

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, 7 November 2022 at 1000 hours**

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

**or**

**Remotely via Microsoft Teams: <https://bit.ly/HR-Equalities-07-11-22>**

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

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

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

1. Apologies for Absence
2. Declarations of Interest

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

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

- HR & Equalities Committee held on 18 July 2022

## REPORTS FOR INFORMATION

5.	Firefighters Pension Schemes – Wales Government Circulars 2022/2023	9
6.	Review of Training & Development 2021/2022	15
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8.	Strategic Equality Plan 2020-2025 - Annual Review (Year Two)	27
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10.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	47

Signature of Monitoring Officer:



## MEMBERSHIP

### Councillors:

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

## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE HR & EQUALITIES MEETING HELD ON MONDAY, 18 JULY, 2022

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

#### **1. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
A Roberts (Chair)		Rhondda Cynon Taff
K Carr		Torfaen
P Ford		Bridgend
G Holmes		Rhondda Cynon Taff
A Hussey		Caerphilly
S McConnel		Monmouthshire
S Melbourne		Cardiff
D Naughton		Caerphilly

#### **APOLOGIES:**

D Ali (Deputy Chair)	Cardiff
C Elsbury	Caerphilly
S Malson	Torfaen

#### **ABSENT:**

T Watkins	Newport
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**OFFICERS PRESENT:-** ACO A Reed – Director of People Services, Mr A Jones – Head of HR, AM D Loader – Head of Training, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support, Ms R Hazell – Senior Occupational Health Nurse (1 Item Only)

#### **2. DECLARATIONS OF INTEREST**

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

### **3. CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements to report.

### **4. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 28 February, 2022, were received and accepted as a true record of proceedings.

### **5. REPORTS FOR INFORMATION**

#### **5.1. NJC FOR BRIGADE MANAGERS SALARIES AND NUMBERS SURVEY RESULTS 2020**

The ACO People Services informed Members that the presented report shared the 2020 NJC for Brigade Managers Salaries and Numbers Survey results, which was for information purposes.

#### **RESOLVED THAT**

Members agreed to note the content of the report.

#### **5.2 TRAINING & DEVELOPMENT DEPARTMENT – INVESTORS IN PEOPLE**

The Head of Training provided Members with an overview in Investors in People, and the recent success in achieving Gold Award in the People Survey and Silver in the Wellbeing Award.

#### **RESOLVED THAT**

Following consideration, and a question and answer session on engagement and the importance of valuing staff, Members agreed to note the contents of the report, including the Investors in People reports for People and Wellbeing, along with the 12 Month Review, attached to the report as Appendices 1, 2, and 3.

#### **5.3 UPDATE ON PERSONAL REVIEW PROCESS**

The Head of HR informed Members that the presented report covered the first year of the newly embedded appraisals process, the 'Personal Review'. The process was launched in April 2021,

and encompassed management and employee training, support booklets and guides for all parties, with a new digital solution to record discussions on CORE HR.

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

## **RESOLVED THAT**

Members agreed to note the content of the report.

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

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

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

## **RESOLVED THAT**

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

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

The Head of HR, and Senior Occupational Health Nurse, informed Members that the presented Occupational Health Unit Activity report spanned the period from 1 April 2021 to 31 March 2022. The report provided data on services and expenditure, updates on occupational health initiatives, and an outline of strategic development.

### **RESOLVED THAT**

- 5.5.1 Members agreed to note the content of the report.
- 5.5.2 Following a request by Members, Officers agreed to arrange for the full Fire & Rescue Authority to visit the Occupational Health Centre.

## **5.6 ANNUAL REPORT ON GRIEVANCE AND DISCIPLINE ACTIVITIES FOR THE YEAR 1 APRIL 2021 TO 31 MARCH 2022**

The Head of HR presented a report which provided Members with a summary of grievance and discipline matters investigated by the Resolutions Unit during the period 1 April 2021 to 31 March 2022.

### **RESOLVED THAT**

Members agreed to note the content of the report.

## **5.7 UPDATE ON JOB EVALUATION**

The Head of HR provided a verbal update report and brief overview of the recent Job Evaluation process.

### **RESOLVED THAT**

- 5.7.1 Members agreed to note the content of the report.
- 5.7.2 Officers agreed to provide Members with a more detailed and comprehensive report on the Job Evaluation process at the next meeting.

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

The ACO People Services provided Members with the Forward Work Programme for 2022/2023.

