

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

SOUTH WALES FIRE & RESCUE AUTHORITY

COMMITTEE: HR & Equalities

DATE: Monday, 16 July 2018 at 1030 Hours

VENUE: South Wales Fire & Rescue Service Headquarters,
Conference Room, Forest View Business Park,
Llantrisant CF72 8LX

AGENDA

1. Apologies for Absence
2. Declaration of Interests

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

3. Chairman's Announcements
4. To receive the minutes of:
 - HR & Equalities Meeting held on 5 February 2018 5
5. Training & Development Department – Investors in People 11
6. All Wales People & Organisational Development Strategy 2018-2021 15
7. South Wales Fire & Rescue Service - Overview of Training & Development Department 29
8. Occupational Health Unit (OHU) Activity Report – 1 April 2017 to 31 March 2018 39

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| 9. | Annual Mental Health and Wellbeing Delivery Plan Report for the Period 1 April 2017 to 31 March 2018 | 53 |
| 10. | Brigade Managers Salaries and Numbers Survey 2017 | 65 |
| 11. | Firefighters Pension Schemes – Wales Government Circulars 2018/2019 | 89 |
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| 13. | All Wales Operational Assurance Peer Review Report 2017-18 | 101 |
| 14. | Forward Work Programme 2018-19 | 123 |
| 15. | To consider any items of business that the Chairman deems urgent (Part 1 or 2) | 133 |

Signature of Proper Officer:



Councillors:

| | | | |
|------|---|-----------|--------------------|
| Cllr | D | De'Ath | Cardiff |
| Cllr | D | Naughton | Cardiff |
| Cllr | L | Davies | Merthyr Tydfil |
| Cllr | H | Thomas | Newport |
| Cllr | K | McCaffer | Vale of Glamorgan |
| Cllr | S | Pickering | Rhondda Cynon Taff |
| Cllr | A | Slade | Torfaen |
| Cllr | S | Evans | Torfaen |
| Cllr | S | Bradwick | Rhondda Cynon Taff |
| Cllr | D | Ali | Cardiff |
| Cllr | C | Elsbury | Caerphilly |
| Cllr | A | Hussey | Caerphilly |
| Cllr | R | Crowley | Vale of Glamorgan |
| Cllr | G | Thomas | Blaenau Gwent |
| Cllr | R | Shaw | Bridgend |

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SOUTH WALES FIRE & RESCUE AUTHORITY
MINUTES OF THE HR & EQUALITIES COMMITTEE
MEETING HELD ON MONDAY, 5 FEBRUARY 2018 AT
SOUTH WALES FIRE & RESCUE SERVICE HQ

27. PRESENT:

| Councillor | Left | Authority |
|----------------------|-------------|-------------------|
| S Pickering (Chair) | | Rhondda Cynon Taf |
| D Ali (Deputy Chair) | | Cardiff |
| S Bradwick | | Rhondda Cynon Taf |
| S Evans | | Torfaen |
| D Naughton | | Cardiff |
| C Smith | 12:10 | Bridgend |
| P Wong | | Cardiff |
| C Elsbury | | Caerphilly |
| K Gibbs | | Merthyr Tydfil |
| A Slade | | Torfaen |
| H Thomas | | Newport |
| G Thomas | | Blaenau Gwent |

APOLOGIES:

| | |
|------------|-------------------|
| R Crowley | Vale of Glamorgan |
| K McCaffer | Vale of Glamorgan |

ABSENT:

| | |
|----------|------------|
| A Hussey | Caerphilly |
|----------|------------|

OFFICERS PRESENT: Mark Malson – Acting Director of People Services; Calvin Powell – Deputy Monitoring Officer; Andrew Jones – Head of Human Resources; Ian Greenman – Head of Training & Development; Mike Wyatt – Training Manager; Sarah Watkins, Head of Service Performance and Communications; Carey Wood – Diversity Officer

28. DECLARATIONS OF INTEREST

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

29. CHAIR'S ANNOUNCEMENTS

The Chair informed the Committee that Calvin Powell is due to retire on 31st March 2018, after a long career within the fire service. She thanked him for all

he had done for the fire service and wished him all the very best for a happy, healthy long retirement on behalf of herself and the committee

Cllr S Bradwick advised that he had known Calvin for 10 years and in that time Calvin had been outstanding. He also wished Calvin the very best in his retirement.

30. MINUTES OF PREVIOUS MEETING – 20 NOVEMBER 2017

The minutes of the HR & Equalities Committee meeting held on 20 November 2017 were received and accepted as a true record of proceedings.

31. STRATEGIC EQUALITY PLAN – 1 APRIL 2015 – 31 MARCH 2020

The Human Resources Manager presented the Strategic Equality Plan covering 1 April 2015 – 31 March 2020 and provided an update on the progress of the Equality Plan from 1 April 2016 to 31 March 2017.

RESOLVED THAT

Members noted the content of the report.

32. ANNUAL EQUALITY REPORT FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017

The Human Resources Manager presented the Annual Equality Report for the period 1 April 2016 to 31 March 2017, and detailed progress and compliance against the General Duty and Wales Specific Equality Duties.

Cllr S Evans queried the makeup of the Under 18's statistic. It was confirmed this number reflects apprentices, cadets and a number of younger members of staff.

Cllr D Naughton queried what support is in place for disabled members of staff. The Human Resources Manager confirmed there are a number of procedures in place, which includes support from the Occupational Health Unit, Line Manager Support, as well as a robust Reasonable Adjustment Procedure in place.

RESOLVED THAT

Members noted the content of the report.

33. NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE & RESCUE SERVICES – INCLUSIVE FIRE SERVICE IMPROVMENT STRATEGIES

At its meeting held 20 November 2017, the HR & Equalities Committee agreed to receive a report on the Inclusive Fire Service Implementation Plan 2018-2021 and Equality Risk Assessment against the proposed strategies at this meeting. The Acting Director of People Services submitted the Plan and the Risk Assessment, for Members' consideration.

The Chair thanked the Acting Director of People Services for the report, and also thanked the Diversity Officer for the work carried out in formulating the Plan and Risk Assessment.

RESOLVED THAT

Members resolved to:

- 33.1 agree the proposed Inclusive Fire Service Improvement Strategies Plan 2018-2021, and to take the plan forward on behalf of the Fire & Rescue Authority; and
- 33.2 receive the annual report on the progress Of the Improvement Plan 2018-2021 commencing in 2019.

34. WELSH LANGUAGE STANDARDS UPDATE – JANUARY 2018

The Human Resources Manager presented the report which provided Members with an overview of the current position with regard to meeting the legal requirements contained within the Welsh Language Standards Compliance notice to the Authority by the Welsh Language Commissioner issued September 2016.

Although it was noted that this is a legislative requirement, Cllr H Thomas wished to express his concern in relation to the cost of implementing these Standards, at a time when there are cuts being made to front line services. The Acting Director of People Services confirmed that a lot of the work has been achieved within the existing budget, but confirmed that there are extra funding implications as a result of complying with the legal requirements.

Cllr S Bradwick commented that on the first page of the Action Plan reference is made to Mid and West Wales Fire and Rescue Service, this should be changed to South Wales Fire & Rescue Service.

The Human Resources Manager added that a huge amount of work has been completed by the Welsh Language Officer to ensure the Authority meets its legal requirements.

The Chair thanked the Welsh Language Officer for their hard work.

Cllr S Bradwick queried the requirement for Authority agendas and reports to be available in Welsh. It was confirmed that an exemption had been applied for and granted, to allow the agendas and reports to be made available in English only, unless requested by an individual.

RESOLVED THAT

Members noted the content of the report.

35. SOUTH WALES FIRE & RESCUE AUTHORITY – ANNUAL PAY POLICY STATEMENT 2018/2019

Members received the Annual Pay Policy Statement 2018/2019 from the Acting Director of People Services for their consideration.

RESOLVED THAT

After reviewing the South Wales Fire & Rescue Authority's Pay Policy Statement for 2018/2019, Members resolved to recommend that the Statement be presented to the Fire and Rescue Authority for publication by 31 March 2018.

36. GENDER PAY GAP STATEMENT – 30 MARCH 2018

The Acting Director of Human Resources presented the Gender Pay Gap Statement which the Authority is required to publish under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

He added that the Statement relates to average pay of females and males, and should not be confused with 'Equal Pay, Equal Rights'.

Cllr S Bradwick advised that the Statement should be signed by the Chair of the Authority as the employer, not the Chief Fire Officer. The Acting Director of Human Resources confirmed that this had been noted and will be amended.

RESOLVED THAT

Members resolved to:

- 36.1 endorse the South Wales Fire & Rescue Authority's Gender Pay Gap Statement for publication on 30 March 2018; and

36.2 recommend that the 2018/19 Gender Pay Gap Statement be presented to the Fire & Rescue Authority for publication by 30 March 2018

37. TRAINING & DEVELOPMENT DEPARTMENT – THIRD PARTY INCOME STRATEGY

The Head of Training & Development gave a presentation and update in relation to the current and proposed Third Party Income Generation within the Training & Development Department for the Service during the current financial year.

RESOLVED THAT

Members noted the content of the presentation and report.

38. TRAINING & DEVELOPMENT DEPARTMENT – COMPARTMENT FIRE BEHAVIOUR TRAINING (CFBT) PROJECT UPDATE

The Head of Training & Development gave a presentation and update in relation to the Compartment Fire Behaviour Training Project which is being developed at the Training & Development Centre at Cardiff Gate.

RESOLVED THAT

Members noted the content of the presentation and report.

39. FIREFIGHTERS PENSION SCHEMES – WELSH GOVERNMENT CIRCULARS 2017/2018

Members received the report detailing the Circulars received from Welsh Government through 2017/18, and the actions implemented for each Circular.

RESOLVED THAT

Members resolved to:

39.1 accept the Welsh Government (Firefighters' Pension Scheme Circulars and emails) received in 2017/18; and

39.2 note the actions that have been implemented for each of the Circulars

40. ANNUAL SUMMARY OF HR & TRAINING REPORTS

Members received the report detailing the work that the HR & Equalities Committee has undertaken during the municipal year 2017/18.

RESOLVED THAT

Members noted the work of the HR & Equalities Committee.

41. FORWARD WORK PROGRAMME 2017/18

Members received the Forward Work Programme for 2017/18.

RESOLVED THAT

Members noted and agreed the Forward Work Programme for 2017/18

**42. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR
DEEMS URGENT (PART 1 OR 2)**

There were no items of urgent business to be considered.

SOUTH WALES FIRE & RESCUE AUTHORITY AGENDA ITEM NO 5
HR & EQUALITIES COMMITTEE 16 JULY 2018
REPORT OF THE AREA MANAGER – HEAD OF TRAINING &
DEVELOPMENT

TRAINING & DEVELOPMENT DEPARTMENT – INVESTORS IN PEOPLE

SUMMARY

This report provides Members with an overview of the recent success of the Investors in People Survey carried out within the Service, and the outstanding achievement of the Silver Award. The Training & Development Department co-ordinated the assessment in conjunction with Ms Jackie Lewis, Investors in People Practitioner.

RECOMMENDATIONS

That Members consider the contents of the report.

1. BACKGROUND

- 1.1 The purpose of the report is to inform Members of the HR & Equalities Committee with an overview of the outcomes of the recent Investors in People Survey carried out within the Service, and the journey ahead.
- 1.2 The Investors in People is the standard for people management. It defines what it takes to lead, support, and manage people to ensure an inclusive workforce.
- 1.3 The Investors in People framework provides 27 scales for comparison for performance management. This framework will provide clear benchmarking for continuous improvement. The sixth generation standard focuses on three key areas:- Leading, Supporting and Improving.
- 1.4 The last Investors in People assessment was carried out in June 2014, and discussions were held with the Chief Fire Officer late 2016 for reassessment to commence June 2017.
- 1.5 During May and June 2017, a number of meetings were held with members of the Senior Management Team, including Jackie Lewis, from which details of organisational analysis were agreed upon.
- 1.6 In July 2017 we commenced the Investors in People assessment.

2. CURRENT POSITION

- 2.1 South Wales Fire & Rescue Service commenced the Investors in People (IIP) online assessment in July/August 2017. The IIP online assessment saw a response of 47%, which for an organisation of our size is considered an acceptable level of engagement by staff, and above the IIP guidelines.
- 2.2 Based on the findings from the online assessment, interviews were conducted with 143 employees from across the organisation, ensuring a broad range of locations, roles, grades, etc. Interviews generally lasted between 45-75 minutes, with confidentiality assured throughout. Interviewees freely shared their concerns and experiences.
- 2.3 Following the assessment, South Wales Fire & Rescue Service achieved the outstanding Silver Award in Investors in People. Only 20% of organisations assessed will achieve Silver.
- 2.4 The assessment report highlighted areas of strength along with key development areas.

