

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, 6 November 2023 at 1030 hours**

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

**or**

**Remotely via Microsoft Teams, Link: <https://bit.ly/HR-Equalities-06-11-23>**

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

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

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

1. Apologies for Absence
2. Declarations of Interest

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

3. Chairperson's Announcements
4. To receive the minutes of:

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Signature of Monitoring Officer:



## MEMBERSHIP

**Councillors:**

M	Hughes	Bridgend
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
D	Ali	Cardiff
K	Carr	Cardiff
S	Melbourne	Cardiff
D	Naughton	Cardiff
L	Wright	Monmouthshire
T	Watkins	Newport
G	Holmes	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
A	Best	Torfaen

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 11 SEPTEMBER, 2023**

**HELD IN THE CONFERENCE ROOM**  
**OR REMOTELY VIA TEAMS**

**8. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
A Roberts (Chair)		Rhondda Cynon Taff
K Carr (Deputy Chair)		Cardiff
D Ali		Cardiff
C Elsbury		Caerphilly
G Holmes		Rhondda Cynon Taff
L Wright		Monmouthshire

**APOLOGIES:**

A Best		Torfaen
M Hughes		Bridgend
AM N Davies		Head of Training & Development

**ABSENT:**

S Melbourne		Cardiff
T Watkins		Newport

**OFFICERS PRESENT:-** ACO A Reed – Director of People Services, T/ACFO G Davies – Temp Director of Technical Services, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support, Mrs L Shroll – Head of People Services, Mr M Fry – TPR Independent Pay Consultant (One item only)

**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 10 July, 2023, were received and accepted as a true record of proceedings.

## **12. REPORTS FOR INFORMATION**

### **12.1. REVIEW OF TRAINING & DEVELOPMENT 2022/2023**

The T/ACFO Technical Services presented a report which provided Members with an overview of the Training & Development department's performance during 2022/2023, which included the design and delivery of accredited Wildfire training packages, an update on the Service's Apprenticeship Scheme, and an electronic performance management system which outlined the Centre's course attendance vs capacity statistics, and the Service's operational assurance metrics.

### **RESOLVED THAT**

Members agreed to note the content of the report.

### **12.2 FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2023/2024**

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

Welsh Government 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 can cover a variety of areas, including all aspects of Firefighters Pension Schemes, and had to be noted or actioned as appropriate.

## **RESOLVED THAT**

- 12.2.1 Members agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and emails that had been received in the year 2023/2024.
- 12.2.2 Members agreed to note the actions that had been implemented for each of the circulars.

## **12.3 NJC FOR BRIGADE MANAGERS SALARIES AND NUMBERS SURVEY 2022**

The ACO People Services presented a report to Members which shared the 2022 NJC for Brigade Managers Salaries and Numbers Survey results, which was for information purposes.

## **RESOLVED THAT**

- 12.3.1 Members agreed to note the content of the report.
- 12.3.2 Following a question and answer session on recruitment issues within various ethnic groups, Officers agreed to provide Members with a presentation at the next meeting on recruitment stats from each Local Authority area.

## **13. REPORTS FOR DECISION**

All Officers withdrew from the meeting and left the room before Members considered the following report Agenda Item 8 'Independent Pay Review – Principal Officers Remuneration'.

Mr M Fry, TRP Independent Remuneration Consultant, joined the meeting to provide Members with an overview of the report.

### **13.1 INDEPENDENT PAY REVIEW – PRINCIPAL OFFICERS REMUNERATION**

Mr M Fry of Total Reward Projects Limited, took Members through the content of his report. It was noted that in September 2022 the Fire & Rescue Authority received a report from external consultants, The Total Reward Projects Limited (TRP), on a review of Brigade Manager/Principal Officers' remuneration that had been

requested by Fire Authority Members following the completion of the Job Evaluation exercise for Green Book employees. An uplift of 4.5% was agreed and it was also resolved that a further piece of work would be commissioned immediately on Principal Officer pay, and that a review on Principal Officers' pay would be carried out on a yearly basis by an external consultant for a period of two years, followed by a review thereafter.

It was noted that the South Wales Fire & Rescue Authority (FRA) Pay Policy document stated that Principal Officers' remuneration should be reviewed annually by the local Fire & Rescue Authority and that the HR & Equalities Committee was assigned to consider PO remuneration and report findings to the Fire & Rescue Authority. The National Joint Council for Brigade Managers of Fire & Rescue Services, Constitution and scheme of conditions of service, stated there was a two-track approach to determining Principal Officers remuneration, as outlined above, one of these was a local review undertaken by the Fire & Rescue Authority.

## **RESOLVED THAT**

- 13.1.1 Members agreed to review the report attached at Appendix 1, which had been prepared and presented by an Independent Pay Consultant.
- 13.1.2 Following lengthy discussion and consideration of the report, it was unanimously agreed that the Chair of the HR & Equalities Committee would make a recommendation to the Fire & Rescue Authority at the meeting scheduled to take place on 25 September, 2023.

Officers returned to the meeting room to re-join the formal proceedings.

## **13.2 HR & EQUALITIES COMMITTEE – PROPOSED NEW TERMS OF REFERENCE**

The Deputy Monitoring Officer presented a report which requested Members to consider and review the current Terms of Reference of the HR & Equalities Committee, and to agree the Terms of Reference going forward.

**RESOLVED THAT**

Members agreed to review and approve the Terms of Reference of the HR & Equalities Committee to ensure they remained suitable and fit for purpose.

**14. FORWARD WORK PROGRAMME 2023/2024**

The ACO People Services provided Members with the Forward Work Programme for 2023/2024.

**RESOLVED THAT**

Members agreed the content of the Forward Work Programme for 2023/2024, and noted that in order to balance meetings out equally that some reports would be brought forward from March to November's meeting.

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

There were no items of urgent business to discuss.

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

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 5  
6 NOVEMBER 2023

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**ANNUAL PAY POLICY STATEMENT 2024/2025**

**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 2024/2025 Pay Policy Statement has been drafted for Members.

**RECOMMENDATION**

1. That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2024/2025.
2. That Members approve the 2024/2025 Pay Policy Statement to be published by 31 March 2024.

**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 2024/2025 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 at the September Fire Authority meeting in relation to:

- Section 4 – the independent review of Principal Officer remuneration, changes effective 1 July 2023.
- Section 4 – a revised remuneration matrix, effective 1 July 2023
- Section 4 – revision to the approach for determining pay for the Treasurer.
- Section 6 - alignment of base pay for Area Managers and Corporate Heads of Service

2.6 Appendix 1 contains the updated version of the Pay Policy Statement 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	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	Yes

#### 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 2023.

## 5. RECOMMENDATIONS

- 5.1 That Members review South Wales Fire & Rescue Authority's Pay Policy Statement for 2024/2025.
- 5.2 That Members approve the 2024/2025 Pay Policy Statement to be published by 31 March 2024.