### **RESOLVED THAT**

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

## **7. 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  
7 NOVEMBER 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

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

**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ACO A REED

#### **SUMMARY**

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

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

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

#### **RECOMMENDATIONS**

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

## **1. BACKGROUND**

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

- 1.2 The South Wales Fire & Rescue Authority is the designated 'Scheme Manager', and as the administering authority for the Firefighters pension fund is responsible for ensuring the effective management of the Schemes, including any changes.

## **2. ISSUES**

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

## **3. IMPLICATIONS**

### **3.1 Community and Environment**

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

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

### 3.2 Regulatory, Strategy and Policy

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

### 3.3 Resources, Assets and Delivery

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

## 4. EVALUATION & CONCLUSIONS

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

## 5. RECOMMENDATIONS

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

<b>Contact Officer:</b>	Alison Reed Director of People Services
<b>Background Papers</b>	None

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## HR & EQUALITIES COMMITTEE

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

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

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

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

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6  
7 NOVEMBER 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE HEAD OF TRAINING & DEVELOPMENT

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

**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY AREA MANAGER DEAN LOADER, HEAD OF TRAINING

REPORT PRESENTED BY AREA MANAGER DEAN LOADER, HEAD OF TRAINING

**SUMMARY**

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

**RECOMMENDATIONS**

That Members note the content of this report.

**1. BACKGROUND**

- 1.1 In November 2021 Area Manager Brian Thompson provided Members with a report on the performance of the Training department mid-COVID, and the new 5-Year Strategic Plan. The purpose of this report is to evidence how the Training department have performed post pandemic, the restructure undertaken in August 2021, and to demonstrate lessons learned, along with a more partnership focus delivery which has produced value for money for the PFI.
- 1.2 The focus during 2021/2022 has been to embrace technology more, along with re-engineering courses with the aim to increase instructor wellbeing without compromising our legislative and legal responsibilities.
- 1.3 The leadership team in training seek to continuously review all aspects of the training school to ensure the consistent improvement of our products,

policies, procedures, as well as our performance, to ensure a high standard of training delivery for extant and emerging risks.

## **2. ISSUES**

### **2.1 STRUCTURE REVIEW**

2.1.1 In July 2021 a review of the Training department's structure took place. This review comprised of ensuring each school sat in the most appropriate place within the department, and that the management structure was best placed to continue the improvements and standards expected of a Training department.

2.1.2 Small changes were agreed and implemented which complimented the Training department's 5-Year Strategic Plan.

- Group Manager 'B' to become solely the Partnerships Manager under the title 'Training Centre Manager'.
- Schools to be divided into 'Delivery' and 'Development' arms of Training, with the 2 Group Manager 'A's to have responsibility for one respectively.
- The Firefighter development team to sit within the Initial Training school.

2.1.3 Members will note that attached to this report is the new Training Structure that has already been implemented (Appendix 1).

### **2.2 PERFORMANCE OF THE TRAINING DEPARTMENT**

2.2.1 The Training & Development department delivered a wide range of operational activities which ensured that all operational personnel received the most current and up to date critical training.

2.2.2 As well as this core delivery, the department also re-engineered training courses, and delivered on phase one of the organisations Water Rescue Strategy, along with researching, planning, and trialling new Emergency Response Driver Training courses in preparation for the impending changes in Section 19 of the Road Traffic Act.

2.2.3 Training courses are delivered over a variety of risk assessed venues from Boat courses at Menai Straights, Large Animal Rescue courses at Pencoed College, Firefighter Development Assessments at Caerphilly Fire Station, to most of the acquisition



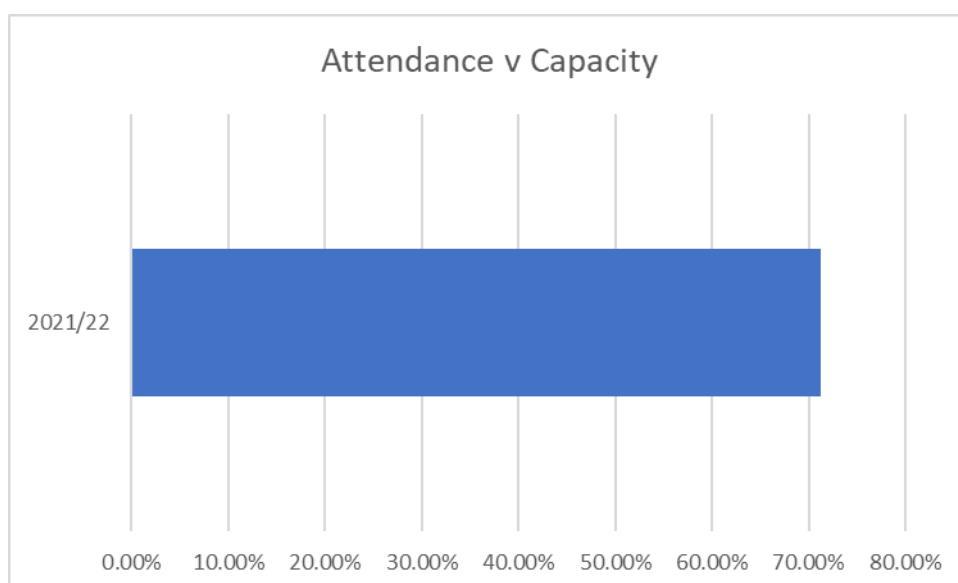
and maintenance training held at our Cardiff Gate site in partnership with Babcock International Group.

