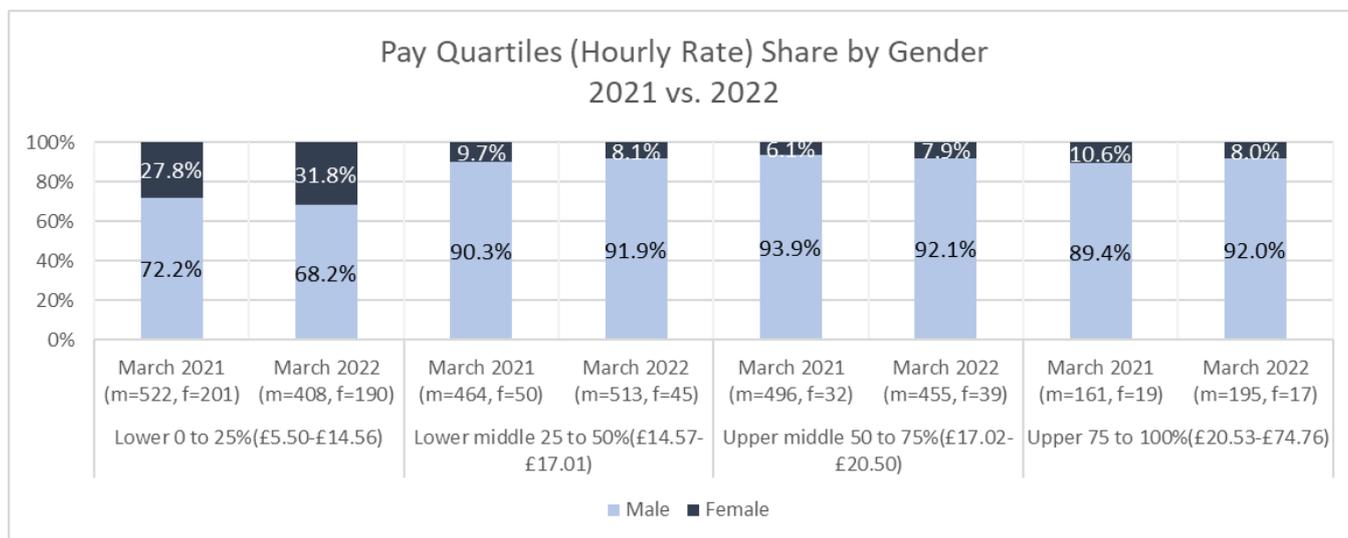






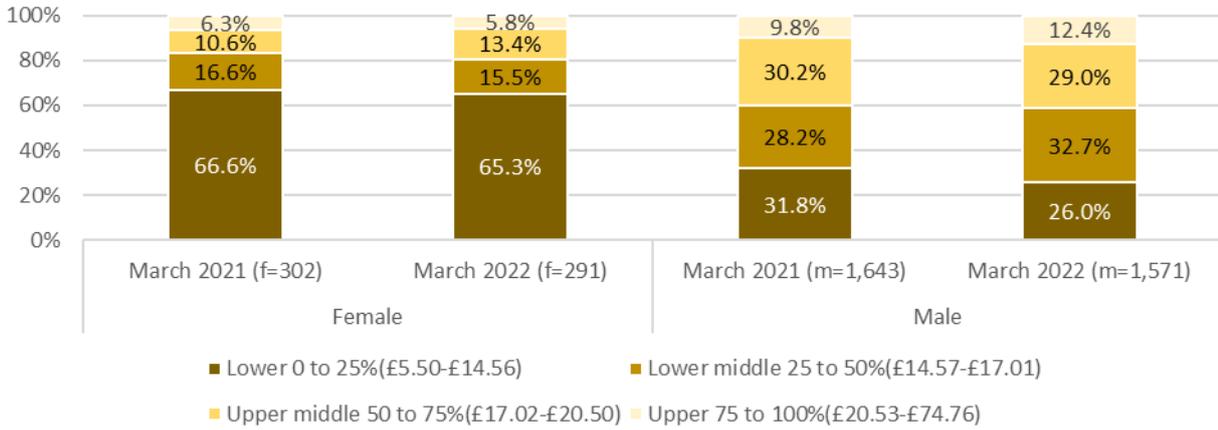
Pay Quartiles

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





Gender Share by Pay Quartiles (Hourly Rate)
2021 vs. 2022



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

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

PROPOSED INCREASED SALARY INCREMENTS FOR ON-CALL FIREFIGHTERS**THIS REPORT IS FOR DECISION**

REPORT PRESENTED BY T/ACFO GARRY DAVIES

SUMMARY

To assist in the retention of On-Call firefighters who are in the development stage of their careers, by financial incentives. This will be achieved by decreasing the timescales for pay increase of On-Call staff following their initial training course. Pay rises will be linked to the completion of essential core skills modules as illustrated below.