3. THE JOURNEY AHEAD

- 3.1 To promote the success of the Investors in People award. This was recently achieved at the Middle Leaders Engagement Day.
- 3.2 The Investors in People require action plans against areas of development and recommendations. To see a return on the investment we must action and implement change.
- 3.3 Staff Engagement Network established as a group of willing individuals representing the Service across all departments in all roles, grades, etc. The group will use the IIP report as a mechanism of identifying areas of improvement and development. The group will establish its own work streams and priorities and will report directly to the Senior Management Team.
- 3.4 The Training & Development Department are exploring similar experiences with other public sector organisations who have faced and overcome these challenges. This information will be shared with the Senior Management Team, and the Staff Engagement Network.
- 3.5 Key dates for the IIP process include 12 and 24 month reviews, and in each case evidence of improvement and change has to be provided.
- 3.6 13 October, 2020, Investors in People re-accreditation due.

4. FINANCIAL IMPLICATIONS

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

5. EQUALITY RISK ASSESSMENT

5.1 There are no Equality Risk Assessment issues arising as a result of this report.

6. RECOMMENDATION

6.1 That Members consider the contents of the report.

| | |
|---|---------------------------|
| Contact Officer: | Background Papers: |
| AM Ian Greenman Head of Training & Development | None |

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**ALL WALES PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY
2018-2021**

SUMMARY

The aim of the Strategy is to enable the Welsh Fire & Rescue Services' to meet evolving current and future expectations in achieving organisational aims and objectives by recruiting, developing, and retaining a highly skilled, motivated, and bilingual workforce that represents and champions the diversity of the communities we serve.

The Strategy also aims to identify and maximise potential through effective people management and development, leading to a high performance culture whilst making the most effective use of public funds.

The purpose of the Strategy is to support the organisation in the achievement of its objectives by ensuring that Welsh Fire & Rescue Services' strive to create a workforce that has the training, support, and tools to do their job.

RECOMMENDATION

That Members note the content of the All Wales People & Organisational Development Strategy 2018-2021.

1. BACKGROUND

- 1.1 The aim of the Strategy is to enable the Welsh Fire & Rescue Services' to meet evolving current and future expectations in achieving organisational aims and objectives by recruiting, developing, and retaining a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.
- 1.2 The Strategy also aims to identify and maximise potential through effective people management and development, leading to a high-performance culture whilst making the most effective use of public funds.
- 1.3 The purpose of the Strategy is to support the organisation in the achievement of its objectives by ensuring that Welsh Fire & Rescue Services' strive to create a workforce that has the training, support and tools to do their job and is:
 - Service and community focussed

- Committed to our Core Values
- Representative of the communities they serve
- Motivated and skilled

1.4 A copy of the Strategy is attached at Appendix 1.

2. ISSUES

2.1 This Strategy has been developed for implementation from April 2018 to March 2021, and underpins the Welsh Fire & Rescue Services' commitment to lifelong learning and workplace competence.

2.2 The Strategy will ensure there is consistency in the approach to people development and support across the three Fire & Rescue Services, and provides a framework for innovative thinking and working to support continued collaboration and partnership.

2.3 The Fire & Rescue Services' support the achievement of applicable national strategies whilst balancing this with a focus on providing a service that puts Wales's safety first within the context of a devolved Government. To that end the Welsh Government strategies and frameworks have informed the development of our Strategy, and where appropriate direct reference is made to them.

2.4 Given continuing budget pressures and increasing public expectations, this Strategy supports the search for new ways of working to utilise the skills and professionalism of the Fire & Rescue Service's workforce for the benefit of the public in Wales.

2.5 Whilst the Strategy is written providing 7 key elements, it is clear that the elements are interdependent, and should not be read or applied in isolation. The 7 key elements are:-

2.5.1 **Resourcing the Fire & Rescue Service** – The recruitment, development and retention of a workforce which has the commitment and skills to deliver the Authority's services; improved communication and effective redeployment and retraining opportunities being made available when applicable.

2.5.2 **Health and Wellbeing** – In adopting a more holistic approach to improving employee wellbeing within the Fire & Rescue Services', we will continue to invest in reducing absence and concentrating on health promotion within the Service.

2.5.3 **Fitness** – The Services will support all employees, both operational and support employees, by offering guidance and

advice from Physical Fitness Advisers on diet, lifestyle choices, fitness, and weight management issues, and offering local access to fitness facilities.

- 2.5.4 Inclusive Workplaces (Equality and Diversity)** – The Services’ value diversity in the Service and the community by promoting equal opportunities in employment and progression, and by challenging prejudice and discrimination. Address cultural barriers to ensure the workplace environment is accessible to a diverse workforce. The Fire & Rescue Services’ remain committed to the Welsh language, and to investing in improving skills and standards, as we continue to highlight the importance of a bilingual workforce and providing a bilingual service to the public of Wales.
- 2.5.5 Reward and Recognition** – Promoting a fair employment agenda and introducing policies and workplace practices which actively support the management of change in partnership with our workforce, representative bodies and organisations.
- 2.5.6 Management Information Systems** – The collection and analysis of employee and workforce data required by the Authorities and relevant external organisations to support effective and well-informed people management practices, leading to measurable improvements in quality based workplace performance.
- 2.5.7 Training and Development** – The Fire & Rescue Services’ in Wales are committed to supporting the ongoing development of a professional workforce by ensuring that people have the opportunity to maintain and improve their skills. In addition, they aspire to create a working environment that is safe, inclusive, encouraging lifelong learning and free from discrimination.
- 2.6** This Strategy has been developed through the engagement of those working within the HR and Training functions of the three Fire & Rescue Services’ in Wales. Each Fire & Rescue Service will determine key performance and business planning objectives to be included in individual Fire & Rescue Service’s HR & Training Strategic Plans, integrating the principles contained within the Strategy.

3. FINANCIAL IMPLICATIONS

- 3.1** The implementation of the Strategy will be contained within existing budget.

4. EQUALITY RISK ASSESSMENT

- 4.1 A full Equality Risk Assessment has been undertaken and there are no adverse impacts identified as the Strategy will be applicable across all protected characteristics both internal and external to the Service.

5. RECOMMENDATION

- 5.1 That Members note the content of the All Wales People & Organisational Development Strategy 2018-2021.

| Contact Officer: | Background Papers: |
|---|---|
| ACO Mark Malson Acting Director of People Services | Appendix 1 – All Wales People & Organisational Development Strategy 2018-2021 |

FIRE AND RESCUE SERVICES IN WALES

PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2018-2021

INTRODUCTION

There are three Fire and Rescue Services (FRSs) in Wales:

- North Wales Fire and Rescue Service.
- Mid and West Wales Fire and Rescue Service.
- South Wales Fire and Rescue Service.

This strategy has been developed for implementation from 2018 to 2021 and underpins the Welsh FRSs commitment to lifelong learning and workplace competence.

The strategy will ensure there is consistency in the approach to people development and support across the three Fire and Rescue Services and provides a framework for innovative thinking and working to support continued collaboration and partnership

The FRSs support the achievement of applicable national strategies whilst balancing this with a focus on providing a service that puts Wales's safety first within the context of a devolved Government. To that end the following strategies and frameworks have informed the development of our strategy and where appropriate direct reference is made to them:

- National Issues Committee
- Strategic Equality Plans and Annual Improvement Reports
- Health, Safety and Wellbeing Strategies
- Fire Service National Framework Document (2016)
- Well-being of Future Generations (Wales) Act 2015
- Making the Difference Needed - CFOA Strategic Direction 2015-2019
- Fire and Rescue People Strategy (2017-2022)
- Welsh Language (Wales) Measures 2011
- Workforce Planning (WG) Priorities

Innovative thinking and new ways of working will ensure that we provide a service that safeguards individuals and the communities of Wales and reflects the priority areas of the Welsh Government's Fire and Rescue National Framework for Wales. Given continuing budget pressures and increasing public expectations this strategy supports the search for new ways of working to utilise the skills and professionalism of the FRS workforce for the benefit of the public in Wales.

Whilst the strategy is written providing 7 key elements, it is clear that the elements are interdependent and should not be read or applied in isolation:

1. Resourcing the Fire and Rescue Service
2. Health and Wellbeing
3. Fitness
4. Inclusive Workplaces (Equality and Diversity)
5. Reward and Recognition
6. Management Information Systems
7. Training and Development

Consultation and Communication

All recognised Representative Bodies were fully consulted regarding the content of this strategy. There will be ongoing consultation with the Representative Bodies regarding the implementation of specific elements of the strategy.

The strategy is available to all employees and will be published on services' intranets and websites.

Responsibility

All employees have responsibility for implementing the principles contained in this strategy, together with the Fire and Rescue Authority Members.

Monitoring and Review

The strategy will be periodically reviewed by the People and Organisational Development Group.

AIM

To enable the Welsh FRSs to meet evolving current and future expectations in achieving organisational aims and objectives by recruiting, developing and retaining a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve. The strategy also aims to identify and maximise potential through effective people management and development, leading to a high-performance culture whilst making the most effective use of public funds.

PURPOSE

The purpose of the strategy is to support the organisation in the achievement of its objectives by ensuring that Welsh FRSs strive to create a workforce that has the training, support and tools to do their job and is:

- Service and community focussed
- Committed to our Core Values
- Representative of the communities they serve

- Motivated and skilled.

We will continue to work with partners to reduce the risk of fires, road traffic incidents and other emergencies and to enhance community wellbeing. We recognise the way the FRS is now working beyond its traditional role in an increasingly diverse arena.

1. Resourcing the Fire and Rescue Service

One of the seven well-being goals from The Well-being of Future Generations (Wales) Act 2015 is a prosperous Wales. An innovative and productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately; and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

The recruitment, development and retention of a workforce which has the commitment and skills to deliver the Authority's services; improved communication and effective redeployment and retraining opportunities being made available by:

- Ensuring recruitment and progression processes are fair, transparent, aim to reflect the diversity of the community and meet future needs of the organisations and utilise national approaches where applicable.
- Supporting the Welsh Apprenticeship Programme and the Welsh Government objective to engage 10,000 young people in apprenticeships by 2022.
- Constantly reviewing recruitment, selection and promotion policies and practices with a particular emphasis on clarity, fairness, transparency and equality of opportunity.
- Implementing effective redeployment arrangements to ensure that all employees facing redundancy or loss of employment (for other than disciplinary reasons) are offered suitable alternative employment, wherever possible, underpinned by suitable retraining opportunities.
- Developing strategies that take account of the increasing normal retirement age.
- Developing workforce and succession plans for current employees.
- Assessing the future viability of the retained/On-call duty system and to consider the use of other flexible working models to provide operational response.
- Improve efficiency with smarter working practices, investigating alternative models for frontline service delivery, addressing cultural barriers and continued streamlining of administration processes and conversion to E-Systems where possible.
- A workforce that is appropriately developed and trained to be safe and to meet the demands of their roles, and a performance management framework which also supports managers in meeting the demands of their role.

2. Health and Wellbeing

Well-being goal: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

In adopting a more holistic approach to improving employee well-being within the FRS's, we will continue to invest in reducing absence and concentrating on health promotion within the Service.

Absence reduction initiatives have been successful but promoting health and wellbeing is likely to have increased benefits in terms of productivity, motivation and being an attractive employer. Its purpose is to enhance the physical and psychological environment to improve employee wellbeing and, in turn, employee performance. If this is achieved, we can expect a reduction in days lost to sickness and an increase in individual and collective performance.

Providing our employees with a healthy and safe workplace is essential for them to feel safe and secure. The services' approach to Health and Safety will continue to be proactive making full use of leading indicators rather than reliance on lagging indicators to identify and inform where further improvement may be potentially made. Such an environment has the potential to improve service delivery through reduced accidents, lower sickness absence levels and the possibility of fewer ill health retirements.

Adopting the National Framework for Violence against Women, Domestic Abuse and Sexual Violence. Our employment practices universally support employees who disclose abuse by acting to keep employees safe at work and supporting them to stay safe outside work and addressing behaviours of employees perpetrating these issues.

Providing a pro-active Occupational Health service committed to identifying and addressing industrial injuries, stress and other causes of sickness absence, as well as promoting healthy living. The Fire and Rescue National Framework 2016 identifies that the population of Wales is living longer and the working age is increasing and therefore further underlines the importance of healthy living.

Adopting a framework for managers to manage sickness absence which strikes a balance between organisational need and supporting employees.

Foster a culture of participation and involvement based on open communication and inclusion. Work has an important role in promoting psychological wellbeing, because it promotes self-esteem and provides social interaction. This is likely to help employees feel that they have control over their work and foster mental well-being. The FRSs will raise awareness of mental wellbeing among the workforce to reduce the risk of potential negative effects on employees and the organisation as well as importantly reducing potential for stigma related to those employees with mental ill health.

Provide an Employee Assistance Programme (EAP). This is intended to help employees deal proactively with personal problems/and or work-related problems that might adversely impact their work performance, health and well-being.