2.2.4 Each course has a suite of documents that are designed and written in conjunction with the organisations subject matter experts. These documents are then reviewed against any legislative/ NFCC changes each year for currency.

2.2.5 The table below show the Training Department's overall achievements for 2021/2022:-

No. of Courses	1,060
Actual Attendance	5,198
Instructor Hours	32,377

2.2.6 It is important for Members to consider that each training course has a minimum and maximum number, capacity is a metric that the Training Management team consider when planning future courses. This is always done through consultation with internal stakeholders such as the Operations department.



2.2.7 The numbers of courses provided during 2021/2022 increased by 8.7% from the previous year. However, there was a decrease in course attendance of 15.6%.

2.2.8 Course data for 2021/2022 is further broken down below into respective delivery schools:-

No. of Courses Instructor Hours		
BA	Initial Skills	Driving
75	8	408
4,199	14,340	6614
Trauma	Inc Command	Tech Skills
35	142	169
560	3,520	3,144

2.2.9 The Training department management team monitor the impact course delivery has on its instructors on a monthly basis. This data is used to re-engineer course profiles to ensure our instructors wellbeing is forefront at all times.

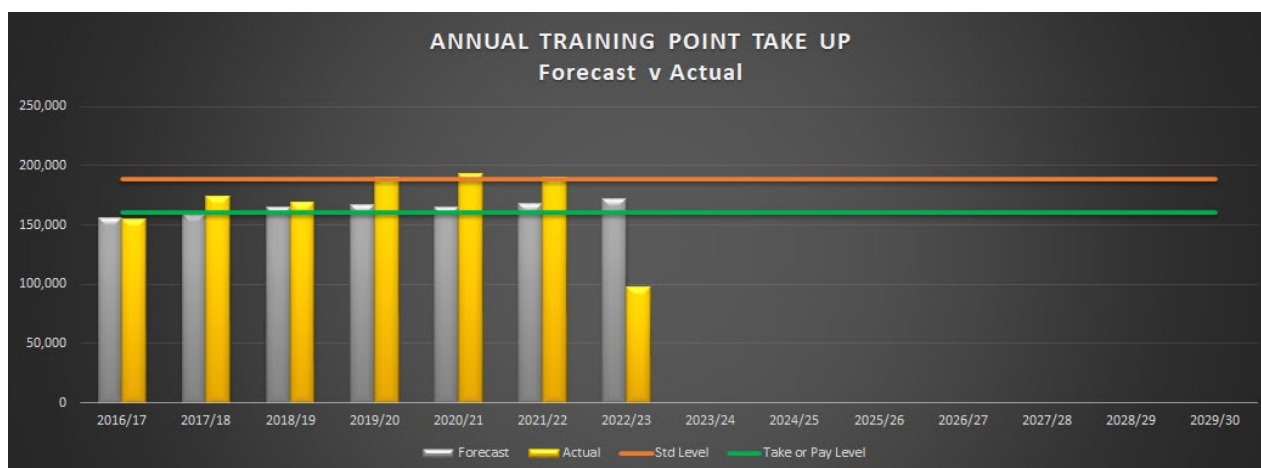
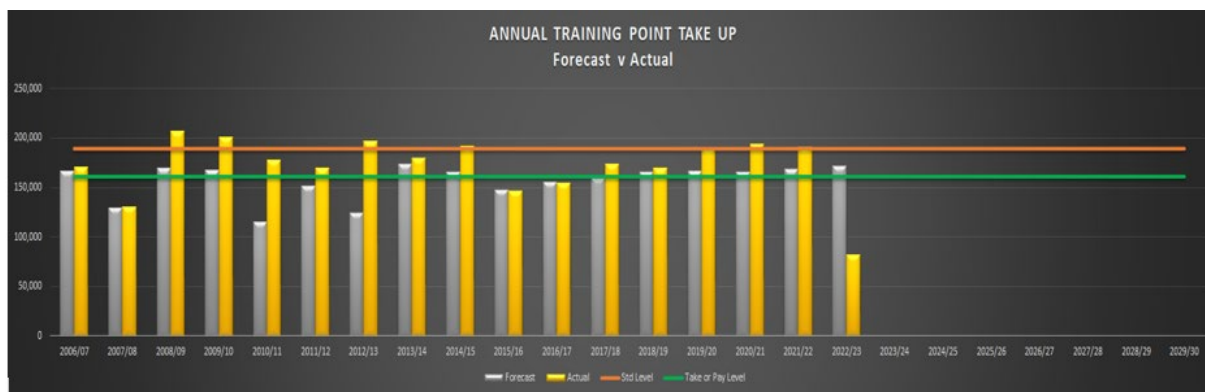
## 2.3 PFI POINTS UTILISATION