<b>Contact Officer:</b>	Alison Reed
<b>Background Papers</b>	Appendix 1 – Pay Policy Statement 2024/2025

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## SOUTH WALES FIRE &amp; RESCUE AUTHORITY



**LOCALISM ACT 2011: PAY POLICY STATEMENT  
2024/2025**

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

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

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

	<p>this group, and any award of same is determined on this basis. Chief Fire Officers / Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Fire &amp; Rescue Authority will therefore pay these as and when determined in accordance with current contractual requirements.</p>															
4.3	<p>The Fire &amp; Rescue Authority resolved that the HR &amp; Equalities Committee should be assigned to consider Principal Officers' remuneration and their findings reported to the full Fire &amp; Rescue Authority for final determination. NJC for Brigade Managers of Fire &amp; Rescue Services (Services Constitution and Scheme of Conditions of Service 5<sup>th</sup> edition 2006) recommends that salary levels are reviewed annually.</p>	<p>FA 15.12.14</p>														
4.4	<p>South Wales Fire &amp; Rescue Authority's Executive Leadership Team remuneration matrix is identified as comprising:</p> <table border="1" data-bbox="331 936 1182 1563"> <thead> <tr> <th><b>Title</b></th> <th><b>Notional % of CFO salary</b></th> </tr> </thead> <tbody> <tr> <td><i>Chief Fire Officer (CFO)</i></td> <td><i>100%</i></td> </tr> <tr> <td><i>Deputy Chief Fire Officer (DCFO)</i></td> <td><i>80% of CFO</i></td> </tr> <tr> <td><i>Deputy Chief Officer (DCO)</i></td> <td><i>76% of CFO</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>62% of CFO</i></td> </tr> <tr> <td><i>Treasurer*</i></td> <td><i>Treasurer's salary is not directly linked to the CFO however is determined through a benchmarking exercise</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.</p>	<b>Title</b>	<b>Notional % of CFO salary</b>	<i>Chief Fire Officer (CFO)</i>	<i>100%</i>	<i>Deputy Chief Fire Officer (DCFO)</i>	<i>80% of CFO</i>	<i>Deputy Chief Officer (DCO)</i>	<i>76% of CFO</i>	<i>Assistant Chief Fire Officer (ACFO)</i>	<i>75% of CFO</i>	<i>Assistant Chief Officer (ACO)</i>	<i>62% of CFO</i>	<i>Treasurer*</i>	<i>Treasurer's salary is not directly linked to the CFO however is determined through a benchmarking exercise</i>	<p>FA 25.09.23</p>
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4.5	<p>The Fire &amp; Rescue Authority on 9 July 2018 determined that the non-uniformed DCO, ACO and Treasurer's posts would be single salary points and determined on a percentage basis as set out in point 4.4. The approach of linking pay on a percentage basis was reaffirmed at the Fire &amp; Rescue Authority on 25 September 2023, however, at the meeting a revised pay matrix was agreed for DCFO, DCO, ACFO and ACO. A separate approach to determining the Treasurer's pay was also agreed.</p>	<p>FA 15.12.14 FA 09.07.18 FA 25.09.23</p>														

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 76% of that of a Chief Fire Officer.	FA 15.12.14 FA 25.09.23
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 62% of the full rate of the Chief Fire Officer.	FA 15.12.14 FA 09.07.18 FA 25.09.23
4.11	Chief Officer's remuneration on appointment is determined by the full Fire & Rescue Authority. South Wales Fire & Rescue Authority does not pay performance related pay or bonuses, and no additional allowances or enhancements to salary or pension are offered upon employment. On cessation of their duties no additional payments are made other than those that are due for salary purposes or payments made to the individual in line with the appropriate pension scheme on retirement.	FA 15.12.14
4.12	Information on the remuneration of Chief officers is published as part of the South Wales Fire & Rescue Service annual end of year Financial Statement.	FA 15.12.14
4.13	In accordance with this Pay Policy Statement, Chief Officers' remuneration levels should be reviewed annually as part of South Wales Fire & Rescue Authority's commitment to maintaining a competitive grading and remuneration structure. In the absence of nationally determined guidance on 'cost of living' increases the Fire & Rescue Authority may identify and agree a local rate and implementation date. The HR & Equalities Committee will be responsible for reviewing this situation, and for making recommendations to the full Fire & Rescue	FA 15.12.14

	Authority. Only the Fire & Rescue Authority may make a final determination in respect of remuneration rates for Chief Officers, including annual cost of living awards.	
4.14	On 27 March 2017 the HR & Equalities Committee received a report detailing the cessation of the joint arrangements for the provision of a joint post of Senior Occupational Health Physician. It was resolved that SWFRS would solely employ the SOHP on a part time basis. Remuneration is in accordance with British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range.	FA 15.12.14  FA 12.02.18
4.15	On 19 July 2021 Fire Authority approved the outcome and implementation of a Job Evaluation exercise for Corporate Staff. Information was gathered and evaluated against 13 job related factors as defined within the National Joint Council for Local Government Services' (NJC) Job Evaluation Scheme. The pay principles adopted included consideration of a number of factors including the pay framework to be implemented as a result of the exercise. This resulted in the lowest spinal point becoming point 5 for Corporate Staff. The effective date of implementation was 1 August 2021.	FA 19.07.21
4.16	On 26 September 2022, the Fire Authority received a report from an external consultant in relation to Principal Officer pay in Wales and more broadly, the UK. The Fire Authority agreed an uplift of 4.5%, effective 1 July 2022. The Fire Authority also agreed that an annual review of Principal Officer pay would be undertaken. The detail and mechanisms for the review are set out in paragraphs 4.1-4.3 above.	
<b>5.</b>	<b>AREA MANAGERS (4 POSTS) – LOCAL AGREEMENT</b>	
5.1	Following a review of the Area Managers' establishment and operational Rota, it was determined that the number of posts would reduce from 6 to 4 from August 2009, with a move to a continuous duty system Rota.	FA 15.12.14
5.2	The remuneration scheme for this group of staff was locally agreed as follows: - AMB salary as per agreed NJC Fire & Rescue Services uniformed pay scales, plus 20% flexi duty allowance, plus 14% continuous duty system payment.	FA 15.12.14
<b>6.</b>	<b>CORPORATE HEADS OF SERVICE (4 POSTS)</b>	
6.1	The Fire Authority at its meeting on 25 September 2023 determined that the Corporate Heads of Service base pay would be linked to base pay for Area Managers.	FA 15.12.14 FA 25.09.23

<b>7.</b>	<b>ALL OTHER STAFF</b>							
7.1	All other staff employed by South Wales Fire & Rescue Authority are encompassed within Wholetime, On-Call, Control, Corporate and Auxiliary 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 1:7.86.	FA 15.12.14						
<b>8</b>	<b>DELEGATED AUTHORITY LEVELS</b>							
8.1	Any variation in pay detailed within this policy is subject to appropriate approval, as described below.	FA 15.12.14						
8.2	Decisions on pay detailed within this policy are delegated as follows: -	FA 15.12.14						
	<table border="1"> <thead> <tr> <th><b>DECISION</b></th> <th><b>DELEGATED AUTHORITY LEVEL</b></th> </tr> </thead> <tbody> <tr> <td><i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i></td> <td><i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i></td> </tr> <tr> <td><i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i></td> <td><i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment</i></td> </tr> </tbody> </table>	<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>	<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i>	<i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment</i>	
<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>							
<i>Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)</i>	<i>Assistant Chief Officer People Services (As identified in the Fire &amp; Rescue Authority Standing Orders)</i>							
<i>Starting Pay Assistant Chief Officer (and equivalent) level and above</i>	<i>Full Authority to agree the senior management organizational structure including grades and salary bands.</i>  <i>Appointment panel to agree and approve actual salary on appointment</i>							