RECOMMENDATIONS

That Members agree to this report and that On-Call firefighters are funded in line with the recommendations.

1. BACKGROUND

- 1.1 Currently our On-Call firefighters are providing a vast amount of fire cover across the communities they serve.
- 1.2 On-Call firefighters provide education for the communities to make people safe and reduce accidents, deaths and injuries.
- 1.3 Currently our On-Call firefighter work is in a development phase of their careers following initial training, and they do not move up the pay scales until they have reached fully competent status, which can take several years.

2. ISSUES

- 2.1 Retention of our firefighters is difficult, and one of the key elements discussed at exit interviews of staff leaving the Service has been the amount of time it takes to increase their wage.

- 2.2 By providing incremental pay uplifts for On-Call 'in development' firefighters in line with completion of core module, will ensure that firefighters are funded as they contribute more to the safety of the communities they serve.
- 2.3 The incremental pay uplift will enhance our ability to retain more firefighters during the early part of their careers, as currently the Service are losing many individuals during the development phase, feedback following their resignation has highlighted pay as a contributory factor.
- 2.4 By financially incentivising early completion of modules, such as Breathing Apparatus courses will provide opportunity to increase contracted hours, which will support firefighter availability, community protection and pay increase.

Current on call firefighter salary scales

(as of 1st July 2021)

42 Hours	Trainee	Development	Competent
Hourly Rate	£11.05	£11.51	£14.72
Number of Hours	25	25	25
Paid a Month			
Allowance A	£3,315.00	£3,453.00	£4,416.00
Allowance B	£828.75	£863.25	£1,104.00
salary Total	£4,143.75	£4,316.25	£5,520.00

* All DFF starts on a 42 hour contract

Proposed incremental salary increases

	*% Increase	£ Pay increase (PA)	Monthly increase	Hourly Rate	Salary
Current Development FF					£4,316.25
2 week initial BA course	40%	£481.50	£40.13	£12.79	£4,797.75
2 day Fire Trauma Initial course	20%	£722.25	£60.19	£13.43	£5,038.50
4 day RTC initial course	20%	£963.00	£80.25	£14.07	£5,279.25
Current Competent FF	20%	£1203.75	100.31	£14.72	£5,520.00

*Salary increased based % of £1203.75 42hr contract (salary increase from development to competent on call firefighter)

3. IMPLICATIONS

There are no budget impacts as currently position within the On-Call structure are funded against competent firefighters.

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Wellbeing of Future Generations (Wales) Act 2015	Yes
Socio Economic Duty	Yes
Sustainability/Environment/Carbon Reduction	Yes
Safeguarding	Yes
Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

- 4.1 The outcome of this will be evaluated on a monthly basis against retention figure of On-Call personnel.

5. RECOMMENDATIONS

- 5.1 That Members agree to this report and that On-Call firefighters are funded in line with the recommendations.

Contact Officer:	T/ACFO Garry Davies Director of Technical Services
Background Papers	None

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

REPORT ON PEOPLE PLAN 2021-2024 & ALL WALES POD STRATEGY**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ACO ALISON REED

SUMMARY

This report invites Members to review the progress against activity set out in the South Wales Fire & Rescue Service (SWFRS) People Plan. Members will also be aware of the All Wales People & Organisational Development Strategy which dovetails to the proposals in the SWFRS Plan. https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024_en_final.pdf

RECOMMENDATIONS

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

1. BACKGROUND

- 1.1 The All Wales People & Organisational Development Strategy was launched in 2021 and will remain current until 2024. A copy of the All Wales Strategy can be accessed via this link https://www.southwales-fire.gov.uk/app/uploads/2021/10/All-Wales-People-and-Organisational-Development-Strategy-2021-2024_en_final.pdf
- 1.2 The South Wales Fire & Rescue Service People Plan is aligned to the All Wales Strategy. A copy of the South Wales Fire & Rescue Service People Plan is attached to the report at Appendix 1. This report provides an update on activity within each of the key themes. This progress is captured in Appendix 2 attached to the report.

2. ISSUES

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

3. IMPLICATIONS

3.1 Community and Environment

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

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

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

5. RECOMMENDATIONS

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

Contact Officer:	ACO Alison Reed
Background Papers	Appendix 1 – SWFRS People Plan Appendix 2 – SWFRS Plan

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People Plan 2021-2024

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Introduction



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

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

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

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

Different roles...same goals!