2.3.1 The COVID pandemic has provided the Training department with an opportunity to refocus its strategic intent and implement more efficient and effective ways to deliver training to our Operational staff.

2.3.2 Initially the Cardiff Gate Training Centre concept was designed to only deliver practical training. As with all concepts over time this gradually saw an increase in other uses for other departments within the organisation, along with 'Third Party Income' (TPI) opportunities.

2.3.3 Over the last 18 months the Training Management team have focused on planning and delivering a higher percentage of practical training, therefore maximising potential use for operational personnel.

2.3.4 This has seen the Training Centre being used as intended and has shown that it is now nearing a level of uniformity from a PFI value for money perspective. Below is an actual representation in graph format that evidences how efficiently the Training Centre is being used in comparison to previous years:-



2.3.5 The grey blocks indicate what the predicated \*points forecast was for that year, with the amber blocks showing exact points in that year.

2.3.6 The green 'Take or Pay Level' is a baseline, falling below this interprets into a loss. With the orange standard line being the ceiling of point consumption, go over and we start to erode any credit we have from previous quarters.

*\*Points have been converted from £s. This is to support the partnership managers and organisations in better understanding how the PFI is planned and run.*

2.3.7 The above graph illustrates that the forecast, i.e. Planning of annual training, virtually mirrors the 'Take or Pay' line, and that the actual consumption is near the standard level.

2.3.8 This, as commented on in a recent Joint Management Board meeting with Babcock's directors, is evidence that the management of the Training Centre is now providing better 'value for money' through correct planning and implementation processes.