3. Fitness

Well-being goal: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

Firefighting and rescue operations expose firefighters to stressful, arduous and demanding working conditions, which require a high level of physical and mental fitness.

Managing fitness on both an individual and organisational level is key to ensuring a safe and healthy operational workforce. It is recognised that the contractual commitment for all operational staff is to be responsible for their own performance (including personal health and fitness). The Services understand the benefits of a healthy workforce and will support operational staff in maintaining their fitness to undertake their role.

The Services will undertake regular routine health and fitness assessments to ensure compliance with National standards. (The Fire and Rescue National Framework 2016 states that FRSs should continue to operate an agreed single fitness standard).

Furthermore, the Services will adopt Firefit recommendations that are presented as a national standard for aerobic fitness for safe and effective firefighting including aerobic fitness and muscular strength.

Whilst for operational personnel there are contractual and legal obligations for individuals and organisations respectively, all employees will be encouraged to be physically active as it is essential that they maintain sufficient levels of physical fitness to enable them to carry out their role safely and effectively. However, it is also important to understand the health behaviours of our employees and identify associated lifestyle and occupational risks to health and wellbeing. Helping staff understand these risks to their whole lives as well as the workplace is crucial in this.

The Services will support all employees, both operational and support employees, by offering guidance and advice from Physical Fitness Advisers on diet, lifestyle choices, fitness and weight management issues and offering local access to fitness facilities.

4. Inclusivity

Well-being goal: A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

Ensure plans are in place to recruit, develop and retain the employees we need whilst supporting and promoting equality and diversity.

Develop employees in accordance with Service Core Values to build a culture that respects and values personal development and provides an understanding for employees of where they fit into the organisation and to create an environment of value and cohesiveness. The strategy will help us create an environment that develops talent and retains a balance in work and life whilst encouraging participation and commitment.

Given the percentage of the population being over 50% female, the current gender percentage of the workforce is hugely misrepresentational of this with, at best, just over 5% of firefighters being female. The FRS's have undertaken much work in this area in positive action however more needs to be done. Engagement needs to be undertaken at earlier ages than previously thought as gender

stereotyping in employment roles occurs early in the development of a child. Work needs to be completed to address this so that more of the population consider the FRS as career of choice.

Address cultural barriers to ensure the workplace environment is accessible to a diverse workforce.

Value diversity in the Service and the community by promoting equal opportunities in employment and progression and by challenging prejudice and discrimination. Undertaking the Implementation of the Inclusive Fire Group Implementation Strategies.

By equality of pay, all employees are paid the relevant rate of pay for the role and their conditions of service. The Services will regularly monitor pay equality in line with legislative requirements (Gender Pay Gap Reporting) and its pay policy.

Provide timely positive action events to encourage under-represented groups to consider a career with the FRSs.

Remain firmly committed to strengthening our values and upholding a culture which ensures that employees are treated with fairness and respect to promote the Service as an employer of choice.

Welsh language

Well-being goal: A Wales of vibrant culture and thriving Welsh language. A society that promotes and protects culture, heritage and the Welsh language and which encourages people to participate in the arts, sports and recreation.

This strategy is written in accordance with the core values of the FRSs and recognises their responsibilities under the Welsh Language Act 2012, which are reflected in the individual Welsh Language Policies produced by each organisation.

The FRSs remain committed to the Welsh language and to investing in improving skills and standards, as we continue to highlight the importance of a bilingual workforce and providing a bilingual service to the public of Wales.

The recruitment of employees with the appropriate level of Welsh Language skills to provide services to the public and support employees who wish to learn Welsh or improve their Welsh in order to use it in the workplace.

Embedding the Welsh Language Standards to deliver services in Welsh and in other areas such as policy making and promoting the Welsh language.

5. Reward and Recognition

Well-being goal: A prosperous Wales.... which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Promoting a fair employment agenda and introducing policies and workplace practices which actively support the management of change in partnership with our workforce, representative bodies and organisations.

The provision of appropriate additional employee benefits which offer value for money for the three Services.

Pension changes have created longer career paths; we will seek to collaborate on pension matters whenever possible and create better pathways for joining up information for employees.

Early engagement with staff to raise awareness and provide support for personal development, opportunities, rationales and pathways for progression.

6. Management Information Systems

Well-being goal: A prosperous Wales: an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Developing a strategic workforce plan which combines workforce change, technology, demographics, turnover and best management practice.

The collection and analysis of employee and workforce data required by the Authorities and relevant external organisations to support effective and well-informed people management practices, leading to measurable improvements in quality based workplace performance.

Analyse operational and strategic workforce data, and collecting and analysing data for statutory and other external workforce surveys, producing regular reports for managers at all levels.

Maintain accurate and up-to-date employee record files and other employee records, always having regard to issues of confidentiality and in accordance with Data Protection Principles.

Ensure that robust systems of assessment and verification are in place to allow recording of training and development activities and workplace performance and ensure that such activities are aligned to individual and organisational need.

The systems must also ensure that accurate information is recorded for the management of training and development and satisfies legal and statutory requirements.

The systems must provide management information to assist in the planning of training and development activities and meet the needs of internal/external quality assurance and auditing.

7. Training and Development

Well-being goal: A prosperous Wales - An innovative, productive and low carbon society which recognizes the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A healthier Wales - A society in which people's physical and mental well-being is maximized and in which choices and behaviours that benefit future health are understood.

A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic circumstances).

A Wales of vibrant culture and Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.

The strategy provides a coherent framework for our corporate improvement activity. A broad approach to organisational development has been taken ensuring that we consider Fire and Rescue Service improvement as a whole and not just individual service or personal development within the Fire and Rescue Services.

To that end it is important that Fire and Rescue Services continue to collaborate with each other, educational establishments and other external training and development providers, ensuring that we can operate in a multi-agency and changing environment.

The FRS's in Wales are committed to supporting the ongoing development of a professional workforce by ensuring that people have the opportunity to maintain and improve their skills. In addition, they aspire to create a working environment that is safe, inclusive, encouraging lifelong learning and free from discrimination.

There is a need to devolve more responsibility for performance management, development and progression of staff to line managers. The empowering of managers will assist in providing an increased range of experience and skills to support core skill maintenance.

The geographically diverse nature of Wales and the reliance on the On-call Duty System necessitates learning environments that are both flexible and easily accessible. The use of e-learning modules to assist centralised learning and development delivery provides one such flexible delivery method. An increase in the use of technology and flexible working supports our commitment to environmental and sustainability agendas. In addition, operational training activities and procurement protocols are aligned to Service environmental strategies and policies.

To ensure consistency the National Occupational Standards will continue to be used to review existing and develop new programmes. This will ensure that development is delivered to a nationally recognised level and is in line with the role requirements.

The FRS in Wales will provide robust quality assurance mechanisms in relation to the delivery of learning and development activities.

Future Leaders

The need to identify and develop future leaders throughout the FRS is seen as a key component in order to meet current and future challenges. The changing nature of the FRS will require future leaders to challenge existing norms and develop innovative solutions to meet societal risks. As collaboration and partnership working opportunities are developed future leaders will also be required to lead without authority and bring influence to bear in order to transcend organisational

boundaries. This should be supported by the sharing of best practice and continuation of the collaborative development of and engagement on, leadership programmes in Wales and the wider UK as appropriate.

Effective succession planning will ensure that tomorrow's FRS leaders are identified and provided with the requisite skills and experience in preparation for future organisational challenge and diversification. The FRS will use a range of established and innovative methods, including the assessment and development of technical skills and behaviours to train, develop and support those with the potential to become future leaders

There is a need to ensure that the FRSs have a workforce in place with the right skills and competencies, and is sufficiently flexible to provide fire and rescue services when and where they are required. New ways of working have been explored and the building blocks of these have already been laid down. This work has undoubtedly identified other areas which need review or refinement to ensure that further improvements in efficiency can be achieved.

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2.4 Each course is supported by a policy that states:-

- Who must receive the training
- When and how frequently the training takes place
- The structure of the course (duration, maximum and minimum attendees, etc)
- Appropriate risk assessments and course profiles
- Appropriate legislation and documents

2.5 Courses are provided at a variety of venues both on and off South Wales Fire & Rescue Service premises. The vast majority of courses are facilitated at Cardiff Gate in partnership with the Babcock International Group.

2.6 The department structure consists of three main functions, which are Training Delivery, Operational Development Review & incident Command, and People Development & Commercial Business, which incorporates Third Party Income Generation for the Service.

2.7 Appendix 1 attached to the report shows a structural diagram with all the personnel who contribute to the Training & Development department function.

3. TRAINING DELIVERY

3.1 The Training Delivery team is responsible for the delivery of core and technical skills training associated with the role of operational personnel. Training is delivered by qualified instructors who are multi skilled in a range of core subjects.

3.2 Teams deliver a wide range of training which includes initial training, re-qualification training, and specific training which is required under the National Fire Chief's Council (NFCC) Operational Competency Model, which has been adopted by South Wales Fire & Rescue Service. This ensures that instructors can assess the competence of workforce skills to support our statutory requirements.

3.3 Initial Training Team

3.3.1 The Initial Training team supports the initial training requirement of the Service as required. This includes the Wholetime Duty System (WDS), On-Call Duty System (OCDS), and Auxiliary Firefighters. This team also provides initial training for other Fire & Rescue Services nationally through a Third Party Income mechanism in conjunction with our Private Finance Initiative (PFI) partners –

Babcock International at our flagship training centre at Cardiff Gate.

3.3.2 All Firefighters within South Wales Fire & Rescue Service work towards a new Firefighter Development award. This is a 'Skills for Justice' qualification which also includes a BTEC and Key Skills award. It facilitates a sector specific award being the development to competent journey for each training Firefighter. South Wales Fire & Rescue Service is currently exploring in partnership with Mid & West Wales Fire & Rescue Service, and North Wales Fire & Rescue Service, the feasibility of developing a firefighting apprenticeship award in line with Welsh Government Apprenticeship Scheme which if successful enables the potential recoup of funding from the Apprenticeship Levy currently paid by the Service.

3.4 **Breathing Apparatus (BA) Training**

3.4.1 The Breathing Apparatus team deliver a 2 day BA Refresher (BAR) programme over the statutory 2 year period which sees all operational Firefighters receive training in various aspects of BA wearing, procedures, Positive Pressure Ventilation (PPV), and Compartment Fire Behaviour Training (CFBT).

3.4.2 This BA training is carried out at a range of BA facilities across the South Wales Fire & Rescue Service area. These include Cardiff Gate Training Centre (CGTC), Pontyclun, Cardiff Airport, as well as the four Satellite BA Training Facilities within the Service area. These are at Merthyr, Caerphilly, Tonypany, and Bridged Fire & Rescue community stations.

3.4.3 The last two and a half years have seen considerable progress being made in terms of planning and development for a state of the art CFBT facility at Cardiff Gate Training Centre. This achieved full planning approval from Cardiff Local Authority in March 2017. Contracts have been awarded for construction with a projected 42 week build programme due to commence in July 2018.

3.5 **Driver Training**

3.5.1 The Driver Training team provide both initial and re-qualification courses on the extensive range of different vehicles that are used within the Service.

3.5.2 In addition to providing courses they deliver Driver Standards Agency licence acquisition tests in relation to Large Goods Vehicles, trailer towing and minibuses.

3.5.3 They also provide sector specific training on specialist appliances for the Service in a wide and diverse range of equipment.

3.6 Immediate Emergency Care (IEC)

3.6.1 The IEC course is delivered to operational personnel to ensure that they remain at the cutting edge and abreast of all trauma related techniques and knowledge. It has been developed in partnership with the Welsh Ambulance Service Trust (WAST) and eminent Pre-Hospital Care Doctors to ensure that it focuses on the acquisition of key trauma care skills associated with the role of a Firefighter, and the range of operational incidents they attend. The course is regularly reviewed by our key partners and it is quality assured on a regular basis by Paramedic Trainers from WAST.

3.6.2 This department also provides re-qualification training for all Service personnel in the use of Automatic External Defibrillators (AEDs).

3.7 Road Traffic Collision (RTC) Training

3.7.1 The RTC Training team delivers the latest vehicle technology awareness and updated vehicle cutting technique training to operational personnel. These courses ensure crews are aware of the latest vehicle technology, equipment, and techniques that can be utilised to deal safely, quickly, and effectively with these types of incidents.

3.8 Technical Rescue Training

3.8.1 The Technical Rescue team provides initial and re-qualification training to rope and water teams based at specialist stations within the Service area. This includes the continuation of Rope Initial courses at Cardiff Gate Training Centre and water related courses at both a North Wales venue and continued use of the Cardiff International White Water Centre (CIWWC). The former is the venue utilised by the Service to train our Water Rescue Boat Operators (WRBO) personnel who are based at Ebbw Vale, Malpas, Barry and Penarth Fire & Rescue Stations. The CIWWC venue is utilised for continued Royal Yachting Association (RYA) courses and Swift Water Rescue qualifications.