Our Aims



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

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

In delivering the People Plan we will:

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

Our HR Behaviours

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

We will:

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



Achieving Our Aims

Key HR Objectives

Aim 1

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

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

Achieving Our Aims

Key HR Objectives

Aim 2

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

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



Achieving Our Aims

Key HR Objectives

Aim 3

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

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

Achieving Our Aims

Key HR Objectives

Aim 4

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

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



Achieving Our Aims

Key HR Objectives

Aim 5

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

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

Achieving Our Aims

Key HR Objectives

Aim 6

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

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



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Fire and Rescue Service

APPENDIX 2

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

Progress updates for 2022/23

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

- ✓ Workforce planning embedded and informs recruitment planning
- ✓ Recruitment processes streamlined, digitised and media approaches refreshed.
- ✓ Personal Reviews (PRs) launched April 2021 - career aspiration discussion forms an element of the review process. 76% completion of PRs in first year.
- ✓ Job Evaluation exercise for Green Book staff completed in 2022.

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

- ✓ Personal Reviews include behaviours and performance a key element
- ✓ Senior Middle Leaders events continued - programme of engagement embedded
- ✓ Middle Leaders engagement events continued – “Adapting in a Global Pandemic and Beyond”, held on 29 November 2022.
- ✓ Learning Pathways launching March 2023.
- ✓ McCloud – continued processing of Immediate Detriment (Cat 1) pension cases.

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

- ✓ Cultural review announced in December 2022.
- ✓ Ongoing support and advice provided in relation to Covid-19.
- ✓ Personal Reviews – wellbeing check-in forms key component
- ✓ Socio economic duty launched and integrated impact assessment designed and launched.
- ✓ Wellbeing Delivery Group implemented to support strategic direction on wellbeing matters.
- ✓ Case Reviews utilised to support people who are absent from the workplace.
- ✓ Wellbeing Tag continues to form part of ongoing health surveillance of employees.
- ✓ Family Support Officer role utilised to support employees.

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

- ✓ Enhanced the E-Recruitment offering to include wider suite of roles.
- ✓ E-solution for PRs embedded.
- ✓ Learning Management System will be introduced in 2023.
- ✓ Decision taken to automate CPD payments for operational staff, effective 2022.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 9
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2022/2023**THIS REPORT IS FOR INFORMATION**

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)08	Firefighters Pension Account Estimates	24 Oct 2022	This circular requests each Fire & Rescue Authority (FRA) to complete the financial and non-financial sections of the attached pensions form (FPF1) by 7 November 2022. The form was completed and returned by the deadline of 7 November, 2022.
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	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.
W-FRSC(2022)04	Firefighters’ Pensions – 2016 Cost Cap Valuation Report and Employer and Employee Contribution Rates 2022-2023	8 April 2022	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.

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.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 10
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

WELSH LANGUAGE STANDARDS UPDATE – JANUARY 2023**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ANDREW JONES, HEAD OF HR

SUMMARY

This report provides Members with 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.

RECOMMENDATIONS

That Members note the information contained within the report.

1. BACKGROUND

- 1.1 As Members will be aware, under the Welsh Language (Wales) Measure 2011, Welsh Language Standards have been placed upon Unitary Authorities, Fire & Rescue Authorities, and many other named public sector bodies.

2. ISSUES

- 2.1 A total of 150 Standards are specified in the Authority's Compliance Notice. The Authority's Welsh Language Standards Compliance Review and Action Plan (Appendix 1 attached to the report) provide a breakdown of each Standard..
- 2.2 There have been no changes to the Authority's Welsh Language Standards Compliance Review and Action Plan (previously updated during January 2022). Scores currently recorded as amber relate to work in progress or changes to internal procedures that are in the process of being finalised. Future reviews of the Welsh Language Standards will be managed through Business Management Information System (BMIS).

- 2.3 Analysis of all the current Standards using the traffic light system is presented below:-

Number of standards scoring in a Green category		145
Number of standards scoring in an Amber category		5
Number of standards scoring in a Red category		0
Total:		150