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

#### 3.2 Regulatory, Strategy and Policy

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

#### 3.3 Resources, Assets and Delivery

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

### 4. EVALUATION & CONCLUSIONS

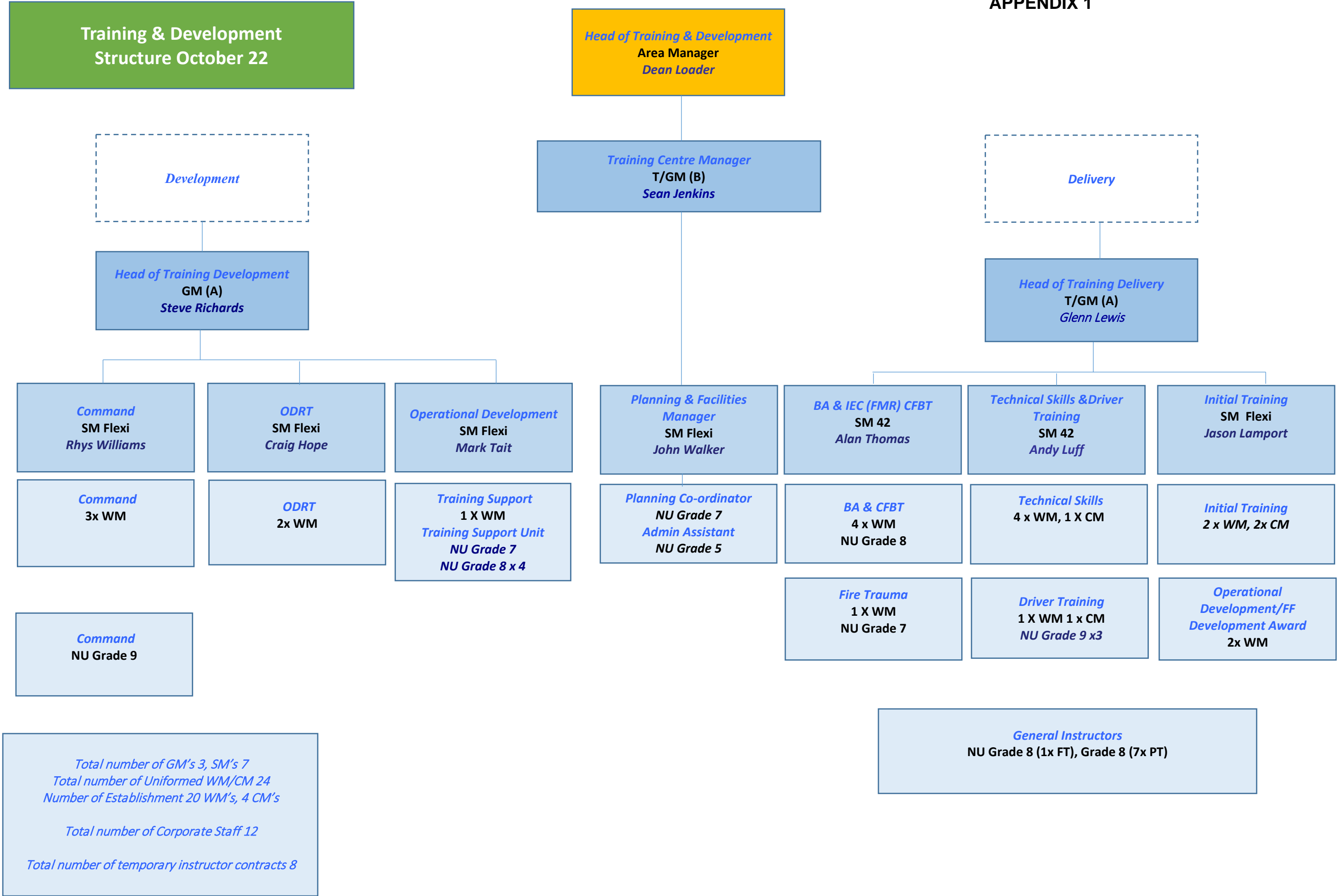
4.1 There are no additional financial issues arising as a result of this report.

### 5. RECOMMENDATIONS

5.1 That Members note the content of this report.

<b>Contact Officer:</b>	Group Manager Sean Jenkins
<b>Background Papers</b>	Appendix 1 – Training Structure

APPENDIX 1



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

HR &amp; EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

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

REPORT APPROVED BY ANDREW JONES, HEAD OF HR

REPORT PRESENTED BY ANDREW JONES, HEAD OF HR

**SUMMARY**

This report outlines the newly created Pathways for South Wales Fire & Rescue Service which is due to be launched in early 2023.

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

This report outlines the background to Pathways, the work that has taken place, and the proposed benefits to the organisation and wider communities from the launch of the project.

**RECOMMENDATIONS**

Members are requested to note the content of the report.

**1. BACKGROUND**

- 1.1 The project aims to build skills, knowledge and capabilities across the organisation to ensure that we have a competent and highly skilled employee base to support our wider communities. It also aims to re-develop the promotional journey with the current systems of Assessment & Development Centres feeling outdated in the current Fire & Rescue Service environment.

## **2. ISSUES**

### **2.1 Pathways – Creation**

2.1.1 Following a consultation process with employees and line managers in 2020/2021, and a Training Needs Analysis conducted in 2019/2020, new 'Pathways' have been created to focus on the following key areas:-

- Employee skills
- Development opportunities
- Leadership capabilities
- Employee engagement in role

2.1.2 The Pathways have been mapped to the Training Needs Analysis, along with the NFCC Leadership Framework, whilst also considering our 'Investors in People' feedback to ensure that relevant positive skills and behaviours are embedded across the Service at every level of leadership.

2.1.3 Led by the Learning & Development team, the Pathways project has adopted a collaborative approach to developing new structures by bringing in additional teams to support the development, e.g. Training, Operations, Central Staffing, Recruitment and Resourcing teams.

### **2.2 Pathways – Key Elements**

2.2.1 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 of progressing upwards within the organisation. All nominations to Pathways are achieved through the Personal Review process.

2.2.2 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.

2.2.3 Once on a leadership pathway, employees receive robust technical skills training and support, e.g. Uniformed employees undertake



Technical Examinations, Incident Command, and IOSH Managing Safety courses, before undertaking formal leadership training at ILM levels from Level 4 up to ILM Level 7. This training involves a variety of leadership skills, from having difficult conversations, coaching, equality and diversity, resilience, as well as understanding and bringing policies to life, etc.