3.8.2 The Technical Rescue team deliver Large Animal Rescue (LAR) training to station personnel who have the requisite specialist equipment on their station. There are three stations within the South Wales Fire & Rescue Service area with such a capability. These are at Bridgend, Ely and Merthyr Fire & Rescue Stations. This training takes place at Cardiff Gate Training Centre and at Usk College.

3.8.3 South Wales Fire & Rescue Service Rope Rescue teams also work with multi-agency partners to develop their awareness and skill sets at Cardiff Gate Training Centre. These include the WAST Hazardous Area Response Team (HART), the Military and South Wales Police. This all contributes to the wider collaboration agenda that South Wales Fire & Rescue Service are positively working towards.

3.9 National Resilience Training

3.9.1 Training for Incident Response Units (IRU) & High Volume Pumping Unit (HVP) crews takes place at Cardiff Gate Training Centre

3.9.2 Detection, Identification and Monitoring (DIM) training for Tactical Managers is also regularly facilitated at Cardiff Gate Training Centre.

4. OPERATIONAL DEVELOPMENT REVIEW AND INCIDENT COMMAND

4.1 Operational Development & Review Team (ODART)

4.1.1 The ODRT team are responsible for operational monitoring at incidents. This takes place on a 24/7 basis and allows the team to monitor as opposed to sampling trends and patterns at operational incidents.

4.1.2 The ODRT team also assist with Health and Safety monitoring at operational incidents as well as forming an Accident Investigation team as and when operational incidents require.

4.2 Incident Command Training

4.2.1 The Incident Command team deliver specific training for all Incident Commanders within South Wales Fire & Rescue Service ranging from levels 1-4. This covers the first level of supervisory management to the Chief Fire Officer. This is a total of over 450 personnel within the Service.

- 4.2.2 Each Commander receives a range of facilitated training at the state of the art Incident Command suite at Cardiff Gate Training Centre.
- 4.2.3 Every 3 years each Commander must undertake an assessment. This is in line with 'Skills for Justice' accreditation. South Wales Fire & Rescue Service are currently the only Fire & Rescue Service in the UK to offer such accreditation across the range from Crew Manager to Chief Fire Officer.
- 4.2.4 The four levels of Incident Command Management training is in line with national guidance. These assessments ensure that our Incident Commanders are competent and skilled in dealing with operational incidents safely and effectively.
- 4.2.5 The extensive investment in the Incident Command training facilities at Cardiff Gate Training Centre provide a unique immersive environment for all operational personnel. The Service's Multi Media technician develops training scenarios based on national incidents of a significant nature to ensure that lessons learnt are captured in a manner which all personnel can effectively learn from.

5. PEOPLE DEVELOPMENT & COMMERCIAL BUSINESS TEAM

5.1 People Development Team

- 5.1.1 The People Development Team is responsible for the development of Leadership and Management skills of South Wales Fire & Rescue Service personnel. The team have recently developed a new Leadership Development Programme which will develop both uniformed and corporate personnel in the future. It will also enable the Service to identify talent within its personnel and to ensure that succession planning is in place for the future needs of the Service.

5.2 Commercial Business

- 5.2.1 This is an area where the Training & Development department is very proactive in order to generate income for the Service. There are ongoing discussions involving our Private Partner, Babcock International Group, with various partners, both in a Fire & Rescue Service context and other commercial ventures. Recent business opportunities include the following:-

- Cambridgeshire Fire & Rescue Service who this year will revisit South Wales Fire & Rescue Service at Cardiff Gate

Training Centre for a fifth year for initial training of their Wholetime Duty System trainees.

- Breathing Apparatus training for Aberthaw Power Station in both initial and requalification training.
- The contract for the Environmental Agency in England in all aspects of Incident Command Training. This has been taking place for several years and continues to grow.
- Other partners who have expressed an interest in using the facilities at Cardiff Gate Training Centre to meet their requirements. These include:-
 - Gwent Police
 - The Military
 - RSPCA
 - Smaller ventures including all aspects of fire related awareness training.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no additional financial implications arising as a result of this report.

7. EQUALITY RISK ASSESSMENT

- 7.1 There are no Equality Risk Assessment issues arising as a result of this report.

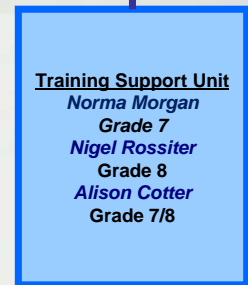
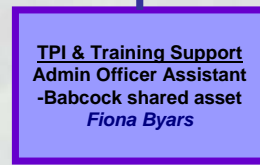
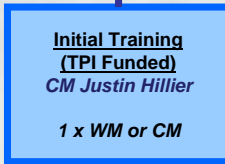
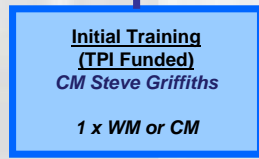
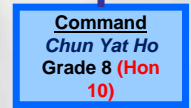
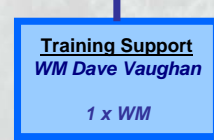
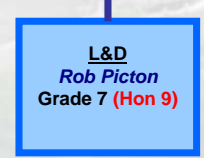
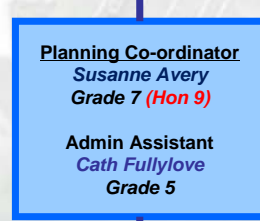
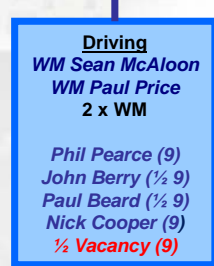
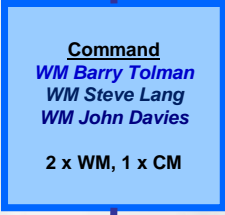
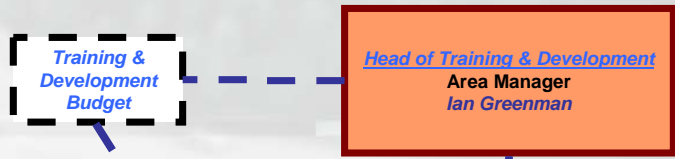
8. RECOMMENDATION

- 8.1 That Members consider the contents of the report and if appropriate endorse the actions identified.

| | |
|---|--|
| Contact Officer: | Background Papers: |
| AM Ian Greenman Head of Training & Development | Appendix 1 – Departmental structure diagram |

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Training & Development Structure May 2018



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**OCCUPATIONAL HEALTH UNIT (OHU) ACTIVITY REPORT – 1 APRIL 2017
to 31 MARCH 2018**

SUMMARY

This OHU Activity Report spans the period from 1 April 2017 to 31 March 2018. The report provides data on services and expenditure, updates on occupational health initiatives and an outline of strategic development.

RECOMMENDATION

That Members note the content of the report.

1. BACKGROUND

- 1.1 The last OHU Activity Report covering 1 January 2016 to 31 December 2016 was presented to the HR & Equalities Committee on 27 March 2017. The dates for the reporting period for this year have been amended to bring the reporting period in line with the financial year.
- 1.2 The report provides data on services and expenditure, updates on occupational health initiatives and an outline of strategic development.

2. OVERVIEW OF OCCUPATIONAL HEALTH UNIT SERVICES

- 2.1 The team consists of a part time Consultant Occupational Health Physician (2.5 days p/w); two Occupational Health Physicians (1 day p/w each); Senior Occupational Health Nurse and Occupational Health Nurse (full time); Senior Health and Fitness Adviser (part time) supported by two Health and Fitness Advisers (full time and part time). Administrative support is provided by a Senior Medical Administrator, two part time Medical Secretaries and one Administrative Assistant. Some services (physiotherapy, investigations, specialist advice and intervention and psychotherapy) are provided through an outsourced / partnership arrangement.
- 2.2 The activities of the OHU span a wide range of services as detailed in Appendix 1. Consultations, routine medicals and the work involved in progressing with the investigation and treatment of incapacitating or potentially incapacitating medical conditions is the core element of services provided.

2.3 The rationale for this being the substantial savings attributable to maintaining the health of the organisation's employees and minimising the cost of sickness absence. Details of consultations and investigation/treatment services are provided below.

3. CONSULTATIONS

3.1 **Table 1** below provides a breakdown of consultation categories for the Financial Year 2017/2018.

| CONSULTATION CATEGORY | QUARTERS | | | | TOTAL |
|--|------------|------------|------------|------------|-------------|
| | 1 | 2 | 3 | 4 | |
| Routine Medical Surveillance WDS | 40 | 28 | 48 | 37 | 153 |
| Routine Medical Surveillance OCDS @ OHU | 19 | 50 | 34 | 13 | 116 |
| Routine Medical Surveillance OCDS @ station | 9 | 12 | 0 | 11 | 32 |
| Routine Medical Surveillance AUX | 0 | 1 | 0 | 0 | 1 |
| LGV Medicals | 28 | 27 | 28 | 37 | 120 |
| Pre-Employment Medical | 69 | 59 | 37 | 46 | 211 |
| Review Appointments | 146 | 129 | 221 | 182 | 678 |
| Management Referrals/ Sickness Absence | 49 | 52 | 67 | 61 | 229 |
| Read Only case work * | 28 | 10 | 29 | 19 | 86 |
| Physiotherapy Appointments | 123 | 126 | 101 | 110 | 460 |
| Aids to Vision | 4 | 1 | 5 | 0 | 10 |
| Routine Health and Fitness Assessments/Referrals | 246 | 231 | 221 | 225 | 923 |
| TOTAL APPOINTMENTS | 761 | 726 | 791 | 741 | 3019 |

| | |
|------------------|------------|
| DNA | 105 |
| UTA | 31 |
| Cancelled | 26 |

Cases referred to the Independent Qualified Medical Practitioner (IQMP) = 14

**Explanatory note – Read Only Casework represents situations where case work has been undertaken by a clinician that has involved the equivalent or more than an appointment slot but without having seen the client face to face. The figures represented refers to read only casework undertaken by the Senior Occupational Health Nurse alone, who undertakes the bulk of read only casework. Figures for other clinicians have not been recorded during these reporting periods but will be from 2018/19 onwards to capture this data. The time spent on casework should be captured in addition to the traditional focus over previous years on the numbers of appointments.*

4. INVESTIGATION/TREATMENT SERVICES

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

Table 2 below provides the Contingency Budget Expenditure 2017/18

| SERVICE | NUMBER | COST (£) |
|----------------------|---------------|-----------------|
| Surgical Procedures | 121 | £83,657.00 |
| Specialist Referrals | 87 | £28,759.44 |
| Scans and X-Rays | 96 | £26,697.00 |
| TOTAL | 304 | £139,113 |

5. INITIATIVES

5.1 WELSH AMBULANCE SERVICE

5.1.1 A Service Level Agreement is in place to provide health and fitness services to WAST employees in the South Wales area. The aim of this service is to help employees return to work more quickly following injury or to help employees maintain a healthy lifestyle thus minimising the risk of future sickness absences.

5.1.2 Initially, this support consisted of weight management and physical fitness advice along with injury rehabilitation support and musculoskeletal injury management.

5.1.3 This year has seen no referrals being received from WAST but SWFRS remains committed to providing this service in the event that WAST's Occupational Health department wish to resume referring cases.

6. INVOLVEMENT AND SPECIALIST ADVICE TO ORGANISATION

6.1 The Consultant Occupational Health Physician and Occupational Health Nurses may be required to provide specialist Occupational Health input into organisational policy development and support the Service in a number of initiatives.

6.2 The following demonstrate initiatives within this reporting period where specialist advice has been provided by the Consultant Occupational Health Physician and from other members of the Occupational Health team:

- April 2017. Draft hepatitis B immunisation policy for firefighters with costings.
- May 2017. Presentation to Senior Management Team on risk assessment of hepatitis B exposure (and immunisation) in firefighters.
- April 2017. Advice provided to a meeting on fitness standards for Auxiliary Firefighters.
- May 2017. Presentation to Senior Management Team on the risks and control of heat related illness in Compartment Fire Behaviour Instructors (trainers).
- Through 2017 advice to the Training Department on policy drafting.
- May 2017. Presentation to Senior Management Team on health surveillance of firefighters, focussing on risks of heat related illness, cancer, and maintaining physical health & fitness.

- Short study on toxic exposures and health effects in fire investigators.
- Recommendations on mitigating exposures to toxic substances and high temperatures.
- October 2017. To start attending regular Claims Review Meetings, to harmonise response to employees' claims for injuries.
- Through 2017. Contributions to policy on drug and alcohol testing.
- Through 2017. Participation on H&S committee
- Through 2017. Input on Claims Reduction Group
- Through 2017. Devising policy arising from the decision of the Health and Safety Executive to class firefighters as Licensed Asbestos Contractors
- Vaccination requirements for USAR/ISAR personnel
- Post critical incident support policy development and staff education and awareness sessions
- Regular contribution on sickness absence panel meetings with Human Resources and Management.