		<i>within the management structure agreed by full Authority above.</i>	
	<i>Appointment to higher graded job (above grade minimum) up to, but not including Assistant Chief Officer level.</i>	<i>Assistant Chief Officer People Services or delegated to Head of HR.</i>	
	<i>Acting-up payment at Assistant Chief Officer level where total salary package is less than £100k.</i>	<i>Chief Fire Officer</i>	
	<i>Acting up payment for posts where total salary package is more than £100k.</i>	<i>Full Fire &amp; Rescue Authority</i>	
8.3	Human Resources is responsible for overseeing any decisions on pay in order to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay Policy and legislation.		FA 15.12.14
8.4	Delegations for decision on pay cannot be delegated below the levels outlined in the table above.		FA 15.12.14
<b>9.</b>	<b>PAY RELATIVITIES WITHIN THE FIRE &amp; RESCUE AUTHORITY</b>		
9.1	The lowest paid persons employed under a Contract of Employment with the Fire & Rescue Authority are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Fire & Rescue Authority's grading structure. As at 1 April 2022, this is £21,575 per annum. The Fire & Rescue Authority engages apprentices (and other such trainees) who are not included within the definition of 'lowest paid employees.		FA 15.12.14
9.2	The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers.		FA 15.12.14
9.3	The Authority remunerates substantive personnel above the National Living Wage. The Authority has agreed to join a voluntary scheme to become a Real Living Wage Employer.		FA 20.12.21
<b>10</b>	<b>STARTING SALARY</b>		
10.1	Employees appointed to jobs within the Authority will		FA

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

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

12.3	Employees who undertake the full duties and responsibilities of a higher graded job will receive the salary that would apply if they were promoted to the higher graded post.	FA 15.12.14
12.4	Employees who undertake part of the duties and responsibilities of a higher-grade job will receive a partial acting-up allowance. For example, if the employee is covering 20% of the higher graded duties and responsibilities then they would receive 20% of the grade differential as acting up allowance.	FA 15.12.14
12.5	Where there are only one or two employees who are able to 'act-up' to the higher-grade job it is relatively easy to identify the jobholder(s) who could reasonably be asked to carry out the higher graded job. Where there are a large number of employees who may be in a position to 'act-up' to the higher graded job, then there will be a need to advertise the temporary vacancy or the acting-up arrangement.	FA 15.12.14
12.6	Managers who wish to use either full or partial acting up arrangements must seek approval from the Assistant Chief Officer (or Head of Human Resources, depending on the level of the post). In addition, managers may also seek guidance from Human Resources if required.	FA 15.12.14
12.7	The approving officer will: <ul style="list-style-type: none"> <li>• Consider the request presented by the requesting manager.</li> <li>• Discuss their proposed decision within the Human Resources Department to ensure it is compliant with the Pay Policy.</li> <li>• Provide a response to the requesting manager, normally within 10 working days.</li> <li>• Complete and notify the Employee Relations Team if a pay variation is to be implemented.</li> </ul>	FA 15.12.14
12.8	Any acting up arrangements at Assistant Chief Officer level must be agreed by the Chief Fire Officer. Any acting up arrangements for posts with remuneration package at or above £100k must also be agreed by the full Fire & Rescue Authority. In both cases the salary must be within the organizational structure agreed by full Fire & Rescue Authority and be financed in full.	FA 15.12.14
12.9	Acting-up allowances are removed once the need for the acting-up arrangement no longer exists. Managers are responsible for ensuring that employees receive sufficient notice of this.	FA 15.12.14
<b>13</b>	<b>HONORARIUM PAYMENTS</b>	

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

	reason.  Only one honorarium can be paid to each employee within a 12-month period.	
13.5	Honorarium payments based on spinal column point differentials will be subject to any cost-of-living increase applied by the Fire & Rescue Authority.	FA 15.12.14
13.6	Honorarium payments may be pensionable, this however will be dependent on the individual's pensions scheme regulations.	FA 15.12.14
13.7	Information on all honoraria payments will be compiled and reviewed annually by Human Resources and reported to the HR & Equalities Committee for monitoring purposes.	FA 15.12.14
13.8	If the payment of a honoraria leads to a remuneration package exceeding £100k it must also be approved by the Chief Fire Officer and the Chair of the Fire & Rescue Authority having taken advice from the Assistant Chief Officer for People Services or their nominated representative.	FA 15.12.14
<b>14</b>	<b>SEVERANCE</b>	
14.1	On ceasing to be employed by the Fire & Rescue Authority, employees will be paid contractual payments due under their contract of employment. In the event of redundancy, severance pay will be paid in line with the employer's discretions as set out in the Employment Protection Policy published by the Fire & Rescue Authority and retained by Rhondda Cynon Taff Pensions Section.	FA 15.12.14
14.2	All business cases for redundancy, early retirement and severance must be reported to the Fire & Rescue Authority for scrutiny prior to the Authority making a resolution to either accept or reject.	FA 15.12.14
14.3	Regulation 30(6) 'Flexible Retirement' – Local Government Pension Scheme Discretion.  This discretion will be applied subject to the Chief Fire Officer and Assistant Chief Officer People Services agreeing to the application after taking into account the costs and benefits to the 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.	FA 14.03.15
14.4	The Fire & Rescue Authority / HR & Equalities Committee will receive reports to countersign the Chief Fire Officer and Assistant Chief Officer People Service's decisions.	FA 14.03.15
<b>15</b>	<b>UNIFORMED FIRE &amp; RESCUE SERVICES</b>	
15.1	All Fire & Rescue Service employees up to and including	FA

	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).	15.12.14
15.2	<p>Under the National Joint Council for Brigade Managers of Fire &amp; Rescue Services, Constitution and Scheme of Conditions of Service (the 'Gold' Book), the Chief Fire Officer and Brigade Managers have separate pay arrangements in place. The Chief Fire Officer's salary is reviewed prior to a new appointment being made and a number of factors are taken into account during this process. These are summarized below:</p> <ul style="list-style-type: none"> <li>• The relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data.</li> <li>• The relationship of current salary to the national benchmark.</li> <li>• Any substantial local factors not common to Fire and Rescue Authorities of similar type and size.</li> <li>• Comparative information on salaries in other similar authorities.</li> <li>• Top management structures and size of management team compared to those of other Fire and Rescue Authorities of similar type and size.</li> <li>• The relative job size of each post and</li> <li>• Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond.</li> </ul>	FA 15.12.14
15.3	Other Fire & Rescue Service managers who are paid as a percentage of the Chief Fire Officer's salary may be reviewed at the same time as any review to the Chief Fire Officer's salary takes place.	FA 15.12.14
15.4	For a review the benchmarking and associated analysis will be collated by the Human Resources Department and any recommendations presented to the HR & Equalities Committee before being submitted to the full Fire & Rescue Authority for final determination.	FA 15.12.14
<b>16</b>	<b>OTHER PAY RELATED POLICIES</b>	
16.1	<p>Other pay related policy areas that are applicable to all employees are: -</p> <ul style="list-style-type: none"> <li>• Business Travel and Expenses</li> <li>• Relocation expenses</li> <li>• Handling redundancy</li> <li>• Early retirement – including redundancy, flexible retirement, and efficiency of service</li> <li>• Pensions – LGPS, Firefighters' Pension Scheme 1992, New Firefighters' Pension Scheme 2007, and the Firefighters' Pension Scheme (Wales) 2015, RDS Modified Scheme, Firefighter Compensation</li> </ul>	FA 14.03.16