Key

-  = compliant
-  = resources/procedures yet to be allocated
-  = non-compliant

- 2.4 For details of the Authority's 15 Standards, please refer to the Authority's Compliance Notice (via the SWFRS website):
<https://www.southwales-fire.gov.uk/app/uploads/2019/09/20180531-Hysbysiad-Cydymffurfio44-Awdurdod-T%C3%83%C2%A2n-ac-Achub-De-Cymru-en.pdf>
- 2.5 The new Business Management Information System (BMIS) will provide real time reporting and allocate responsibilities to departments for providing regular updates on compliance with the 150 Standards. Dashboards have been established within the system to illustrate performance and direction of travel for each standard. The information compiled will feed into the Annual Monitoring Report produced by the Authority at the request of the Welsh Language Commissioner. The system is near completion.
- 2.6 The Fire & Rescue Authority is required to produce and publish an Annual Monitoring report, indicating performance during the respective year. The most recent Annual Monitoring Report was published on 6 October, 2022, and is available on the Service's Welsh Language Standards webpage:- <https://www.southwales-fire.gov.uk/who-we-are/welsh-language-standards/>
- 2.7 Within the Annual Monitoring Report 2021-2022 (via the link above), there is data for the number of hits received to the Service's Welsh Language website pages, and an analysis of interactions with social media pages.
- 2.8 The Service's Welsh Translation Service has a system in place for recording the amount of translation work undertaken on an annual basis. The total number of words for 2021/2022 are:-
- Translated – 246,979

- Proofread – 168,700

- 2.9 The Service provides support for employees to enrol on courses to learn the Welsh language. During the 2021/2022 Academic Year one member of staff enrolled onto a Welsh Language course. An advert has been featured in the Service’s Routine Notice since July 2022, to encourage employees interested in learning Welsh to express their interest and access part-time Welsh courses. Interested employees are advised on sourcing a suitable course and how to apply for service funding.
- 2.10 All staff are required to complete the self-assessment within the language page of their CoreHR Portal. The completed assessments provide data which is presented within the Service’s Annual Monitoring Report. The Service is working to increase the number of self-assessments completed and an instructional flow chart has been designed to assist staff in doing this.

Welsh Language Skills Levels 0-5	No. of Employees With Welsh Language Skills
Reading	286
Spoken	287
Understanding	276
Written	277
Total:	1,126

- 2.11 The Service continues to be part of a ‘Community of Practice’ hosted by Academi Wales. This forum has been introduced for attendees of the ‘Leading in a Bilingual Country’ workshops. The forum facilitates the sharing of ideas and best practice, for creating and implementing the desired culture for the Welsh Language. The focus is around establishing an accurate organisational baseline of views, attitudes and general feeling towards the Welsh Language.
- 2.12 The Service advertises its job vacancies bilingually via its *Latest Vacancies* web page. All job roles within the Service are categorised as Welsh Essential or Welsh Desirable. During the application and recruitment process, the Service provides the opportunity for job applicants to express their language preference for interviews and assessments.

3. IMPLICATIONS

3.1 Community and Environment

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

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

4.1 An Integrated Assessment has been undertaken by the Service, and no adverse impacts on any other Protected Characteristics have been identified.

4.2 There are positive impacts to the extent that Welsh speaking individuals from within all of the Protected Characteristics groups will benefit from having the option to access and receive the Authority's services in Welsh.

5. RECOMMENDATIONS

5.1 That Members note the information contained within the report.

Contact Officer:	Andrew Jones Head of Human Resources
Background Papers	Welsh Language Standards (No 5) Regulations https://www.legislation.gov.uk/cy/wsi/2016/406/made/welsh https://www.legislation.gov.uk/cy/wsi/2016/406/made Welsh Language (Wales) Measure 2011 https://www.legislation.gov.uk/cy/mwa/2011/1/contents/enacted https://www.legislation.gov.uk/mwa/2011/1/contents/enacted

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 11
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

REVIEW OF SERVICE RESPONSE TO THE SOCIO-ECONOMIC DUTY**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ANDREW JONES, HEAD OF HR

SUMMARY

This report will provide Members with the following:-

- A brief overview of the Socio-Economic Duty and how it relates to the Service.
- Highlights of what activities and actions have been achieved by various departments within the Service over the previous year.

RECOMMENDATIONS

- 1 Members are requested to note the content of the report.
- 2 Members are advised that future reporting on the Socio-Economic Duty will now be included in the Service's Strategic Equality Plan review on an annual basis as opposed to a standalone agenda item.

1. BACKGROUND

- 1.1 The Socio-Economic Duty came into force on 31 March, 2021, after delays due to the Covid-19 Pandemic.
- 1.2 The aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage, not just in monetary terms but also in relation to access of opportunity.
- 1.3 As a Service to meet this Duty, we must ensure when making strategic decisions, that we consider the potential impacts on those who are socio-economically disadvantaged and embed processes and procedures that champions accessibility and advantage to all communities and individuals within this group.

2. UPDATES

2.1 Over the previous year 2021-2022 the Service has made further advances regarding the Socio-Economic Duty across many of the organisation's Directorates. Overall, there has been a consistent collaborative approach to the Duty between and across departments and evidence of these can be found in the relevant advances outlined below.