2.2.4 At the end of the leadership journey a portfolio will be created to show how the individual is embedding their learning. For uniformed staff this forms the gateway into the new promotional process, which together replaces the Assessment & Development Centre approach.

## 2.3 Benefits to Pathways approach

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 Pathways will ensure that employees understand that the Service is investing in them and their future careers in the Service.

2.3.3 Pathways reduces anxieties around leadership roles by ensuring that individuals are trained prior to entering their new role, thus supporting them in leading with new challenges and opportunities.

2.3.4 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.

2.3.5 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	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	Yes
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 Pathways will be provided at a later date in line with other Learning & Development workstreams 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

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

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 8  
7 NOVEMBER 2022

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

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

**THIS REPORT IS FOR INFORMATION**

REPORT PRESENTED BY ANDREW JONES

**SUMMARY**

A year two review of the Service's Strategic Equality Plan for 2020-2025. This review shows how the Service is moving towards meeting its Strategic Equality Plan outcomes.

**RECOMMENDATIONS**

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

**1. BACKGROUND**

- 1.1 The Equality Act (2010) places a duty on the Service to develop a Strategic Equality Plan. The plan indicates how the Service will work towards increasing compliance with legislative requirements, with progress reviewed annually.
- 1.2 Five Strategic Equality Plan outcomes were previously devised, consulted on, and agreed by the HR & Equalities Committee.
- 1.3 This review covers the period of 1 April 2021 to 31 March 2022 and indicates how the Service is achieving progress towards those five outcomes.

**2. ISSUES**

- 2.1 As a result of COVID-19 certain tagged objectives/indicators had to be deferred, altered, or suspended.
- 2.2 While the pandemic required these necessary changes, it is envisaged realignment will occur in time for reporting within the year three review.

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

#### 3.2 Regulatory, Strategy and Policy

Legal	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	Yes
Procurement	No
Budget Revenue/Capital	No

### 4. EVALUATION & CONCLUSIONS

- 4.1 During the year covered by this review, COVID-19 and related restrictions translated into the inability to carry out certain actions to intended capacity, such as home safety visits, school sessions, community engagement.
- 4.2 The Service adapted rapidly, which enabled the use of technology for certain activities such as positive action events carried out virtually, trialling promotion of safety messages on vans within socio-economically deprived areas and increasing social media content/promotion.
- 4.3 Despite the unprecedented times, this Year Two review of the Service's Strategic Equality Plan shows that deliverables still occurred.

## 5. RECOMMENDATIONS

- 5.1 That Members note the content of this report and the review attached as Appendix 1.

<b>Contact Officer:</b>	Andrew Jones, Head of HR
<b>Background Papers</b>	Appendix 1 – SEP Review 2022

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## APPENDIX 1

# **South Wales Fire & Rescue Service**

## **STRATEGIC EQUALITY PLAN REVIEW**

**2021 – 2022 (Year Two)**

## INTRODUCTION

This is the 2021-2022 review of South Wales Fire Rescue Service's Strategic Equality Plan (the Plan can be found on the website, links below)

English: <https://bit.ly/StrategicEqualityPlan2020-2025>

Welsh: [bit.ly/CymllunCydraddoldebStrategol2020-2025](https://bit.ly/CymllunCydraddoldebStrategol2020-2025)

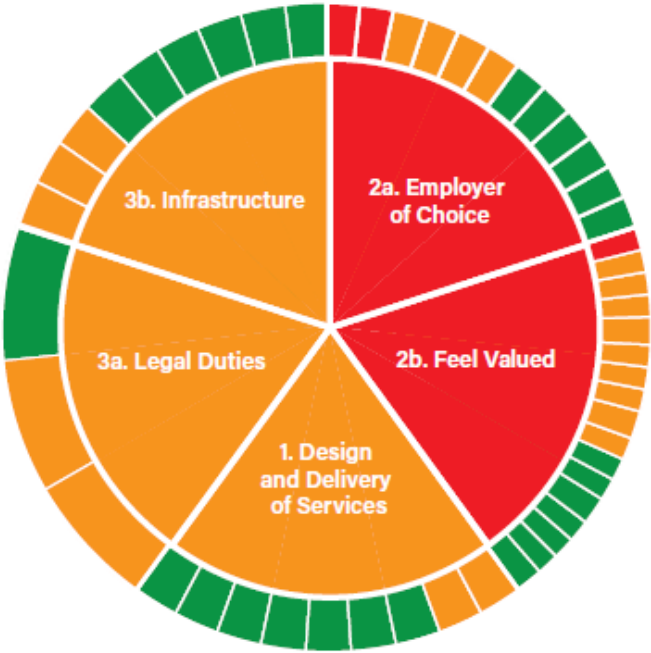
All organisational actions/tasks are mapped to one of the Strategic Equality Plan Outcomes, and this review provides a snapshot of the journey towards achievement.