	Scheme	
<b>17</b>	<b>OTHER TERMS AND CONDITIONS</b>	
17.1	The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increased in/enhancements of pension entitlements and termination payments (Ref Section 4 Principal Officers Pay Construct),	FA 15.12.14
17.2	South Wales Fire & Rescue Service contributes to the lease vehicle payments for its Senior Members of staff that choose to take part in the Service lease vehicle scheme.	FA 15.12.14
17.3	Contributions level vary and are dependent on the specific post. These Service contributions form only part of the lease vehicle cost.	FA 15.12.14
17.4	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.  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.	FA 14.03.16
<b>18</b>	<b>MONITORING AND REVIEW</b>	
18.1	The Assistant Chief Officer People Services will review the application of this policy on an annual basis.	FA 15.12.14
18.2	The Pay Policy will then be presented to the HR & Equalities Committee for review before being submitted to the full Fire & Rescue Authority for final determination annually in March.	FA 15.12.14
18.3	Any changes or deviation from this policy outside of such a review requires full Fire & Rescue Authority approval.	FA 15.12.14
<b>19</b>	<b>SALARY SCALES</b>	
19.1	South Wales Fire & Rescue Authority Principal Officers and Heads of Service, salary matrix – Appendix 1	FA 15.12.14

		FA 12.02.18
19.2	National Joint Council for Local Authorities Fire & Rescue Services, salary matrix – Appendix 2	FA 15.12.14 FA 12.02.18
19.3	South Wales Fire & Rescue Service, On-Call Duty System Payment Structure – Appendix 3.	FA 15.12.15 FA 12.02.18
19.4	National Joint Council for Local Government Service, salary matrix – Appendix 4	FA 15.12.14 FA 12.02.18
19.5	Joint Negotiating Committee for Local Authority Craft & Associated Employees – Appendix 5	FA 15.12.14 FA 12.02.18
19.6	South Wales Fire & Rescue Authority – Auxiliary Firefighters	FA 21.09.15 FA 12.02.18

## APPENDIX 1

**SOUTH WALES FIRE AND RESCUE AUTHORITY, PRINCIPAL OFFICERS  
AND HEADS OF SERVICE, SALARY MATRIX FROM 1 JULY 2023**

	<b>FT Salary</b>	<b>Actual Salary</b>
<b>DIRECTORS</b>		
Chief Fire Officer	£169,574	£169,574
Deputy Chief Fire Officer (80% CFO)	£135,656	£135,656
Deputy Chief Officer (76% - CFO)	£129,131	-
Assistant Chief Fire Officer - Technical Services (75% CFO)	£127,435	£127,435
Assistant Chief Fire Officer- Service Delivery (75% CFO)	£127,435	£127,435
Assistant Chief Officer - People Services (62% -CFO)	£105,136	£105,136
Assistant Chief Officer – Corporate Services (62% - CFO)	£105,136	£105,136
<b>STATUTORY OFFICER</b>		
Treasurer	£ 79,788	£ 36,208
• The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.		
<b>HEADS OF SERVICE</b>		
Head of Service - Finance (AM baseline salary)	£ 69,283	£ 69,283
Head of Service - Corporate (AM baseline salary)	£ 69,283	£ 69,283
Head of Service - HR (AM baseline salary)	£ 69,283	£ 69,283
Head of Service - ICT (AM baseline salary)	£ 69,283	£ 69,283
Area Manager - Operations *	£ 95,553	£ 95,553
Area Manager - Head of Operational Risk Management *	£ 95,553	£ 95,553
Area Manager - Head of Risk Reduction *	£ 95,553	£ 95,553
Area Manager - Training & Development *	£ 95,553	£ 95,553
* <i>Area Manager B - Baseline Salary</i>	<i>£69,283</i>	
<i>20% flexi duty allowance 14%</i>	<i>£13,857</i>	
<i>continuous duty system pay CPD</i>	<i>£11,639</i>	
	<i>£774</i>	
*Includes National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of conditions of service w.e.f. 1 July 2023		
<b>MEDICAL</b>		
Occupational Health Physician 50%	£107,646	£53,823
* British Medical Association (BMA) guidance within the Occupational Physician Consultant initial appointment) last increased with effective from 1 April 2019		

## FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2023

	Basic annual £	Basic hourly rate £	Overtime rate £
<b>Firefighter</b>			
Trainee	27,178	12.41	18.62
Development	28,310	12.93	19.40
Competent	36,226	16.54	24.81
<b>Crew Manager</b>			
Development	38,501	17.58	26.37
Competent	40,161	18.34	27.51
<b>Watch Manager</b>			
Development	41,031	18.74	28.11
Competent A	42,170	19.26	28.89
Competent B	44,911	20.51	30.77
<b>Station Manager</b>			
Development	46,712	21.33	32.00
Competent A	48,116	21.97	32.96
Competent B	51,525	23.53	35.30
<b>Group Manager</b>			
Development	53,801	24.57	Not Applicable
Competent A	55,415	25.30	“
Competent B	59,642	27.23	“
<b>Area Manager</b>			
Development	63,163	28.84	Not Applicable
Competent A	65,056	29.71	“
Competent B	69,283	31.64	“

## APPENDIX 2

**CONTROL SPECIFIC ROLES – PAY RATES FROM 1 JULY 2023**

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

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter (Control)</b>			
Trainee	25,189	11.79	17.69
Development	26,895	12.28	18.42
Competent	34,415	15.71	23.57
<b>Crew Manager (Control)</b>			
Development	36,576	16.70	25.05
Competent	38,153	17.42	26.13
<b>Watch Manager (Control)</b>			
Development	38,979	17.80	26.70
Competent A	40,062	18.29	27.44
Competent B	42,665	19.48	29.22
<b>Station Manager (Control)</b>			
Development	44,376	20.26	30.39
Competent A	45,710	20.87	31.31
Competent B	48,949	22.35	33.53
<b>Group Manager (Control)</b>			
Development	51,111	23.34	Not applicable
Competent A	52,644	24.04	“
Competent B	56,660	25.87	“

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Paid a Month				52.5	52.5	52.5	52.5	52.5	52.5	52.5
Total Salary	£8,144.06	£8,485.31	£10,854.38	£13,844.25	£14,442.75	£14,757.75	£15,167.25	£16,151.63	£16,797.38	£17,301.38