2.2 The Integrated Assessment Form – Decision Making.

2.2.1 To enable effective decision-making a comprehensive and robust Integrated Assessment (IA) has replaced the previous Equality Risk Assessments. The new IA considers evidence, consultation, and engagement with those directly affected by socio-economic disadvantage and allows opportunity for challenge and scrutiny.

2.2.2 The Integrated Assessments are the responsibility of every department, and completion is mandatory. They are beneficial in evidencing that we have not only met the Duty, but where possible have driven change through our decision making, ensuring that we do not reproduce existing inequalities.

2.3 Operations – Assessing Risk and Supporting On-Call Recruitment

2.3.1 The Service continues to conduct a co-ordinated approach in its activities linked to every station's Community Risk Management Plans (CRMPs) This ensures those most in need are engaged with in relation to Fire & Emergency prevention and protection.

2.3.2 To support the engagement of new candidates from more socially deprived areas, Operations have amended the On-Call Assessment Days (OCAD). There is now a centralised point of access, with the OCAD now undertaken in Abercarn, eliminating parking charges incurred at the previous location in Merthyr Tydfil. In addition, participants are no longer expected to travel to SWFRS Headquarters to undertake the ability test. Operations have incorporated this in to the OCAD thus removing unnecessary travel and associated expenses. Participants now have the option to take part in the OCAD in a morning or afternoon session which limits the impact on their current employment both financially and in terms of time taken.

2.4 Risk Reduction – Prevention & Protection

2.4.1 The Service continues to be ahead of the curve in addressing socio economic deprivation via a variety of preventative schemes

and projects e.g. targeted home fire safety campaigns, delivery of key stage 1 and 2, with two fundamental successes being the Bernie Project and Employability Project.

- 2.4.2 The Service is committed to Safeguarding principles for those at risk. This can be evidenced through our active participation in local Safeguarding boards, our Home Safety Visits in collaboration with external stakeholder partnerships, raising awareness of modern slavery throughout our workforce and referring vulnerable people for advice and support.
- 2.4.3 Drowning prevention and water safety information was produced in leaflet form and delivered to all school children in Wales prior to the end of the summer term. Our teams continue to lobby Welsh Government to provide essential aquatic life skills within all schools, recognising the needs of those outside of mainstream education who may be more socio-economically disadvantaged due to the risk of overlapping inequalities.
- 2.4.4 The Business Fire Safety team proactively audit a wide variety of premises in line with the intelligence-led risk based inspection programme. Through this programme they identified the risk posed to those that live in multi-use premises within the most deprived areas of South Wales. These audits, and subsequent actions by Landlords, ensure that those that find themselves living in these areas do so within a fire safety compliant building, which reduces the likelihood of being affected by fire and facing further financial inequality.
- 2.4.5 Through our Safe Havens project, the Service will be introducing an emergency contact facility on all fire stations in SWFRS for those under threat of violence. This facility will be accessible to all members of the public who are initially seeking sanctuary. This new service will be advertised through traditional and digital platforms and shared to all PSB partners to ensure we reach a wider audience, with a particular focus on our need to reach communities who are consequently at a higher risk of abuse, violence, and socio-economic inequality due to multiple disadvantages.

2.5 **Media, Communications and Engagement Services**

- 2.5.1 The Media team have integrated the Socio-Economic Duty considerations into their Gold-level campaign template with the intention of embedding them into every campaign.

- 2.5.2 To increase accessibility to all, printed engagement surveys are now available alongside digitally accessible forms at events. The digital forms can also be accessed on attendees' personal devices or tablets provided by SWFRS to ensure individuals can engage in the format of their choice without stigma or disadvantage.
- 2.5.3 Key Messaging has been advertised through digital media using digital vans and billboards to ensure a broader audience is reached particularly for those who are digitally excluded. These key message campaigns are prioritised in areas where individuals may be more socio-economically disadvantaged. Radio and newspaper printed advertisements are also used to reduce our reliance on digital media for those who may not have access to the technology or internet connections required.
- 2.5.4 Inclusion and Socio-Economic updates are now a standard agenda item for the Consultation & Engagement Group, ensuring regular conversations are held around the consultation and engagement with underrepresented or socio-economically disadvantaged groups encouraging best practice.