7. PHYSIOTHERAPY SERVICE

- 7.1 Musculoskeletal conditions and injuries are responsible for the majority of sickness absence and lost productivity in SWFRS. Early access to physiotherapy is important in achieving a speedy recovery from these conditions and injuries.
- 7.2 SWFRS continues to benefit from on-site physiotherapy services on 1 day per week. The physiotherapist now has a wide range of experience relevant to the role of Firefighter and developed a good working relationship with the Occupational Health professionals and the Health & Fitness Advisors (HFAs). The on site availability of a physiotherapist has improved the quality and efficiency of the services to staff. The Physiotherapist is also highly experienced in administering steroid injections. If this is required, the Physiotherapist will promptly see cases at the Spire Hospital Cardiff where facilities are more appropriate for this intervention.
- 7.3 We are in the process of purchasing ultrasound equipment to increase the physiotherapist's treatment capability on site.
- 7.4 The Senior Occupational Health Nurse receives an update from the Physiotherapist following each Physiotherapy clinic. The Senior Occupational Health Nurse will then update Attendance Management / the Line Manager / or relevant OH professional accordingly on any actions or will expedite any investigations (e.g. MRI scans) recommended by the physiotherapist. This has maximised the opportunity to provide more efficient advice and case management.

7.5 The cost of Physiotherapy Services for the reporting period was £19,581.00.

8. STRESS AWARENESS AND COUNSELLING INITIATIVES

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

8.2 The table below provides a breakdown of referral number to this specialist NHS service over the last few years.

Table 3: NHS Partnership referral numbers

| YEAR | NUMBER REFERRED |
|------|---|
| 2015 | 29 |
| 2016 | 17 |
| 2017 | 31 |
| 2018 | 14 (new referrals to date) with 24 cases remaining in therapy |

8.2 The ability of individuals to deal with and overcome personal stressors can also be greatly enhanced with support from good quality professional **counselling**. Using the National Procurement Service (NPS) Framework, an external provider has been appointed to deliver counselling services. This contract provides an on-site counselling service 1 day per week and this has been in place since March 2016. The service includes drug and alcohol counselling. Table 4 provides a breakdown of the figures for this year to date.

Table 4: provides a summary of counselling referral numbers over the 12 months period.

| | |
|-------------------------------------|-------------|
| Number of counsellor days on site | 42.5 |
| Number of sessions offered 42x6 | 255 |
| Number of clients referred and seen | 39 |
| Number of appointments | 153 |
| Number of DNA's (non-attendance) | 9 |
| Number of late cancellations | 8 |

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

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

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

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

- A free phone telephone service answered directly by a team of qualified and experienced counsellors.
- Professional information and advice services provided by a separate team of information specialists plus
- Access to a web based information service.

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

9. AWARENESS RAISING EVENTS

9.1 Health promotion and awareness campaigns are undertaken at regular intervals. Promotions involve working with external agencies and the OH Nurse visiting various sites across South Wales to meet with staff. This year, a series of Heart Awareness sessions were provided on a number of stations by the Occupational Health Nurse incorporating blood pressure, blood sugar and cholesterol checks. Station visits have also been conducted by the Senior Occupational Health Nurse to raise awareness on the normal reactions following critical incidents and outline

options for support within the service in the event that any member of staff requires additional support and intervention.

- 9.2 Monthly newsletters are publicised on the Service's intranet promoting a variety of health education / health promotion messages. Examples of topics covered this year include Men's Health, Mental Health and Mindfulness.
- 9.3 The Service has contributed to the development of a Workforce Wellbeing Survey which is near completion.
- 9.4 The Occupational Health Nurses are involved in the Mind Blue Light Champions Initiative that is currently being developed in the service.
- 9.5 A number of wellbeing events are being planned for this summer.

10. FRAMEWORK FOR POST CRITICAL INCIDENT SUPPORT

- 10.1 The nature of the work of a Fire and Rescue Service is such that attending traumatic incidents is an unavoidable aspect of the job. In addition to this, the involvement of fire crews on the FMR project throughout most of 2017 has resulted in crews attending cardiac arrests in the community. This raised some concerns by some members of the workforce of the risk of exposure to greater numbers of fatalities and the Occupational Health Unit was requested by Senior Management to support the implementation of this project.
- 10.2 The framework for Post Critical Incident Support was revised by the Senior Occupational Health Nurse in 2016. An educational booklet 'Understanding Reactions to Critical and Traumatic Incidents' was also completed. These documents are available on the Intranet. In addition to this, a Welfare Message prepared by the Occupational Health Unit and an electronic copy of the booklet is sent from Control direct to crews who have attended fatal / critical incidents. The Welfare Message provides educational information to help normalise any initial reactions immediately after a traumatic event but also explains when it would be appropriate to seek further advice. The welfare message and booklet details a number of support options that are available to staff through the Service.
- 10.3 The Senior Occupational Health Nurse has previously delivered a series of educational awareness sessions to TAC officers on how Incident Commanders can offer a positive contribution to ensuring crew welfare is catered for after a critical incident. Supervisory officers have attended presentations by the Senior Occupational Health Nurse outlining what signs and symptoms to look out for that could indicate a potential

problem. Following up on this, a series of 8 x 2 hour further update sessions has been delivered for TAC Officers during this report period. Station visits have also been performed during this reporting period to deliver educational presentations to crews who were involved in the FMR trial.

- 10.4 Systems are in place to routinely notify the Occupational Health Unit of critical incidents and incidents involving fatalities so that incident follow up can be actioned catering for the welfare of those who attended. However, within this reporting period, the distribution of welfare messages and the educational booklet is now being routinely done by Fire Control direct to the crews involved. This ensures that staff receive this information immediately after the incident and has helped free up Occupational Health time to focus on other areas. This appears to have been a positive step in ensuring a more efficient distribution of welfare information and a step that is supported by members of Senior Management.
- 10.5 Access to Specialist Services are promptly available if any individual is experiencing difficulties following a traumatic incident.

11. HEALTH AND FITNESS ADVISOR INITIATIVES

- 11.1 During this reporting period, the Health and Fitness Advisors have contributed to the following initiatives / projects:
- Operational drill ground fitness tests. This project is being managed by HFA team (90 presentations delivered so far by HFA's and started in July 2017)
 - Supporting Instructor welfare projects on instructor hydration and instructor health monitoring systems
 - Assisting the FBU to deliver fitness apprenticeships in line with English FRSs to assist in maintaining fitness amongst WDS firefighters
 - Providing technical expertise to the OCD review team on selection tests and standards as well as updating guidance for female applicants to help improve the recruitment of female firefighters.
 - Supporting promotional videos to help attract a wide range of applicants by highlighting the physical requirements of the firefighting role.
 - On-going HFA collaboration with other Welsh FRSs.
 - On-going equipment replacement and upgrades: Continued updating of all resistance training equipment in WDS fire service gyms and some RDS sites. Replacement exercise cycles.

- Continued support to provide Manual Handling Training to new employees as well as bespoke training for high risk departments (workshops / extinguisher maintenance / ICT)
- Ongoing delivery of gym inductions to new starters and presentations on the benefits of health and fitness to promote a healthy work / life balance
- HFA's have managed the installation of a new gym facility at the joint Police / Fire control building in Bridgend
- Continued collaboration with WAST by providing fitness support to injured paramedics.
- Continued support to provide functional assessments and fitness support to speed up firefighters returning from injury.
- Continued collaboration with Cardiff Metropolitan University with Health and Fitness Adviser work experience placements.
- Greater level of support for firefighters presenting with physical fitness issues.
- Fitness reviews completed to date: 510 (WDS); 515 (RDS); 10 (AUX)
- Fitness statistics (Average fitness VO2 Max 50 ml/kg/min (WDS); 48 (OCS).
- Assisted 45 firefighters return to full operational duties following injury / illness or following a substandard fitness assessment.

12. STRATEGIC DEVELOPMENT

- 12.1 We currently collaborate with Cardiff CC on sharing the Occupational Health Unit based at Nantgarw, Caerphilly. During the last twelve months there has been discussions with Cardiff around the relocation of the Unit as part of a wider streamlining of Cardiff CC's estate. Whilst to date there has been no identified premise to relocate to the Service is informed that Cardiff continue to look for alternative premises as part of a wider cost reduction exercise. The lease of the current premises at Nantgarw is due for renewal in 2019. With this in mind we are reviewing the options available to the Service going forward to ensure any move is planned and action with the least disruption to service delivery. It is unlikely that both organisations will move to the same location. Options for the relocation of the SWFRS OHU include the vacant premises in Pontyclun following the relocation of Fire Control to Police HQ, Bridgend. At the present time, this location would appear to be the lead option.
- 12.2 The Service has held initial discussions with South Wales Police, Gwent Police and Welsh Ambulance Service at the potential to establish a collaboration for one Emergency Services Occupational Health provision. To date, there appears to be interest by the two Police forces to explore a collaborative approach to the delivery of Occupational Health Services and further discussions will take place in due course. The Committee will

receive reports going forward on progress in establishing this collaborative opportunity.

- 12.3 Work is underway to digitalise the Occupational Health records system. A tender process in line with Procurement requirements is currently underway. This will be a significant development for the Unit who traditionally have adopted a paper based records system. Karen Davies has been assigned the role of Project Officer to support and guide the Occupational Health Service through this period of change.

13. EQUALITY RISK ASSESSMENT

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

14. RECOMMENDATION

- 14.1 That Members note the content of this report.

| Contact Officer: | Background Papers: |
|----------------------------|---------------------------|
| Andrew Jones Head of HR | N/A |

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APPENDIX 1**OCCUPATIONAL HEALTH SERVICES**

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

The range of services provided includes:

- Medical surveillance of all Wholetime Duty System (WDS) and On Call System (OCS) Firefighters on a 3-yearly cycle
- Physical fitness assessments of all WDS and OCS Firefighters bi-annually
- Pre-employment screening medical examinations of all WDS and OCS Firefighters and where needed corporate staff
- Post-incident surveillance of Firefighters exposed to toxic and hazardous Substances
- Post incident support to Operational staff, Community Responder and USAR/ ISAR teams
- Medical advice on fitness for employment and rehabilitation following illness, injury or identification of health problems during medical surveillance/fitness assessments
- LGV medical examinations
- Assessment of eligibility for ill health retirement and injury awards
- Medical advice and counselling for members of staff with work-related and other health problems, e.g. musculoskeletal disorders, post traumatic stress, alcohol problems, uncertainty/delays over diagnosis and NHS treatment
- Medical advice and counselling to specialist teams i.e. community responder, USAR, ISAR teams

- Health promotion – Stress Management, Cancer Awareness, Alcohol and Drugs etc via awareness days and magazine articles
- Specialist advice on the assessment and control of health risks associated with firefighting
- Progressing the medical management of cases faced with NHS delays
- Managerial referral consultations when work may be adversely affecting health and well being, or vice versa
- Immunisation management of the community responder team, USAR and ISAR through outside providers

**ANNUAL MENTAL HEALTH STRATEGY AND WELLBEING DELIVERY
PLAN REPORT FOR THE PERIOD 1 APRIL 2017 TO 31 MARCH 2018**

SUMMARY

The SWFRS will publish an Annual Mental Health Strategy and Wellbeing Delivery Plan Report for the period 1 April to 31 March every year.

This Annual Mental Health Strategy and Wellbeing Delivery Plan Report addresses the SWFRS's intention to publish a report that demonstrates our progress in this area of activity and is focused primarily on data which reflects on what we have done during the period 1 April 2017 to 31 March 2018.

RECOMMENDATION

That Members note the content of this report.

1. BACKGROUND

- 1.1 Mind launched the Blue Light Programme, funded by the Cabinet Office, in England in 2015 to support all Emergency Services. Additional funding means the programme can now be rolled out to Wales.
- 1.2 Mind's research shows that nearly 9 in 10 emergency workers have experienced stress, low mood or poor mental health while at work, and 1 in 4 has contemplated suicide.
- 1.3 The Blue Light Programme will offer training to staff to help them manage the situations they face, as well as training for managers to offer support to their teams.
- 1.4 As part of the programme Mind Cymru will also establish a network of Blue Light Champions to support and advocate for colleagues, as well as a wider peer support network within the emergency services in Wales.
- 1.5 The SWFRS has recently developed a Mental Health Strategy and Wellbeing Delivery Plan as part of our work with the Mind Blue Light Programme. (See Appendix 1).
- 1.6 In addition, "Thriving at Work" – The Stevenson / Farmer review of Mental Health and Employers was published in October 2017. Recommendations have also been drawn from this.