63 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.41	£12.93	£16.54	£17.58	£18.34	£18.74	£19.26	£20.51	£21.33	£21.97
Active Hours	37.5	37.5	37.5	37.5 + 7.5 hrs Admin						
Paid a Month				45	45	45	45	45	45	45
Total Salary	£6,980.63	£7,273.13	£9,303.75	£11,866.50	£12,379.50	£12,649.50	£13,000.50	£13,844.25	£14,397.75	£14,829.75

52.5 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.41	£12.93	£16.54	£17.58	£18.34	£18.74	£19.26	£20.51	£21.33	£21.97
Active Hours	31.25	31.25	31.25	31.25+6.25 hrs Admin						
Paid a Month				37.5	37.5	37.5	37.5	37.5	37.5	37.5
Total Salary	£5,817.19	£6,060.94	£7,753.13	£9,888.75	£10,316.25	£10,541.25	£10,833.75	£11,536.88	£11,988.13	£12,358.13

42 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.41	£12.93	£16.54	£17.58	£18.34	£18.74	£19.26	£20.51	£21.33	£21.97
Active Hours	25	25	25	25+5 hrs Admin						
Paid a Month				30	30	30	30	30	30	30
Total Salary	£4,653.75	£4,848.75	£6,202.50	£7,911.00	£8,253.00	£8,433.00	£8,667.00	£9,229.50	£9,598.50	£9,886.50

31.5 Hours	Trainee	Development	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.41	£12.93	£16.54	£17.58	£18.34	£18.74	£19.26	£20.51	£21.33	£21.97
Active 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	£3,490.31	£3,636.56	£4,651.88	£5,933.25	£6,189.75	£6,324.75	£6,500.25	£6,922.13	£7,198.88	£7,414.88

## APPENDIX 4

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

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

## Extract

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

**CRAFT & ASSOCIATED EMPLOYEES**

Pay for craft & associated employees from the pay week including 1 **April 2022** 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 2022** are as follows (percentage of full-time rate is denoted in brackets).

<b>Age at Entry</b>	<b>1st Year</b>	<b>2nd Year</b>	<b>3rd Year</b>	<b>4th Year</b>
	<b>1 April 2022</b>	<b>1 April 2022</b>	<b>1 April 2022</b>	<b>1 April 2022</b>
<b>16 Years</b>	£277.57 (55%)	£289.64 (70%)	£372.39 (90%)	£393.08 (95%)
<b>17 Years</b>	£227.57 (55%)	£331.02 (80%)	£372.39 (90%)	£393.08 (95%)
<b>18 Years+</b>	£331.02 (80%)	£351.70 (85%)	£372.39 (90%)	£393.08 (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%**

- £1,087.72 per year retainer (paid in quarterly instalments of £271.93) for the availability of previous 3 months
- £1,087.72 per year for training attendance (paid in quarterly instalments of £271.93) for the attendance and compliance with training requirements
- £271.92 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 £2,175.44 per annum
- An Auxiliary Firefighter that is also a EDRT (LGV response driver) will receive £2447.36 per annum
- An Auxiliary who is only EDRT (LGV Response driver) will receive £1,359.65 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 £2,175.44 and £2,991.24 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 £1,033.32. 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  
6 NOVEMBER 2023

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**UPDATE ON PERSONAL REVIEW PROCESS****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY LISA SHROLL, HEAD OF PEOPLE SERVICES

REPORT PRESENTED BY LISA SHROLL, HEAD OF PEOPLE SERVICES

**SUMMARY**

The Personal Review process launched in April 2021 and encompassed management and employee training, support booklets and guides for all parties, with a new digital solution to record discussions on CORE HR.

The process is now in the middle of its second full year and the teams continue to progress the embedding of the process along with looking for potential changes to support the process moving forward. This has included a staff survey to gain an understanding of user experience.

This report outlines progress made since year one along with results of the recent survey.

**RECOMMENDATIONS**

Members are requested to note the content of the report.

**1. BACKGROUND**

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

enters the second phase (September to March), the mid-year review for 2023-24

## 2. ISSUES

### 2.1 Personal Review – Progress

2.1.1 The process continues to be captured on the HR digital system. This system ensures real time input of the review along with reducing the need for paper driven processes which support the Service's sustainability aims.

2.1.2 In 2022-2023 the Service's Joint Fire Control room in both South Wales and Mid & West joined the process increasing the total number of individuals able to complete the process.

2.1.3 The process continues to achieve momentum with percentage completion rates achieving the following year on year (please note % dropped slightly in main review statistics due to training and uptake of new members to the process e.g., control):

	2021-2022 % Main review sign off	2021-2022 % Full year review sign off	2022-2023 % Main review sign off	2022-2023 % Full Year review sign off
<b>Organisational Total</b>	74.01%	16.13%	61.56%	39.64%

Number of individuals having Personal Review conversations 2021/22 vs 2022-2023 has increased. 2022-2023 saw 496 more conversations being held this year that then previous year as the process begins to embed with the mid-year review.

Area	2021-2022	2022-2023	Difference
Main Cycle Signed Off	1253	1230	-23
Full Cycle Signed off	273	792	+519
<b>Total No of Conversations</b>	<b>1526</b>	<b>2022</b>	<b>+496</b>

## 2.2 The Personal Review Survey

2.2.1 During 2023-2024 cycle, the Service developed a survey for both employees and line managers which was sent out during July and August 2023 to gauge opinion on the process and the user experience.

2.2.2 The Service received 76 responses from those with line management responsibilities and 177 responses from the wider employee base with the following results:

- 79% of individuals reported that the process was either “Very helpful” or “Helpful” in allowing confidential meaningful conversations to take place.
- 92% of employees feeling that the process was beneficial or very beneficial in having discussions with line managers.
- 56% stated that the process is “somewhat”, “very” or “extremely helpful” in having career conversations with management.

2.2.3 The survey also captured qualitative statements regarding positive and developmental responses to the process. Please see table below:

Positive Feedback	Developmental Feedback
<ul style="list-style-type: none"> <li>• Good Talent Management Tool</li> <li>• Great to hear the views of their Manager</li> <li>• Team development opportunities over time</li> <li>• Individual development or career improvements</li> <li>• Courses needed and objectives to meet for promotion.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider removing Mid-Year</li> <li>• Simplify online system to make it less time-consuming</li> <li>• Change career progression for Corporate staff where movement to new roles is limited</li> <li>• Less rigid questions, more open ended to help meaningful conversations</li> <li>• Too orientated to Uniform</li> <li>• Too orientated to Corporate</li> </ul>

2.2.4 The service will now consider the feedback in response to the launch of the Personal Review process for 2024-2025 to ensure quality is maintained.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

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

#### 3.2 Regulatory, Strategy and Policy

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

#### 3.3 Resources, Assets and Delivery

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

### 4. EVALUATION & CONCLUSIONS

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

### 5. RECOMMENDATIONS

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

<b>Contact Officer:</b>	Serena Ford Learning & Development Manager
<b>Background Papers</b>	None

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

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

**STRATEGIC EQUALITY PLAN 2023-2026 UPDATE****THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY CHARYSSE HARPER

**SUMMARY**

The purpose of this report is to present to Members with an update of the Strategic Equality Plan 2023-2026 (SEP).

**RECOMMENDATIONS**

That Members note the content of this report.