2.6 **Recruitment and Attraction in 2021-2022**

- 2.6.1 The Recruitment & Resourcing team alongside the Service's Performance & Communications team have undertaken data analysis in relation to the Socio-Economic Duty to reflect a targeted approach to all recruitment and attraction engagement plans.
- 2.6.2 Overall, there has been a slight decrease in applications from the most deprived areas of Wales in comparison with figures from 2021. We have seen a rise in the proportion of applicants coming from Newport, Cardiff, Caerphilly, and RCT.
- 2.6.3 Our Recruitment, Communications & Engagement teams have taken a collaborative approach to engagement in areas where higher proportions of pupils are more likely to be experiencing socio-economic disadvantage thus leading to increased attendance by the Service at schools and community events in Merthyr Tydfil, Cardiff and Newport.
- 2.6.4 A new 'Careers Booklet' has been developed and will shortly be available both on our internet site for download and in print for those who may be digitally excluded.

2.7 Procurement and Control Management

- 2.7.1 South Wales Fire & Rescue Service are now a Real Living Wage provider. This has resulted in direct higher pay for staff who deliver our contracts, e.g. cleaning and security.
- 2.7.2 At pre-procurement stage, where a process is over £25,000, the user department must complete a pre-procurement form, part of this form includes a Wellbeing of Future Generations template. This pre-procurement form will now be combined with a comprehensive Integrated Assessment in line with the Duty.
- 2.7.3 At procurement stage we ask suppliers to respond to questions around social value. Bidders/providers should now showcase as part of the tender process how they meet the obligations set under the Wellbeing of Future Generations Act (2015) including how they work better with people and communities, and prevent persistent issues such as poverty, health inequalities and climate change taking place.
- 2.7.4 As part of the contract award, providers will be held to their pledges in relation to Social Value (e.g. provision of opportunities to disadvantaged groups and/or approach to supporting requirements, training, etc of these groups). Contracts will then be monitored by the Service to ensure that suppliers are carrying out their commitments outlined in their tender. Reports are then provided to Welsh Government as part of the upcoming Social Partnership Bill.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Wellbeing of Future Generations (Wales) Act 2015	Yes
Socio Economic Duty	Yes
Sustainability/Environment/Carbon Reduction	Yes
Safeguarding	Yes
Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

- 3.1.1 Consideration of the Socio-Economic Duty is required for all strategic decisions. Therefore, any financial resources required to

meet the Duty would need to be assessed during the decision-making stage.

3.2 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	Yes
Financial	Yes	Health, Safety and Wellbeing	Yes
Procurement	Yes	Governance & Audit	Yes
Corporate Risk	Yes	Service Policy	Yes
Information Management	Yes	National Policy	Yes

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

- 4.1 The Socio-Economic Duty sits alongside the compliance requirements of the Equality Act 2010 and the Wellbeing of Future Generations (Wales) Act 2015.
- 4.2 As such, Socio-Economic disadvantage must be included and considered in every Integrated Assessment.

5. RECOMMENDATIONS

- 5.1 Members are requested to note the content of the report.
- 5.2 Members are advised that future reporting on the Socio-Economic Duty will now be included in the Service's Strategic Equality Plan review on an annual basis as opposed to a standalone agenda item.

Contact Officer:	Serena Ford HR Manager
Background Papers	None

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 12
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

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

REPORT PRESENTED BY HEAD OF HUMAN RESOURCES

SUMMARY

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

RECOMMENDATIONS

That Members note the information contained within the report.

1. BACKGROUND

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

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

- 2.1.1 Since approval was granted in September 2018, Members have been updated on an annual basis of any permanent adjustments to the establishment structure. The last update was provided at the HR & Equalities meeting in January 2022.

2.2 Permanent Establishment Additions

2.2.1 Since the previous report, the following posts have been added to the permanent structure:

- **4 x Trainers (Grade 8) – Cardiff Gate**

2.2.2 The budget for 2023/2024 approved by Fire Authority at its February meeting includes provision for current permanent and temporary posts from a combination of core budget and reserves. A further review of employee budgets will be undertaken as part of budget planning for 2024/25.

3. IMPLICATIONS

3.1 Community and Environment

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

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. RECOMMENDATIONS

4.1 That Members note the information contained within the report.

Contact Officer:	Andrew Jones Head of Human Resources
Background Papers	None

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AGENDA ITEM NO 13

Job Evaluation process

-

To be presented on the day

Author: Andrew Jones, Head of HR

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 14
27 FEBRUARY 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

ANNUAL SUMMARY OF HR & TRAINING REPORTS 2022/2023**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ACO A REED

SUMMARY

This report informs Members of the work that the HR & Equalities Committee has undertaken during the Municipal Year 2022/2023.

RECOMMENDATIONS

That Members note the work of the HR & Equalities Committee.

1. BACKGROUND

- 1.1 This report summarises the work that the HR & Equalities Committee has undertaken over the last twelve months.