2. ISSUE

- 2.1 The SWFRS already recognises the benefits of good health and safety standards, but also acknowledges the benefits of supporting a wider, more holistic approach to health in the workplace. The strategy will help to co-ordinate the mental health promotion activities taking place in South Wales Fire and Rescue Service and to give it a strategic direction for the years to come.
- 2.2 As we spend a large proportion of our time in work, what we do in work can have a significant impact on our health & wellbeing. It has become accepted that the workplace is an ideal environment to promote and support healthy lifestyles. Healthier workforces tend to have lower rates of sickness absence, fewer injuries and have been shown to be more productive. Therefore it is in the Service's interests to encourage and support employees to engage in healthy and active lifestyles.
- 2.3 One of the main ways the Service supports its employees is through the Occupational Health Unit based in Nantgarw. On hand are a team of healthcare professionals that are there to assist employees in a range of ways to keep our staff in good health. The Service already supports and endorses a number of health and wellbeing initiatives which include, free fitness facilities, the Employee Assistance Programme as well as the Colleague Support Team who provide support and guidance to empower individuals to deal with their issues and concerns.
- 2.4 As part of our Mental Health Strategy, we have been working to introduce a group of Mental Health Champions throughout the Service. To date we have 41 Champions who cover all areas and disciplines of the Service. These Champions have undergone training with MIND and are available now for support.
- 2.5 As part of the Strategy we are also in the process of introducing a half day Managing Mental Health in the Emergency Services training programme for all Line Managers. Three courses of 16 Managers have been run to date and another 5 have been programmed in the next 3 months. This will be an on-going rolling programme to accommodate all Managers across the Service.

3. EQUALITY RISK ASSESSMENT

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

4. RECOMMENDATION

4.1 That Members note the contents of this report.

| | |
|---|--|
| Contact Officer: Andrew Jones Head of HR | Background Papers: HR & Equality Committee reports Mental Health Strategy (2018- 2021) |
|---|--|

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Gwasanaeth Tân ac Achub
De Cymru



South Wales
Fire and Rescue Service

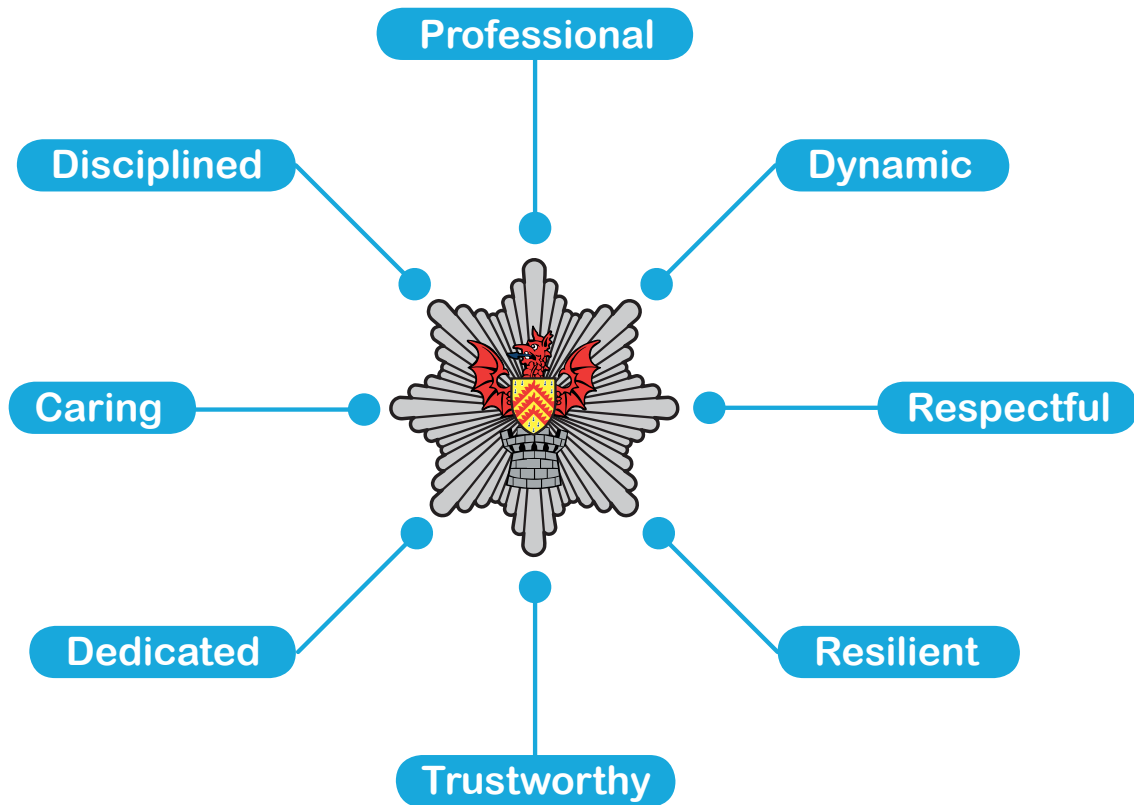
Mental Health Strategy

2018-2021



Removing the Stigma
Striving for Change

We are South Wales Fire and Rescue Service



In our commitment to serving the communities of South Wales it is important to look after staff wellbeing.



Employee Assistance Programme



We're supporting
time to change
let's end mental health discrimination



GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol Caerdydd a'r Fro
Cardiff and Vale University Health Board

don't suffer in silence



paid â dioddef yn ddistaw



The Fire Fighters Charity

Our current initiatives

Confidential advice and Support from the Occupational Health Unit

Employee Assistance Programme –
Care First

Mind Blue Light Mental Health Champions and Line Manager training

The Post Critical Incident Support Initiative

Specialist Services
UHW Psychiatry Services

Counselling Services

Colleague Support Team

Education and Awareness

- Focus on Health & Safety
- Staff Magazine/Intranet
- Union Learning Fund
- Self-help books

Health and Fitness

Fire Fighters Charity

Representative Bodies

Chaplaincy



Employee Assistance Programme

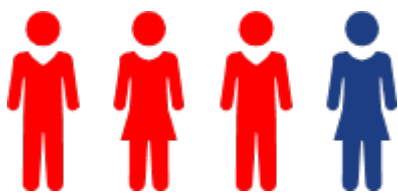


We're supporting

time to change

let's end mental health discrimination

Why is this necessary? Some important facts



1 in 4

people will experience a mental health problem in any given year¹

20% of respondents believe that the proportion of the population faced by mental health problems is 1 in 10 or lower.⁶

During the last parliament, funding for mental health services in England was cut, in real terms, by 8.25% - that's almost

£600 million



By 2020 mental ill health related problems will be second to heart disease (World Health Organization)

It is estimated that
only 25%



of people with mental health problems receive support each year.



57 million

prescriptions for antidepressants were administered at a cost to the NHS of over £262 million – an increase of 46% since 2012²

50%

of people wait over 3 months for talking therapies and over 105,000 people spent time in hospital because of their mental health⁴



Around 5,140 people

took their own lives in England and Wales in 2013, an average increase of 4% since 2012 with a 23% rise in Wales⁵



The overall cost of mental health problems in Wales is an estimated £7.2 billion a year. (Mental Health Research Network (2009))

The World Health Organisation and the World Psychiatric Association believe that stigma is one of the greatest challenges facing people with mental health problems. (World Health Organization (2001))

¹ Adult Psychiatric Morbidity Survey 2007 (England)

² Health and Social Care Information prescribing reports 2014

³ The Mental Health Policy Group (2014) Improving England's Mental Health: The first 100 days and beyond

⁴ Mental Health Minimum Dataset (MHMD) Annual Report 2013-14

⁵ The Office for National Statistics. Suicides in the United Kingdom: 2013

⁶ Survey of public attitudes towards mental health, ORS on behalf of Time to Change Wales 2016



Employee Assistance Programme



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Looking to the Future

It is a time for ambition – to look ahead and ask fundamental questions about what the future can and should look like for everyone with a mental health problem.

In partnership with MIND Blue Light we will be there for everyone needing support for their mental health; whoever you are, wherever you are.

Programmes - we will:

- Ensure every employee has the opportunity to talk about mental health and where they can get help.
- Enhance the resources available to ensure effective signposting and to empower employees to access mental health self-help resources, online and offline.
- Ensure relevant policies and procedures reflect best practice with regard to mental health.
- Provide effective, externally recognised, approaches in the prevention and early intervention of mental health.

Resources - we will:

- Secure funds for our mental health work.
- Build strategic partnerships with mental health organisations, campaigns and specialist services.
- Develop on-line mental health support content.

People - we will:

- Establish a Health & Wellbeing Group to support the implementation of the strategy.
- Empower staff to value the importance of self-care to promote positive mental health in the workplace.
- Work to promote the Service as a positive mental health workplace.
- Recognise the importance of mental health training across the Service, working with Line Managers

Reputation - we will:

- Demonstrate, through experience, the positive impact our work has on the mental health of our employees.
- Champion publicly our work and the role we play in support of, and improvement of, mental health.
- Explore with employees creative and expressive ways to increase awareness of mental health and reduce mental health stigma.
- Involve employees as consultants to ensure the strategy remains relevant to their needs.



Employee
Assistance
Programme



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Our work for 2018-2021

Between 2018 and 2021, we will work across the following areas

1 Services and Support

In developing and publishing this strategy, we are setting out our approach to embedding mental health support right across our work.

We believe that mental health should not be a barrier to employees having the chance to succeed.

The Service is committed to taking a leading approach to mental health that gives our employees the confidence, willingness and ability to respond to individual needs.

We aim to lead by example, actively promoting good mental health and self-care throughout the Service. In this way, we aim to give mental health the same importance as physical health – a “parity of esteem”. We also believe we can play a positive role in helping to reduce the stigma associated with mental health and improve the conversations, language and interactions with and between employees.

But we can’t do this alone. That is why we are committed to working in partnership with MIND Blue Light.

2 Empowering Choice

We want everyone to have access to high quality mental health information that suits them.

We want everyone to feel empowered to navigate what can be a complex journey through mental health services.

We want to see increased and sustainable funding for these vital services.

Building on knowledge and learning we will establish a group of mental health champions who will positively challenge stigma around mental health and provide a confidential, informal support mechanism for all members of staff.

3 Social Participation

There has been huge improvements in public attitudes and behaviour towards people with mental health problems. We wish to continue to build on this platform within the Service.

We want people with mental health problems to have better experiences and results when using all types of services and support. In doing so, we will work with partners who provide services, information and support.

We want more and more people to be able to share their experiences.



Employee
Assistance
Programme

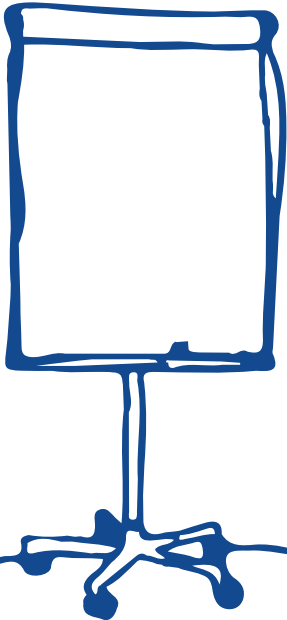


Our work for 2018-2021

4

Removing Inequality

People who experience mental health problems can often face other forms of discrimination, for example, because of their race, religion or sexuality. These multiple disadvantages can make accessing appropriate services and support even more challenging. We will speak out on these issues across all our areas of work.



5

Staying Well - What you can do

- Learn to recognise your own early warning signs
- Make time for a short period of relaxation every day
- Participation in regular physical activity can also help
- Manage your time effectively. Cut out time wasting and establish priorities
- Learn to say "no". It is easy to find yourself with too much to do because you take on too much.
- If you feel you have insufficient challenges in your life, set yourself some new goals – ones that are realistic and achievable.
- It is not a sign of weakness to ask for help. Other people can often be very helpful and give practical and useful advice. If you need help, turn to someone you trust or contact the sources of support available to you as an employee of the Service. Your own GP can also be a source of support at these times.
- Do not automatically think that because you may be experiencing mental health issues that the best course of action is sickness absence. This may be counterproductive and in many situations it is often helpful to keep active in work with the support of colleagues around you.

Making it happen

We cannot do this alone. To achieve our ambition we work in partnership with lots of people and organisations. We'll continue to do this in 2018-2021. We'll continue to work with partners from across the mental health sector.

Employee Assistance Programme,

Counselling and Information 0800 174319

www.mind.org.uk/news-campaigns/campaigns/bluelight



Employee
Assistance
Programme



We're supporting
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BRIGADE MANAGERS SALARIES AND NUMBERS SURVEY 2017

SUMMARY

The National Joint Council (NJC) for Brigade Managers of Local Authority Fire & Rescue Services issued a report on the findings of the survey in January 2018, a copy of the report is attached at Appendix 1.

The survey asked Authorities to provide information relating to pay, covering basic salary and gross total pay, and salary schemes in use for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates.

The survey also collected information on working status and some personal characteristics of these officers.

RECOMMENDATION

That Members note the content of the Brigade Managers salaries and Numbers Survey 2017.