**1. BACKGROUND**

- 1.1 Legal requirements set out in the Equality Act 2010 mandate that as a public service, the Service must develop and implement a Strategic Equality Plan with a maximum duration of 4 years. The equality outcomes should not only further the aims of the general equality duty but should also aim to be outcome focused and ambitious.
- 1.2 Under the above Act there are additional Welsh specific duties that must be incorporated into all aspects of the Service to increase inclusion and equity for socio-economically disadvantaged groups (Socio-Economic Duty). Alongside this there are other requirements pertaining to Welsh language under The Wellbeing and Future Generations Act (Wales) 2015.
- 1.3 The Strategic Equality Plan at Appendix 1 was approved by Fire Authority 27 March 2023, and this report provides an update on a number of actions.
- 1.4 The Strategic Equality Plan 2023-2026 contains six equality objectives focused on three key areas: Services & Infrastructure, Culture and People. The Service recognises that this area of work is ever evolving and to ensure that the set objectives are fully embedded against the

measurable outcomes contained within the plan reduced their implementation to three years to allow for more regular review.

- 1.5 The Service is halfway through its first year of the SEP 2023-2026, an update against the key focus areas is outlined below.

## **2. ISSUE**

### **2.1 KEY AREAS UPDATE**

2.1.1 'Services & Infrastructure' – Equality Impact Assessments have been reviewed and redesigned reducing their complexity, embedding guidance, and implementing risk assessment at consultation stage to encourage amendments proactively reducing wider disruption and risk. The Equality, Diversity, and Inclusion (EDI) Lead now sits on additional external groups including the new UK Fire Pride and NFCC EDI Project Board to allow for broader discussions around EDI leading practice. The SWFRS Property team has completed an audit of the Service's facilities and is working closely with the EDI Lead to review accessibility for all genders across Service sites. Recruitment, Community Fire Safety, and the EDI Lead attended a Minority Ethnic Community Fayre in August providing opportunities for further networking with external organisations linked with under-represented groups.

2.1.2 'Culture'- On-going dialogue has improved around EDI and the EDI Lead has received many requests for advice and guidance around issues like hairstyles, titles, pronouns, Neurodiversity etc. The Service's Inclusive Workforce Group (IWG) has been rejuvenated with a focus on champions for key areas e.g., Neurodiversity, Men, LGBTQ+, Minority Ethnic, Mental Health etc. The IWG now provides a steer and a safe space for both union and non-union members to bring EDI related matters from all areas of the Service to the forefront for discussion and action and has increased by three members since it's revival in early 2023. The Neurodiversity Partner Network continues to expand with four additional colleagues awaiting specialist partner training to join the other 19 partners who already make up the network. Colleagues from ICT will now join the meetings to encourage the sharing of information around areas like technology and inclusive communication. All members have been invited to external Neurodiversity Training with Cardiff Gate Training School colleagues in January of 2024 upon the request for additional guidance around communicating with those who have neurodifferences.

2.1.3 'People' – There has been Service wide improvement resulting in better collaboration and consultation regarding EDI, leading to more co-ordinated approaches for key inclusion events like Black History Month. Since April 2023 the Service has introduced two mandatory E-Learning modules in line with other public bodies, 'Unconscious Bias' and 'Inclusive Language' with a third module 'Inclusive Leadership' for Supervisory Leaders and above. To date, 81% of staff have completed the Unconscious Bias module, 73% have completed the Inclusive Language module and 68% have completed the Inclusive Leadership module. EDI induction has been reviewed to include content on upstander behaviour and the EDI Lead sits on the Onboarding/Induction working group who are reviewing the approach to this area of work to ensure consistent delivery. An additional EDI officer is anticipated to commence employment with the Service in late October on a two-year contract to aid in delivering the Service's EDI ambitions. The Service has developed an Inclusive Action Plan which will run across the three-year period in line with the SEP which details specific EDI related actions and includes action owners and leads from the Senior Leadership Team to ensure accountability. This plan splits actions into the three key focus areas outlined in the SEP, Services & Infrastructure, Culture and People and aims to incorporate statutory duty and the Service's legal and ethical responsibilities, encompassing best practice from key partners, subject matter experts and guidance from the National Fire Chief Council. These actions have been developed to ensure the Service meets the equality objectives set out in the SEP 23-26, embedding equity and inclusion into all that it does.

### 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	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	No	Health, Safety and Wellbeing	No
Procurement	No	Governance & Audit	No
Corporate Risk	Yes	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	No
Procurement	No
Budget Revenue/Capital	No

## 4. EVALUATION & CONCLUSIONS

- 4.1 The Service has produced an Inclusive Action Plan which further supports the SEP 2023-2026 and provides detailed actions to aid in achieving its equality objectives over the next three years, with actions delivered by internal stakeholders and employees across all directorates.
- 4.2 The Service will publish an annual review of the Strategic Equality Plan including an overview of how the Service has met its socio-economic duty in compliance with the Public Sector Equality Duty.

## 5. RECOMMENDATIONS

- 5.1 That Members note the content of this report.

<b>Contact Officer:</b>	Charysse Harper, Equality, Diversity, and Inclusion Lead.
<b>Background Papers</b>	Appendix 1 Strategic Equality Plan 2023-2026

Gwasanaeth Tân ac Achub  
De Cymru



South Wales  
Fire and Rescue Service



SOUTH WALES FIRE AND RESCUE SERVICE

# Strategic Equality Plan

2023-2026

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# FOREWORD



**Huw Jakeway QFSM**  
Chief Fire Officer

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

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

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

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

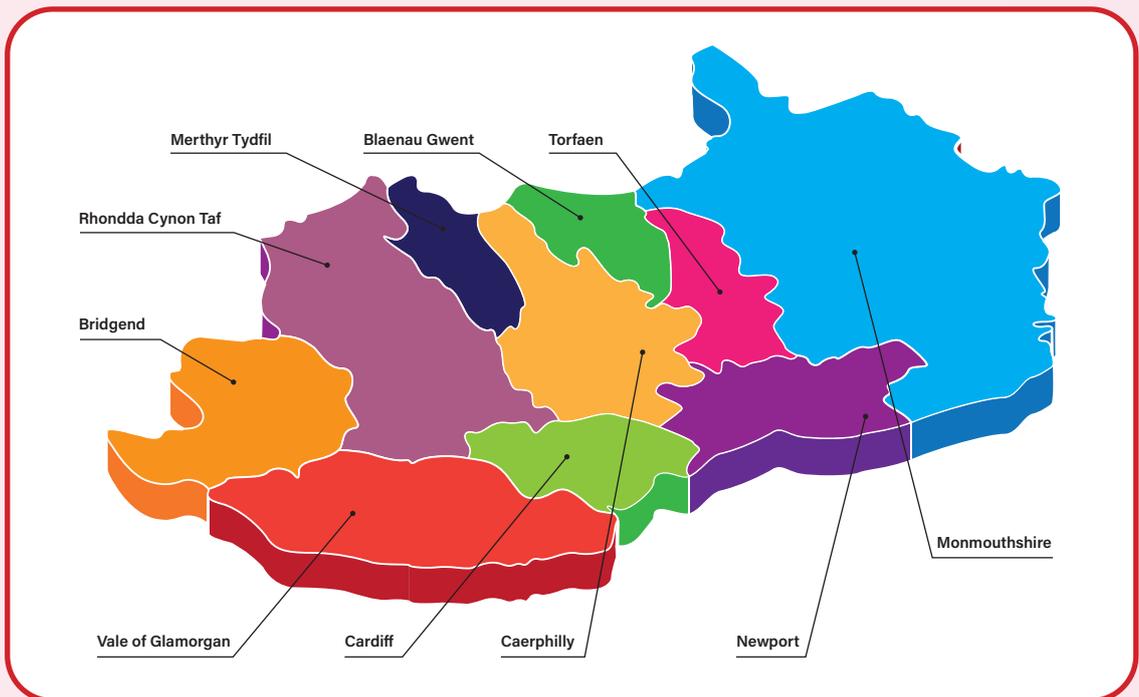
South Wales Fire and Rescue Service recognises a focus on equality, diversity, and inclusion (EDI) is key to us meeting our vision yet we know there will still be more to do to ensure our communities, stakeholders and employees can live free from inequality, discrimination, and harassment. This Strategic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