## OVERVIEW

The sunburst and table on page 4 show the performance of all IN PROGRESS and DEFERRED tasks relating to the following five Equality Outcomes, as of 31st March 2022:

1. Ensure under-represented groups/marginalised communities are involved at the outset of design and delivery of our services
- 2a Becoming an employer that all communities can see themselves becoming part of
- 2b Become a place of work where all employees feel valued
- 3a Ensure we carry out our legal duties under the Equality Act (2010) and related Welsh Legislation
- 3b Improve our infrastructure to better support a 21<sup>st</sup> Century inclusive employer



EO in Progress						EO Completed						EO Completed					
1. Design & Delivery of services						1. Design & Delivery of services						1. Design & Delivery of services					
			Unknowns	Total					Unknowns	Total					Unknowns	Total	
0	2	5	0	7		0	0	26	0	26		0	0	26	0	26	
<div><div></div></div>						<div><div></div></div>						<div><div></div></div>					
2a. Employer of choice						2a. Employer of choice						2a. Employer of choice					
2	4	4	0	10		0	0	26	0	26		0	0	2	0	2	
<div><div></div></div>						<div><div></div></div>						<div><div></div></div>					
2b. Feel Valued						2b. Feel Valued						2b. Feel Valued					
1	9	6	0	16		0	0	73	0	73		0	0	2	0	2	
<div><div></div></div>						<div><div></div></div>						<div><div></div></div>					
3a. Legal Duties						3a. Legal Duties						3a. Legal Duties					
0	2	1	0	3		0	0	19	0	19		3b. Infrastructure					
<div><div></div></div>						<div><div></div></div>											
3b. Infrastructure						3b. Infrastructure											
0	3	6	0	9		0	0	23	0	23							
<div><div></div></div>						<div><div></div></div>											

## EACH OUTCOME

The following pages detail our commitment to each of our five Equality outcomes along with the relevant extracts from each task owner commentaries for the period ending 31<sup>st</sup> March 2022.

### **1. Ensure under-represented groups/marginalised communities are involved at the outset of design and delivery of our services.**

We will do this by:

- Exploring new ways of working to improve service delivery.
- Building relationships with external groups and seeking their input into how we can better serve them.
- Working with local authorities, charities, health bodies and other organisations to combine resources to reduce 'consultation fatigue'.
- Involving marginalised communities by asking for feedback on what we are doing.
- Communicating with those we serve, letting them know what we are doing and why.
- Collecting and analysing relevant data to make sure we are not accidentally excluding a group (or groups).
- Carrying out a holistic EDI audit and assessment during 2022/23.

What we have worked on during 2021/2022:

- Commenced work on developing a Survey Hub on the intranet for staff to access information/guidance on Surveys and Questionnaires.
- Undertaken early planning to review our Stakeholder Register and Partnership Register during 2022/23.
- Enhanced the Equality Allies Network to increase awareness, membership, and participation.
- Continued to improve our use of social media.

- 2a. Become an employer that all communities can see themselves becoming part of.**
- 2b. Be a place of work where all employees feel valued.**

We will do this by:

- Addressing internal and external barriers to us becoming a truly inclusive employer of choice.
- Attracting higher numbers of applications from people in under-represented groups.
- Building trust and valuing all staff.
- Reviewing our current internal culture.
- Listening to feedback from under-represented groups.
- Upskilling current and future employees.
- Enhancing terms and conditions wherever possible.
- Promoting opportunities for progression.
- Supporting and retaining our staff.
- Providing fit for purpose recruitment, selection, and promotional activities.
- Conducting a survey to determine the effectiveness of internal communications with improvements, where required, to follow.

What we have worked on during 2021/2022:

- Promoted EDI issues by invite, attending talks, informal chats to teams and departments, via Routine Notice articles, speaking slots in middle leader development days, induction sessions, etc.
- Further developed a Service wide recruitment strategy in advance of circulation to key stakeholders.
- Considered the current work of the NFCC in terms of wellbeing and will implement best practice/recommendations by this group.
- Shortened the recruitment process for on-call firefighters and have recognised the need for a greater social media presence. Local recruitment and attraction plans have been formulated and are monitored on a quarterly basis.
- The Service's Coaching & Mentoring Strategy has been completed.
- Continued to develop a reporting portal on our Business Management Information System (BMIS) to track the progress made against the Investors in People (IIP) recommendations.
- Station Commanders continued to collaborate with Property Services to improve facilities on all fire stations.