1. BACKGROUND

- 1.1 The annual salaries and numbers survey was sent to all UK Chairs and Clerks of Fire & Rescue Authorities in May 2017. The survey asked Authorities to provide information relating to pay, covering basic salary and gross total pay, and salary schemes in use for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates.
- 1.2 The survey also collected information on working status and some personal characteristics of these officers.
- 1.3 The National Joint Council (NJC) for Brigade Managers of Local Authority Fire & Rescue Services issued a report on the findings of the survey in January 2018, a copy of the report is attached at Appendix 1.

2. ISSUES

- 2.1 It has been three years since the survey was last conducted so any comparisons between the findings in both years should be treated with caution as the personnel covered will have changed over that time and because there are fewer Fire & Rescue Authorities since the merger of Dorset and Wiltshire and Swindon Fire & Rescue Services.

- 2.2 The number of Brigade Manager posts' found by the survey was 48 Chief Fire Officers, 39 Deputy Chief Fire Officers, and 72 Assistant Chief Fire Officers. Of these, one post at Chief Fire Officer level, two at Deputy level, and 11 at Assistant level, were non-operational. These figures reflect a sharing arrangement between two Fire & Rescue Services which slightly lowers the overall number of Brigade Managers.
- 2.3 In 2017 the average basic pay for Chief Fire Officers was £137,623, and their gross total pay was £139,970, on average Deputy Chief Fire Officers' average basic pay was £113,320, and their average gross total pay was £113,320. For Assistant Chief Fire Officers the average basic pay was £102,026, with average gross total pay of £102,889.
- 2.4 Average basic pay for Chief Fire Officers increased by 4% since the survey was last conducted in 2014. However, it should be noted that this increase is due to the combined effects of the merger of Dorset and Wilshire Fire & Rescue Services, and some turnover in employment since the last survey. The basic pay for Deputies went up by 1.9% on average, and for Assistant Chief Fire Officers there was an increase of 0.04%. The increases in average gross total pay were 2.5% for Chief Fire Officers, 0.1% for Deputies, and for Assistant Chief Fire Officers there was a decrease of 2.9% since 2014.
- 2.5 There were three female Chief Fire Officers in 2017, five Deputy Chief Fire Officers, and 11 Assistant Chief Fire Officers.
- 2.6 There was little change in the number of Officers from minority ethnic backgrounds found in the 2017 survey, with none at Chief or Deputy Chief Fire Officer level, and two at Assistant Chief Fire Officer level.

3. FINANCIAL IMPLICATIONS

- 3.1 None

4. EQUALITY RISK ASSESSMENT

- 4.1 The Survey is for information purposes only.

5. RECOMMENDATION

- 5.1 That Members note the content of the Brigade Managers Salaries and Numbers Survey 2017.

| | |
|--|---|
| Contact Officer: ACO Mark Malson Acting Director of People Services | Background Papers: Appendix 1 – Brigade Managers Report 2017 |
|--|---|

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Employers' Secretary, Simon Pannell
Local Government House, Smith Square
London, SW1P 3HZ
Telephone 020 7664 3188
e-mail: firequeries@local.gov.uk

Staff Side Secretary, Andy Hopkinson
9 -11 Pebble Close
Amington
Tamworth
Staffordshire
B77 4RD
Telephone 01827 302300

**NATIONAL JOINT COUNCIL
FOR BRIGADE MANAGERS OF
LOCAL AUTHORITY
FIRE AND RESCUE SERVICES**

**To: Chairs of Fire Authorities
Chief Fire Officers
Clerks to Fire Authorities
Directors of Human Resources
Members of the National Joint Council**

17th January 2018

Dear Sir/Madam

Brigade Managers Pay Survey 2017

1. You will be aware that the NJC, normally on an annual basis, conducts a survey of FRAs covering a number of issues relating to those in Brigade Manager roles:
 - (a) Pay
 - (b) Gender
 - (c) Ethnic origin
 - (d) Age
 - (e) Use of Gold Book pay rates by FRAs who do not employ Brigade Managers on Gold Book terms and conditions
2. A number of authorities have said they would find it helpful for feedback to be issued to authorities and it has been decided to do so from now on.
3. A report of the most recent survey is attached.
4. Any queries arising from the report should be directed to firequeries@local.gov.uk.

Yours faithfully,

SIMON PANNELL
ANDREW HOPKINSON
Joint Secretaries

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NJC for Brigade Managers Salaries and Numbers Survey 2017

July 2017



To view more research from the Local Government Association's Research and Information team please visit: <http://www.local.gov.uk/local-government-intelligence>

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Summary

Background

The annual salaries and numbers survey was sent to all UK chairs and clerks of fire authorities in May 2017. The survey asked authorities to provide information relating to pay, covering basic salary and gross total pay, and salary schemes in use for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates. The survey also collected information on working status and some personal characteristics of these officers.

A copy of the survey form is provided in Annex A.

Key findings

- It has been three years since the survey was last conducted so any comparisons between the findings in both years should be treated with caution as the personnel covered will have changed over that time and because there are fewer fire authorities since the merger of Dorset and Wiltshire and Swindon Fire and Rescue Services.
- The number of brigade manager posts found by the survey was 48 chief fire officers, 39 deputy chief fire officers and 72 assistant chief fire officers. Of these, one post at chief fire officer level, two at deputy level and 11 at assistant level were non-operational. These figures reflect a sharing arrangement between two Fire and Rescue Services which slightly lowers the overall number of brigade managers.
- In 2017 the average basic pay for chief fire officers was 137,623 and their gross total pay was £139,970, on average. Deputy chief fire officers' average basic pay was £113,320 and their average gross total pay was £113,320. For assistant chief fire officers it was the average basic pay was £102,026 with average gross total pay of £102,889.
- Average basic pay for chief fire officers increased by four per cent since the survey was last conducted in 2014, however, it should be noted that this increase is due to the combined effects of the merger of Dorset & Wiltshire Fire and Rescue Services and some turnover in employment since the last survey. The basic pay for deputies went up by 1.9 per cent on average and for assistant chief fire officers there was an increase of 0.04 per cent. The increases in average gross total pay were 2.5 per cent for chief fire officers, 0.1 per cent for deputies and for assistant chief fire officers there was a decrease of 2.9 per cent since 2014.
- There were three female chief fire officers in 2017, five deputy chief fire officers and 11 assistant chief fire officers.
- There was little change in the number of officers from minority ethnic backgrounds found in the in 2017 survey, with none at chief or deputy chief fire officer level and two at assistant chief fire officer level.

Methodology

Survey Response

The survey was conducted via email, a copy of the form in an excel spreadsheet was sent to chairs and clerks of fire authorities and copied to chief fire officers in May 2017. Reminders were sent in June. A copy of the survey form and notes of guidance is available in Annex A.

All 49 fire authorities took part in the survey giving a response rate of 100 per cent, however it should be noted that the Isle of Wight has a joint arrangement whereby they share their brigade managers with Hampshire and so these fire authorities provided a joint response. There was one fewer respondent in the 2017 survey compared to 2014 due to the merger of the Dorset and Wiltshire and Swindon fire authorities.

Survey Findings

Number of posts

The survey found a total of 48 chief fire officer posts in 2017 which reflects the change in the number of fire authorities since 2014 when there were 50 and the fact that the Isle of Wight and Hampshire are sharing a chief fire officer. There was a larger fall in the number of deputy chief fire officer posts which has reduced to 39 from 47 in 2014, and among assistant chief fire officers whose numbers decreased from 91 in 2014 to 72 in 2017. A full breakdown of these findings is shown in Table 1.

Of these posts, two at chief fire officer level, three at deputy chief fire officer level and three at assistant chief fire officer level were vacant at the time of the survey.

Table 1: Number of posts in 2014 and 2017

| Population Band | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|-----------------|--------------------|------|---------------------------|------|------------------------------|------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| 1 | 6 | 3 | 6 | 3 | 6 | 1 |
| 2 | 24 | 24 | 24 | 20 | 35 | 34 |
| 3 | 11 | 11 | 9 | 9 | 21 | 14 |
| 4 | 8 | 9 | 7 | 5 | 21 | 18 |
| London | 1 | 1 | 1 | 2 | 8 | 5 |
| Total | 50 | 48 | 47 | 39 | 91 | 72 |

Base = All respondents (50 in 2014, 48 in 2017)

There was a reduction in the number of non-operational posts at chief fire officer level which went down to one in 2017 from two in 2014, and there was also one fewer non-operational post at deputy chief fire officer level, which decreased from three to two. Non-operational posts at assistant chief fire officer level increased by one to 11. These figures are shown in Table 2.

Table 2: Number of non-operational posts in 2014 and 2017

| | 2014 | 2017 |
|------------------------------|------|------|
| Chief Fire Officer | 2 | 1 |
| Deputy Chief Fire Officer | 3 | 2 |
| Assistant Chief Fire Officer | 10 | 11 |

Base = All respondents (50 in 2014, 48 in 2017)

Pay

Chief fire officers in fire and rescue services received an average basic pay of £137,623 in 2017, this is an increase of four per cent since 2014 when the average basic pay was £132,349. For deputy chief fire officers, average basic pay increased by 1.9 per cent from £111,238 in 2014 to £113,320 in 2017. The average basic pay of assistant chief fire officers increased by 0.04 per cent from £101,594 in 2014 to £102,026 in 2017. A full breakdown of average basic pay in fire and rescue services is shown in Table 3.

Table 3: Average basic pay in 2014 and 2017

| Population Band | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|--------------------|--------------------|---------|---------------------------|---------|------------------------------|---------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| 1 | 98,060 | 110,954 | 90,359 | 94,446 | 80,819 | 91,830 |
| 2 | 133,181 | 131,423 | 105,214 | 105,704 | 92,971 | 94,535 |
| 3 | 138,208 | 143,834 | 122,374 | 119,560 | 95,869 | 100,272 |
| 4 | 151,556 | 150,386 | 127,129 | 131,317 | 114,318 | 113,091 |
| Total (inc London) | 132,349 | 137,623 | 111,238 | 113,320 | 101,594 | 102,026 |

Base = All respondents (50 in 2014, 48 in 2017)

The average gross total pay of chief fire officers in all fire and rescue services was £139,970 in 2017, this figure has increased by 2.5 per cent since 2014 when it was £136,577. Deputy chief fire officers saw a much smaller increase in their average gross total pay of 0.1 per cent, taking them to £114,761. Assistant chief fire officers gross total pay decreased by 2.9 per cent from £105,987 on average in 2014 to £102,889 in 2017. A full breakdown of average gross total pay by population band in fire and rescue services is shown in Table 4.

Table 4: Average gross total pay in 2014 and 2017

| Population Band | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|--------------------|--------------------|---------|---------------------------|---------|------------------------------|---------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| 1 | 103,091 | 113,454 | 92,598 | 94,446 | 80,819 | 91,830 |
| 2 | 136,106 | 133,633 | 108,246 | 108,005 | 95,559 | 95,708 |
| 3 | 139,405 | 144,709 | 122,374 | 120,554 | 97,122 | 100,498 |
| 4 | 163,785 | 155,108 | 137,747 | 131,565 | 125,977 | 114,150 |
| Total (inc London) | 136,577 | 139,970 | 114,653 | 114,761 | 105,987 | 102,889 |

Base = All respondents (50 in 2014, 48 in 2017)

The overall number of officers in receipt of additional pay, such as car allowances and flexi-duty/standby allowance, was 33 in 2017, which is a decrease of 38 per cent since 2014 when there were 54 officers receiving additional pay. At chief fire officer level there were 12 receiving additional pay - a decrease of three since 2014. At deputy chief fire officer level there were 12 officers receiving additional pay, which is two fewer than in 2014. At assistant chief fire officer level there were nine receiving additional pay, which was a decrease of 16 since 2014. A breakdown of these findings is shown in Table 5.

Table 5: Number of officers in receipt of additional pay in 2014 and 2017

| | 2014 | 2017 |
|------------------------------|-------------|-------------|
| Chief Fire Officer | 15 | 12 |
| Deputy Chief Fire Officer | 14 | 12 |
| Assistant Chief Fire Officer | 25 | 9 |
| All | 54 | 33 |

Base = All respondents (50 in 2014, 48 in 2017)

Respondents were also asked to indicate where they were paying officers on scales rather than on a single point salary. There were 11 authorities using scales in 2017, up from nine in 2014.

Of the authorities using multi-point scales two in 2014 and three in 2017 claimed to be paying the affected officers using the national pay agreement. It is likely that they apply the nationally agreed pay award as opposed to adhering to the use of single point pay scales.

Workforce characteristics

All information on gender, ethnicity and age relates to postholders in respondent authorities so the findings can be affected by survey non-response or vacancies at the time the survey was conducted. There were a greater number of posts in 2017 where this information was not provided compared to 2014.