2. ISSUES

- 2.1 As Members will be aware, the HR & Equalities Committee was established to demonstrate the Authority's commitment to ensuring that the Service has a well-equipped, skilled, and motivated workforce, that is able to work safely and whose composition reflects the diverse communities it serves.
- 2.2 To discharge its functions the Committee plans its work through a Forward Work Programme. The work of the Committee broadly falls under distinct categories, namely:- Human Resources (including Occupational Health), Training & Development, and Equality & Diversity.
- 2.3 For the purpose this report it is intended that an overview of the work undertaken by the Committee in the 2022/2023 Municipal Year is detailed under each of the sub-headings.

2.4 HUMAN RESOURCES DEPARTMENT

- 2.4.1 The Fire & Rescue Authority established a Local Pension Board (LPB) in April 2015 in order to be able to fulfil its statutory commitments to the management of its devolved Pension Schemes. The HR & Equalities Committee is now responsible for addressing Welsh Government Pension Circulars and as a Board for Internal Disputes Resolution for pension matters, administered through the department. The Committee may provide information to the Local Pension Board.
- 2.4.2 The HR Department is working towards devolving more HR responsibilities to line management and to equip Line Managers with the skills to undertake HR activities to improve HR performance management and develop reporting procedures.
- 2.4.3 It continues to develop standardised HR processes and procedures, consolidating HR administration, developing greater self-service HR technology with the implementation of Core HR, and implementing revised and new policies and procedures. Additionally it provides greater support to Line Managers on a day-to-day and face-to-face basis.
- 2.4.4 The Occupational Health Unit continues to provide a wide range of services required by Fire & Rescue Authorities under Health & Safety Law, Employment Law, Pension Provisions, and in accordance with directions issued by relevant government departments. Firefighting can be an extremely demanding and hazardous occupation, requiring high level of medical and physical fitness. The prevention of unnecessary ill health and incapacitation are essential factors in our continuing effort to maintain optimum operational effectiveness and efficiency.
- 2.4.5 The HR & Equalities Committee received reports from the HR Department throughout 2021/2022 and these are summarised in Appendix 1 attached to the report.
- 2.4.6 Within South Wales Fire & Rescue Service the main Diversity & Equalities and Welsh Language officers report through the HR Department.
- 2.4.7 The various strands of equality and diversity are embedded in every directorate plans and throughout functional and operational activities.

2.4.8 The HR & Equalities Committee received a range of reports throughout 2022/2023 and these are summarised in Appendix 1 attached to the report.

2.5 TRAINING & DEVELOPMENT DEPARTMENT

2.5.1 Committee Members received reports which appraised them of the structure and functions of the Training & Development Department, the major objectives and issues facing the department, and the issues associated with the delivery of functions through the Cardiff Gate Training Centre contract.

2.5.2 Members noted that the work of the department has developed to continuously meet the ever-changing demands of South Wales Fire & rescue Service by developing a flexible approach to the changing demands linked to key legislation:- Fire & Rescue Service Act 2004, Civil Contingencies Act 2004, Health & Safety at Work Act 1974, etc., and Road Traffic Act 1974.

2.5.3 The HR & Equalities Committee received reports from the Training & Development Department throughout 2021/2022 and these are summarised in Appendix 2 attached to the report.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Wellbeing of Future Generations (Wales) Act 2015	Yes
Socio Economic Duty	Yes
Sustainability/Environment/Carbon Reduction	Yes
Safeguarding	Yes
Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

3.1.1 There are no immediate financial issues arising as a result of this report, but the plan provides a strategic planning framework for future years.

3.2 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	Yes
Financial	Yes	Health, Safety and Wellbeing	Yes
Procurement	Yes	Governance & Audit	Yes
Corporate Risk	Yes	Service Policy	Yes
Information Management	Yes	National Policy	Yes

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

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

5. RECOMMENDATIONS

- 5.1 That Members note the work of the HR & Equalities Committee.

Contact Officer:	ACO Alison Reed Director of People Services
Background Papers	Appendices 1 & 2

APPENDIX 1

REPORTS AND CIRCULARS RECEIVED BY THE HR & EQUALITIES COMMITTEE DURING 2022/2023

REPORTS FOCUSING ON HR, E D & I AND WELSH LANGUAGE:-

- **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 Grey Book terms and conditions.

- **Report on Personal Reviews**

To update Members on the launch of the new Personal Review process, including the pilot phase, the upskilling and the digital solution.

- **Pension Circulars**

Purpose is to update Members on pension circulars received from the Welsh Government.

- **Report on Occupational Health Activity 2021/22**

To provide Members with an update on the variety of services delivered by the Occupational Health Unit.