- We continued to work with Mid & West Wales FRS to streamline HR processes at the Joint Fire Control.
- We continued to implement the employee wellbeing delivery plan through the Wellbeing Steering Group which meets quarterly and has specific actions allocated to individuals across the service. Work is underway on updating and enhancing wellbeing content on the intranet.

- 3a. Ensure we carry out our legal duties under the Equality Act (2010) and related Welsh legislation.**
- 3b. Improve the infrastructure to better support a 21<sup>st</sup> century inclusive employer**

We will do this by:

- Publishing reports ahead of their deadlines.
- Working with others to share learning and resources.
- Lobbying for creative solutions to future proof a 21<sup>st</sup> century Fire Service.
- Researching equipment, working patterns, and technology which support inclusion and enhances what we do.
- Improving compliance with the Equality Act (2010).
- Supporting Welsh businesses/suppliers (where possible).
- Continuing to implement Welsh Language training.
- Carrying out a holistic EDI audit and assessment during 2022/23.

What we have worked on during 2021/2022:

- Explored online training solutions to develop and deliver a bespoke line manager training package for diversity.
- Developed greater interaction with internal customers to operate an HR business partnership model.
- Achieved efficiencies through the CORE digital portfolio, with Recruitment being the most recent addition.
- Commenced work to implement a new Learning Management System.
- Continued to work with CORE to maximise efficiencies further so that all modules within the system are as efficient as they can be.

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

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>	<b>Comments</b>
NJC for Brigade Managers Salaries and Numbers Survey 2020	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS  Contact Officer: Alison Reed	<b>11 July 2022</b>		Presented
Update on Investment in People (IiP) – Report and Presentation	To update Members	ACO PS  Contact Officer: Dean Loader	<b>11 July 2022</b>		Presented
Report on Personal Reviews	To update Members	ACO PS  Contact officer: Serena Ford	<b>11 July 2022</b>		Presented

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Pension Circulars – Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS  Contact Officer: Alison Reed	<b>11 July 2022</b>		Presented
Annual report on Occupational Health Unit (OHU) Activity Report – 1 April 2021 to 31 March 2022	Purpose is to update Members on Occupational Health Activity	ACO PS  Contact Officers: Andrew Jones/Karen Davies	<b>11 July 2022</b>		Presented
Annual report on Discipline & Grievances	Purpose is to update Members on the variety of disciplinary and grievance cases that have occurred through the Service.	ACO PS  Contact Officers: Andrew Jones/Gill Goss	<b>11 July 2022</b>		Presented



Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress	Comments
Verbal update report on Job Evaluation	To update Members	ACO PS  Contact Officers: Andrew Jones/Gill Goss	11 July 2022		Presented
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS  Contact Officer: Alison Reed	7 November 2022		On Agenda
Review of Training & Development Activities 2021/2022 & Apprenticeship Scheme	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	ACFO TS  Contact officer: Dean Loader	7 November 2022		On Agenda

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

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

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>	<b>Comments</b>
Gender Pay Gap Statement	Purpose is to update members on the analysis of the Gender Pay Gap across the Service.	ACO PS  Contact Officer: Alison Reed/Kim Jeal	<b>27 February 2023</b>		
Review of Service response to the Socio Economic	To update Members	ACO PS  Contact Officer: Andrew Jones	<b>27 February 2023</b>		
Annual Summary of HR & Training Reports	To update Members	ACO PS  Contact Officer: Alison Reed	<b>27 February 2023</b>		
Structure Update Report	To update Members	ACO PS  Contact Officer: Andrew Jones	<b>27 February 2023</b>		

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>	<b>Comments</b>
Recruitment & Attraction	To update Members	ACO PS  Contact Officer: Andrew Jones	<b>27 February 2023</b>		
NJC for Brigade Managers Salaries and Numbers Survey 2021	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age and the use of Gold Book terms and conditions	ACO PS  Contact Officer: Alison Reed	<b>27 February 2023</b>		

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

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

**Andrew Jones – Head of Human Resources**

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

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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 18 July 2022 3

#### **REPORTS FOR INFORMATION**

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6. Review of Training & Development 2021/2022 15
7. Update on Pathways 23
8. Strategic Equality Plan 2020-2025 -Annual Review (Year Two) 27
9. Forward Work Programme for HR & Equalities Committee 2022/2023 39
10. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 47