## WHO WE ARE

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

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



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

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

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

\*Approx as of 1st February 2023

# OUR VISION, MISSION & VALUES

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



## OUR MISSION

We will achieve this through:

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



## OUR VALUES

Define what we stand for:

### Our core rules

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

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

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

# OUR LEGAL DUTIES & RESPONSIBILITIES

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

## The Equality Act 2010

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

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

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

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

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

## Reporting

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

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

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

# STRATEGIC EQUALITY OBJECTIVES

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

**'Our Services & Infrastructure'**

**'Our Culture'**

**'Our People'**

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

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



## OUR SERVICES & INFRASTRUCTURE

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

### We will do this through:

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

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

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



## OUR SERVICES & INFRASTRUCTURE

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

### We will do this through:

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

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

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

## OUR CULTURE

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

#### We will do this through:

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

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

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

## OUR CULTURE

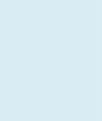
### Objective 4: Ensuring all lead by example, role modelling and championing EDI across SWFRS

#### We will do this through:

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

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

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



## OUR PEOPLE

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

#### We will do this through:

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

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

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

## OUR PEOPLE

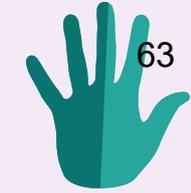
### Objective 6: Ensure all staff are supported with the right policies, tools, and processes to ensure equity within the workplace

#### We will do this through:

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

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

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



# CONSULTATION & ENGAGEMENT

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

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

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

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

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

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

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

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



# APPENDICES

## Appendix 1: Staff Demographic

**Appendix 2: Community Demographic**

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

# APPENDIX 1

## STAFF DEMOGRAPHIC

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



### Age

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



### Ethnic Origin

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



## Religion

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



## Welsh Speaking

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



## Sexual Orientation

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



## Welsh Language

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



## Disability

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



## Gender Identity

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



## APPENDIX 2

### COMMUNITY DEMOGRAPHIC\*

#### Age

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

#### Ethnic Origin

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

#### Gender Identity\*\*

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

#### Sex

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

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



## Religion

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



## Disability

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



## Welsh Language Skills

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



## Sexual Orientation\*\*

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



## Welsh Speaking

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

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





## Main Language

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



## Marital and Civil Partnership Status

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



## Household Deprivation

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



Gwasanaeth Tân ac Achub  
De Cymru



South Wales  
Fire and Rescue Service



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

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**UPDATE ON PATHWAYS****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY LISA SHROLL, HEAD OF PEOPLE SERVICES

REPORT PRESENTED BY LISA SHROLL, HEAD OF PEOPLE SERVICES

**SUMMARY**

This report outlines progress made against the Service's new development initiative 'Pathways' which launched on 1<sup>st</sup> April 2023.

The Pathways project seeks to embed the skills, knowledge and capabilities for all staff across the organisation. It outlines leadership development for all levels within the Service and across all functions e.g., from Uniformed to Non-Uniformed.

To date four of the five development pathways have launched and have been received well across the Service.

**RECOMMENDATIONS**

Members are requested to note the content of the report.

**1. BACKGROUND**

- 1.1 To invest in our employees at all levels and across all functions within the Service, the Pathway project commenced in 2020. The project aimed to build skills, knowledge and capabilities across the organisation to ensure we have a competent and highly skilled employee base to support our wider communities. It also aimed to re-develop the promotional journey with the current systems of Assessment & Development Centres feeling outdated in the current Fire and Rescue Service environment.

## **2. ISSUES**

### **2.1 Pathways – Creation & Key Elements**

2.1.1 Following a consultation process with employees and line managers in 2020/2021, and a Training Needs Analysis conducted in 2019/2020, 'Pathways' have been created to focus on several key areas: Employee skills, Development opportunities, Leadership capabilities and Employee engagement in role.

2.1.2 The cornerstone of the Pathways approach is the 'Personal Review' which was launched in 2021. This conversation allows managers to assess development an employee requires and allows them to support them in their journey, whether growing within the role or progressing upwards within the organisation. Identification of individuals ready to progress on to a pathways programme is achieved through the Personal Review process.

2.1.3 For uniformed staff, Leadership development is conducted prior to an individual going into a new post to develop skills and support them in their new role. For Corporate staff, leadership development is given once in role as we recruit internally and externally therefore individuals are often recruited straight into the leadership position. These individuals will join their uniformed colleagues on each course to promote networking and cross-functional learning.

2.1.4 Pathways provides development and support for those who do not wish to pursue leadership progression and promotion as well as those aspiring to the next level. This development is supported via a range of tools from Service and external provider led Masterclasses, coaching and mentoring, shadowing, e-learning etc.

### **2.2 Pathways – Launch April 2023**

2.2.1 The pathways concept was launched on 1<sup>st</sup> April 2023. This launch was supported by physical and online communications and visual guides as well as online intranet support with a dedicated Pathways page for employees to visit. To support queries and understanding of the process the Learning & Development team ran twice weekly virtual and face to face awareness raising sessions across a 9-week window from early March 2023. The mixture of virtual and face to face were offered on day and evening slots to ensure that all Service employees that wished to attend a session were able to do so regardless of rank, position, or shift pattern within the Service.