- **Annual Report on Discipline & Grievance**

Purpose is to update Members on the variety of disciplinary and grievance cases that have occurred throughout the Service, and to identify the actions that have taken place in order to enable greater organisational improvement.

- **Update on Learning Pathways**

To update Members on the work being undertaken to introduce learning pathways to all staff groups in the Service.

- **Update report on Job Evaluation process**

- **Report on People Plan 2021-2024 & All Wales POD Strategy**

To provide Members with an update on South Wales Fire & Rescue Service's People Strategy 2021-2024, and progress against the key themes

- **Annual Pay Policy Statement 2022/2023**

Purpose is to inform Members and to enable the Service's Policy to be evaluated.

- **Report on Gender Pay Gap Statement**

Purpose is to update Members on analysis of Gender Pay Gap across the Service.

- **Summary of HR & Training Reports**

Purpose is for Members to consider the annual report of the work of the HR & Equalities Committee before its submission to the Fire & Rescue Authority.

- **Structure update report**

- **Recruitment & Attraction**

- **Proposed increased salary increments for On-Call firefighters**

To provide Members with details of proposed salary increment for On-Call personnel.

- **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.

- **Review of Service response to the Socio Economic**

- **Strategic Equality Plan Update 202-2025 & Annual Equality Report**

To update Members of progress towards the Service's Strategic Equality Plan 2020-2025.

APPENDIX 2**TRAINING REPORTS**

- **Update on Investors in People (IIP)**
- **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.

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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	11 July 2022		Presented
Update on Investment in People (IiP) – Report and Presentation	To update Members	ACO PS Contact Officer: Dean Loader	11 July 2022		Presented
Report on Personal Reviews	To update Members	ACO PS Contact officer: Serena Ford	11 July 2022		Presented

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	11 July 2022		Presented
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	11 July 2022		Presented
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	11 July 2022		Presented
Verbal update report on Job Evaluation	To update Members	ACO PS Contact Officers: Andrew Jones/Gill Goss	11 July 2022		Presented

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		Presented
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.	ACFO TS Contact officer: Dean Loader	7 November 2022		Presented
Update on Learning Pathways	To update Members	ACO PS Contact Officer: Serena Ford	7 November 2022		Presented

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Strategic Equality Plan Update 2020-2025 & Annual Report	To update Members	ACO PS Contact Officer: Andrew Jones/Carey Wood	7 November 2022		Presented
Detailed report on Job Evaluation process	To update Members	ACO PS Contact Officers: Andrew Jones/Gill Goss	27 February 2023		On Agenda
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		On Agenda
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		On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
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		On Agenda
Pension Circulars Updates	Purpose is to inform Members on pension circulars received from Welsh Government.	ACO PS Contact Officer: Alison Reed	27 February 2023		On Agenda
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		On Agenda
Review of Service response to the Socio Economic	To update Members	ACO PS Contact Officer: Andrew Jones	27 February 2023		On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Annual Summary of HR & Training Reports	To update Members	ACO PS Contact Officer: Alison Reed	27 February 2023		On Agenda
Structure Update Report	To update Members	ACO PS Contact Officer: Andrew Jones	27 February 2023		On Agenda
Recruitment & Attraction	To update Members	ACO PS Contact Officer: Andrew Jones	27 February 2023		DEFERRED TO MEETING IN NEW MUNICIPAL YEAR
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		DEFERRED TO MEETING IN NEW MUNICIPAL YEAR

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Proposed increased salary increments for On-Call firefighters	To provided members with details of proposed salary increment for On-Call personnel	ACO PS Contact officer: Garry Davies	27 February 2023		On Agenda

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 Neil Davies – Head of Training & Development

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AGENDA ITEM NO 16

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

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1.	Apologies for Absence	
2.	Declarations of Interest	
	Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
3.	Chairperson's Announcements	
4.	To receive the minutes of:	
	<ul style="list-style-type: none"> • HR & Equalities Committee held on 7 November 2022 	5
	REPORTS FOR DECISION	
5.	Annual Pay Policy Statement 2023/2024	9
6.	Gender Pay Gap Statement Report	41
7.	Proposed increased salary increments for on call Firefighters	53
	REPORTS FOR INFORMATION	
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9.	Firefighters Pension Schemes – Wales Government Circulars 2022/2023	75
10.	Welsh Language Standards Update – January 2023	81
11.	Review of service response to the Socio-Economic Duty	87
12.	Establishment Structure Update	93

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13.	Job Evaluation process – To be presented on the day	97
14.	Annual Summary of HR & Training Reports 2022/2023	99
15.	Forward Work Programme for HR & Equalities Committee 2022/23	107
16.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	115