2.2.2 Since April 2023 four of the five Pathways levels have launched with the final “Leading the Service” pathway proposed to launch in Spring 2024. For further information on each level please see table below:

Category	Outline	Launch dates & Numbers
<p><b>Maintaining Excellence</b></p> <p>(For those who wish to develop in role)</p>	<p>Includes a range of development tools, classes and access to opportunities to fit bespoke learning needs of individuals across the Service with development needs identified within the Personal Review.</p>	<p>Launched April 2023</p> <p>Coaching &amp; Mentoring strategy launched April 2023</p> <p>Masterclasses took place from April to September 2023 with a total of 27 delegates, the programme offering is being increased throughout 2023</p>
<p><b>Leading Yourself</b></p> <p>(For staff who do not line manage any other employee)</p>	<p>Formal 3-day programme run over several weeks/months for individuals to utilise training offered for this level including prioritising, good Service delivery, inclusion etc.</p>	<p>Launched April 2023</p> <p>2 days run with 16 delegates</p>
<p><b>Leading Others</b></p> <p>(For staff aspiring to move to first line of leadership previously named Supervisory)</p>	<p>Formal 2-day face to face programme with online learning included between the two formal days. Completed with a portfolio log of learning quality assured by Learning &amp; Development team.</p>	<p>Launched April 2023</p> <p>9 Cohorts to date with 74 delegates</p> <p>3 more cohorts planned to end of April 2024</p>
<p><b>Leading the Function</b></p> <p>(For staff aspiring to move to second line of leadership previously named Middle)</p>	<p>Formal 2-day face to face programme run by University of South Wales. This programme includes a range of online learning between the two face to face days and a completed portfolio leads to an ILM5 qualification.</p>	<p>Launched September 2023</p> <p>1 cohort to date with 11 delegates</p> <p>2 more cohorts planned to end of April 2024</p>

<p><b>Leading the Service</b></p> <p>(For staff aspiring to move to third line of leadership previously named Strategic)</p>	<p>Formal 6-day programme run by SWFRS L&amp;D Lead and University of South Wales. This is an All-Wales FRS programme with both other Welsh Fire &amp; Rescue Services. Training includes strategy development, inclusion, leading people at a strategic level. This programme achieves an ILM7 qualification for all participants.</p>	<p>Launching Spring 2024.</p>
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## 2.3 Progress to date:

2.3.1 The Pathways approach allows a co-ordinated system for individuals to follow at all levels within the Service which allows for consistency both across leadership levels and within employee groups e.g., Control, Corporate and Uniformed staff.

2.3.2 The training has received great feedback from delegates who have cited:

General Comments- of the session	Thoughts on course overall
Good insight into effective leadership skills needed for a managerial role	Felt it was beneficial and that all leaders should attend the course even if they didn't require the qualification.
Was another positive day where I did have a lot to reflect upon following it.	Very good and helpful going into a managerial role as we have never had this support before
Excellently delivered, informative session which covered all areas required.	Beneficial to newly promoted managers
Great course and provided me with some addition tools and thought process with situations.	Very informative and well delivered. It was kept interesting with the interactive parts and group discussions. Both trainers were very approachable and made us all feel at ease. They also answered any questions we had.
Lots of information given, trainer delivered the information really well and made sure everyone understood it before moving onto the next topic	Good overall, some more examples of completed modules would be beneficial, as a guide to move forward
Everything explained well. Lots of really good points made across the board. Haven't left without an understanding.	Very good. Has given me a clear insight into what's expected as a manager leading others

2.3.3 Pathways will form the benchmark along with the Personal Review process for all development, which allows a robust platform for new learning and development opportunities into the future i.e., Talent and Succession planning, Technological learning (e-learning) etc.

2.3.4 Pathways promotes an increase in skillsets, therefore developing employees to reach their full potential, which in turn has an added benefit to our communities through well-educated and skilled employees, which additionally reduces risk in a variety of areas.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

3.1.1 The new pathways approach will support the further development of individuals across Wales as per the Wellbeing goals for the Future Generations Act, along with increasing a more inclusive culture through the training and development of individuals in relation to Equality, Diversity and Inclusion at all level of the pathway approach.

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

### 4. EVALUATION & CONCLUSIONS

4.1 Further updates relating to the new Pathways will be provided later in line with other Learning & development work streams which will interlink.

### 5. RECOMMENDATIONS

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

<b>Contact Officer:</b>	Serena Ford Learning & Development Manager
<b>Background Papers</b>	None

**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2023/24**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
10 July 2023	Recruitment & Attraction 2022-2023	To update Members	I	ACO PS  Contact Officer: Head of HR	Presented
10 July 2023	Annual report on Occupational Health Unit sickness stats	Purpose is to update Members on Occupational Health Activity and sickness absence	I	ACO PS  Contact Officers: Karen Davies, Ruth Hazell	Presented
10 July 2023	Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS  Contact Officer: Alison Reed	Presented
10 July 2023	Annual report on Grievance & Discipline Cases 2022-2023	Purpose is to update Members on disciplinary and grievance cases that have occurred through the Service	I	ACO PS  Contact Officer: Head of HR	Presented

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
10 July 2023	FRS Speak Up – cases and actions taken (April-June 2023)	To update Members	I	ACO PS Contact Officer: Alison Reed	Presented
10 July 2023	Complaints received by the Service – Complaints received and actions taken (Jan-June 2023)	To update Members	I	ACO PS Contact Officer: Sarah Watkins	Presented
11 Sept 2023	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.	I	ACO PS Contact Officer: Alison Reed	Presented
11 Sept 2023	Review of Training & Development Activities 2022/2023 & 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.	I	ACO PS Contact Officer: Neil Davies	Presented
11 Sept 2023	Principal Officers Remuneration	To receive a report from Total Reward project and make a decision.	D	ACO PS Contact Officer: Alison Reed	Presented

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 Sept 2023	Update on Pension Circulars	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS Contact Officer: Alison Reed	Presented
7 Nov 2023	Report on Personal Reviews 2022-2023	To update Members	I	ACO PS Contact Officer: Serena Ford	On Agenda
7 Nov 2023	Strategic Equality Plan 2023-2026 Update	To update Members	I	ACO PS Contact Officer: Serena Ford, Charysse Harper	On Agenda
7 Nov 2023	Update on Learning Pathways & Learning Management System	To update Members	I	ACO PS Contact Officer: Serena Ford	On Agenda
7 Nov 2023	Annual Pay Policy Statement 2024-2025	Purpose is to inform Members and to enable the Service's Policy to be evaluated	I	ACO PS Contact Officer: Alison Reed	On Agenda

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 March 2024	Gender Pay Gap Statement	Purpose is to update Members on the analysis of the Gender Pay Gap across the Service	I	ACO PS Contact Officer: Kim Jeal	
11 March 2024	Update on Investors in People Update (IiP)	To update Members	I	ACO PS Contact Officer: Alison Reed	
11 March 2024	Job Evaluation – Phase 2	To update Members on Phase 2 of the Job Evaluation process	I	ACO PS Contact Officer: Head of HR	
11 March 2024	Pension Circulars	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS Contact Officer: Alison Reed	
11 March 2024	Report on People Plan & All Wales POD Strategy	To provide Members with an update on SWFRS's People Strategy & All Wales POD Strategy	I	ACO PS Contact Officer: Alison Reed	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 March 2024	Structure Update	To update Members	I	ACO PS  Contact Officer: Head of HR	
11 March 2024	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.	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Annual Summary of HR & Training Reports	To update Members	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	FRS Speak Up – Annual report of cases and actions taken	To update Members	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Complaints received by the Service – Annual report of complaints received and actions taken.	To update Members	I	ACO PS  Contact officer: Sarah Watkins	

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## AGENDA ITEM NO 10

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

3. Chairperson's Announcements

4. To receive the minutes of:

- HR & Equalities Committee held on 11 September 2023 3

**REPORTS DECISION**

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**REPORTS FOR INFORMATION**

6. Update on Personal Review Process 41
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9. Forward Work Programme for HR and Equalities Committee 2023/2024 79
10. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 85