There were two female chief fire officers in 2014, both of which were non-operational posts, and three female chief fire officers in 2017, one of which was non-operational. At deputy chief fire officer level the number of females reported decreased from six in 2014 to five in 2017. Two of these were non-operational posts in both years. The number of female assistant chief fire officers reported in 2017 was six, compared to 11 in 2014. In both years four of these were non-operational. These findings are shown in Table 6.

Table 6: Number of officers by gender in 2014 and 2017

| Gender | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|--------|--------------------|------|---------------------------|------|------------------------------|------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| Male | 47 | 42 | 41 | 30 | 66 | 60 |
| Female | 2 | 3 | 6 | 5 | 11 | 6 |
| Total | 49 | 45 | 47 | 35 | 77 | 66 |

Base = All respondents (50 in 2014, 48 in 2017)

The survey found no chief fire officers or deputy chief fire officers from a minority ethnic background in either 2014 or 2017. Among assistant chief fire officers one was from a minority ethnic group in 2014 and two in 2017. A full breakdown of these figures is shown in Table 7.

Table 7: Number of officers by ethnic background in 2014 and 2017

| Ethnic Background | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|------------------------------|--------------------|------|---------------------------|------|------------------------------|------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| White | 48 | 42 | 47 | 33 | 74 | 57 |
| Mixed | 0 | 0 | 0 | 0 | 0 | 1 |
| Asian / Asian British | 0 | 0 | 0 | 0 | 1 | 1 |
| Black / Black British | 0 | 0 | 0 | 0 | 0 | 0 |
| Chinese / Other Ethnic Group | 0 | 0 | 0 | 0 | 0 | 0 |
| Not known | 1 | 2 | 0 | 2 | 2 | 5 |
| Total | 49 | 44 | 47 | 35 | 77 | 64 |

Base = All respondents excluding those in Scotland (50 in 2014, 48 in 2017)

Among brigade managers in general the most common age groups were 45-49 and 50-54 – this was true in both 2014 and 2017.

At chief fire officer level there were seven and eight officers in the 55+ age group in 2014 and 2017 respectively, 21 and 17 in the 50-54 age group in 2014 and 2017 respectively, 20 and 17 in the 45-49 age group in 2014 and 2017 respectively, and one

and two in the 40-45 age group in 2014 and 2017 respectively. There were no chief fire officers below this age group in either years.

At deputy chief fire officer level there were four who were over 55 in 2014 and two in 2017, 18 in the 50-54 age group in 2014 and 13 in 2017, 18 in the 45-49 age group in 2014 and 14 in 2017, seven in the 40-45 age group in 2014 and five in 2017. There were no deputy chief fire officers below these ages in either years.

At assistant chief fire officer level there were seven officers who were 55 or over in 2014 but six in 2017, 30 in the 50-54 age group in 2014 and 24 in 2017. The number of officers in the 45-49 age group increased from 25 in 2014 to 27 in 2017, there were 11 in the 40-44 age group in 2014 and seven in 2017 and at ages 39 and below there were four in 2014 and two in 2017.

It should be noted that there were fewer responses containing age data in 2017 compared to 2014, which would account for the apparent decrease in the numbers of officers at the different age ranges. A full breakdown of these findings is shown in Table 8.

Table 8: Number of officers by age in 2014 and 2017

| Age Group | Chief Fire Officer | | Deputy Chief Fire Officer | | Assistant Chief Fire Officer | |
|-----------|--------------------|------|---------------------------|------|------------------------------|------|
| | 2014 | 2017 | 2014 | 2017 | 2014 | 2017 |
| Up to 39 | 0 | 0 | 0 | 0 | 4 | 2 |
| 40-44 | 1 | 2 | 7 | 5 | 11 | 7 |
| 45-49 | 20 | 17 | 18 | 14 | 25 | 27 |
| 50-54 | 21 | 17 | 18 | 13 | 30 | 24 |
| 55+ | 7 | 8 | 4 | 2 | 7 | 6 |
| Total | 49 | 44 | 47 | 34 | 77 | 66 |

Base = All respondents excluding those in Scotland (50 in 2014, 48 in 2017)

Terms and Conditions

The number of fire authorities using local pay rates has increased slightly from 24 in 2014 (48 per cent) to 27 (56 per cent) in 2017. There were no fire authorities in 2017 using local pay rates in population band 1, compared to one in 2014. However, the number has increased from 12 in 2014 to 13 in 2017 in population band 2, from eight to nine in population band 3 and from two to four in population band 4. A breakdown of these findings is shown in Table 9:

Table 9: Authorities using local pay agreements in 2014 and 2017

| Population Band | 2014 | 2017 |
|-----------------|------|------|
| 1 | 1 | 0 |
| 2 | 12 | 13 |
| 3 | 8 | 9 |
| 4 | 2 | 4 |
| London | 1 | 1 |
| Total | 24 | 27 |

Base = All respondents (50 in 2014, 48 in 2017)

Fire and rescue services were asked a series of questions about their use of NJC (Gold Book) terms and conditions when setting contracts of employment and salary levels. Among the 48 respondent fire authorities 39 applied NJC terms and conditions when setting the contracts of employment for their chief fire officers, 34 did so for their deputy chief fire officers and 33 used them for their assistant chief fire officers. Among the latter two groups there were six authorities who did not employ officers within these roles. These findings are shown in Table 10.

Table 10: Terms and conditions of brigade managers

| Role | Apply NJC | Do not apply NJC | Sample size |
|------|-----------|------------------|-------------|
| CFO | 39 | 9 | 48 |
| DCFO | 34 | 8 | 42 |
| ACFO | 33 | 9 | 42 |

Base = All respondents (48)

In relation to basic salary levels 28 fire authorities reported that they determined their chief fire officer's basic salary levels in accordance with the guidance and minimum salaries set out in the NJC, this figure was slightly lower for deputies at 26 and lower again for assistant chief fire officers at 24. These figures are shown in Table 11.

Table 11: Determination of basic salary levels for brigade managers

| Role | Apply NJC | Do not apply NJC | Sample size |
|------|-----------|------------------|-------------|
| CFO | 28 | 20 | 48 |
| DCFO | 26 | 16 | 42 |
| ACFO | 24 | 18 | 42 |

Base = All respondents (48)

Those fire authorities who do not use the NJC guidance and minimum salaries were asked if they linked their local pay arrangement to the periodic pay awards agreed by the NJC, 13 did so for their chief fire officers and 11 linked to them for their deputies and assistant chief fire officers. A breakdown of these findings is shown in Table 12.

Table 12: Pay awards for brigade managers with non-NJC salaries

| Role | Link to NJC | Do not link to NJC | Sample size |
|-------------|--------------------|---------------------------|--------------------|
| CFO | 13 | 7 | 20 |
| DCFO | 11 | 5 | 16 |
| ACFO | 11 | 7 | 18 |

Base = Respondents who do not use the NJC guidance and minimum salaries (20)

With the exception of two, all fire authorities applied the same terms and conditions to all of their brigade managers. In those fire authorities one did not apply NJC terms and conditions to the contract of their deputy chief fire officer as it did for its other officers, and the other did not use the NJC guidance and minimum salaries to determine the salary of their chief fire officer but did for their other brigade managers.

Annex A

Survey form and notes of guidance

NATIONAL JOINT COUNCIL FOR BRIGADE MANAGERS OF LOCAL AUTHORITY FIRE & RESCUE SERVICES

SALARIES AND NUMBERS ANNUAL SURVEY 2017 NOTES FOR GUIDANCE

1. **Scope and timing of survey**

This survey relates to the salaries of brigade managers (i.e. Chief Fire Officers, Deputy Chief Fire Officers and Assistant Chief Fire Officers) at 1st May 2017. **Information from all brigades is required, including those who determine salaries without reference to the NJC pay levels.**

The minimum salary points for chief fire officers in 2017 is attached as *Appendix B page 6*.

2. **Population**

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

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

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

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

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

4. **Post**

Enter one of the following codes:

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

5. **Points**

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

6. **Non Operational Posts**

If the post is non-operational, i.e. non-uniformed, and only if the member of staff is employed on Gold Book terms and conditions please enter a 1 in this column.

7. **Actual Basic Salary**

Please enter the postholder's actual basic salary in whole pounds per annum as at 1st May 2017. (If the post was vacant at that date please enter the actual basic salary (or minimum point if there is more than one) and advise that it is vacant by entering a 1 in the Vacancies column). For part-time postholders please enter their actual salary and provide the full-time equivalent salary in the description column.

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

8. **Gross Total Pay**

Please enter the postholder's gross salary in whole pounds per annum as at 1st May 2017. Please leave blank if the post was vacant at that date and advise that it is vacant by entering a 1 in the Vacancies column. For part-time postholders please enter their actual salary and provide the full-time equivalent salary in the description column.

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

9. **Locally Agreed Pay Rates**

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

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

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

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

11. **Vacancies**

If the post was temporarily vacant at 1st May 2017 please insert the actual basic salary (or minimum point if there is more than one) in the column 'actual basic salary' and enter a 1 in this column. The gender, ethnic origin and age columns should then be left blank.

12. **Gender**

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

13. **Ethnic Origin**

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

White

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

background

Mixed

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

Other Ethnic Group

Q Arab
R Other Ethnic Group
S Not Known

Asian or Asian British

I Indian
J Pakistani
K Bangladeshi
L Chinese
M Any other Asian

Black or Black British

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

14. **Age**

Please enter the current postholder's age in years as at 1st May 2017.

15. **Description**

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

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

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

16. **Additional Questions**

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

APPENDIX B

**ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS
FROM 1st JANUARY 2016**

| | |
|----------------------------|-------------------------------------|
| Population band 1 | Up to 500,000 |
| Minimum rate of pay | £ 99,778* |
| Population band 2 | 500,001 to 1,000,000 |
| Minimum rate of pay | £ 99,778* |
| Population band 3 | 1,000,001 to 1,500,000 |
| Minimum rate of pay | £ 108,881 |
| Population band 4 | 1,500,000 and above (except London) |
| Minimum rate of pay | £ 119,668 |
| Population band 5 | London |
| Minimum rate of pay | £ 131,534 |

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

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



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FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2018/2019

SUMMARY

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

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

RECOMMENDATIONS

1. Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the 2018/2019 year to date.
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 and 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.
- 1.3 South Wales Fire & Rescue Authority has duly authorised Rhondda Cynon Taff Pensions Section to be its 'Scheme Administrator'. The Pensions Section administers all the relevant Public Sector Pension Schemes on behalf of South Wales Fire & Rescue Authority via a service level agreement.

2. ISSUES

- 2.1 Welsh Government issues regular communications to all Chief Fire Officers, Chairs and Clerks of Fire and 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 e-mails and circulars encompass a wide variety of issues and areas and as such there is a requirement that they are 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 2018/2019 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. FINANCIAL IMPLICATIONS

- 3.1 There are no financial matters to report at this time.

4. EQUALITY RISK ASSESSMENT

- 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 Members accept the Welsh Government (Firefighters' Pensions Scheme Circulars and e-mails) that have been received in the 2018/2019 year.
- 5.2 Members note the actions that have been implemented for each of the circulars.

| Contact Officer: | Background Papers: |
|---|---------------------------|
| ACO Mark Malson Acting Director of People Services | None |

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APPENDIX 1

HR & EQUALITIES COMMITTEE**WELSH GOVERNMENT CIRCULARS & E-MAILS – THE FIREFIGHTERS’ PENSION SCHEME (WALES)
2018/2019**

| NO | TITLE | DATE | SUMMARY | COMMENT |
|-----------------------|---|-------------|---|---|
| W-FRSC(2018)08 | Code of Practice on Workforce Matters – Annual Monitoring Exercise | 18 May 2018 | This circular concerns the Code of practice on Workforce Matters, more commonly known as the Two-Tier Code. The annual monitoring returns under that Code are now due. | This circular has been actioned by Mark Malson. COMPLETED |
| W-FRSC(2018)07 | Amendments to the 1992 and 2007 Firefighters’ Pension Schemes and the 2007 Compensation Scheme, covering eligibility for survivor benefits | 11 May 2018 | <p>The circular provides information about changes to benefits for certain survivors of deceased members of the various Firefighters’ pension schemes. These changes are reflected in the following instruments:-</p> <ul style="list-style-type: none"> The Firefighters’ Pension Scheme and Compensation Scheme (Wales) Amendment Order 2018 http://www.legislation.gov.uk/id/wsi/2018/577 | This circular has been forwarded to RCT Pensions for auctioning if there are affected cases. COMPLETED. |

| | | | | |
|--------------------------|---|---------------|--|---|
| | | | <p>and</p> <ul style="list-style-type: none"> The Firefighters' Pension Scheme (Wales) (Amendment) Regulations 2018 http://www.legislation.gov.uk/uk/wsi/2018/576 <p>both of which have now been made, and will come into force on 1 June, 2018. However, most of the changes have retrospective effect.</p> | |
| W-FRSC(2018)06 | Financial Arrangements for Firefighter Pensions – Top-Up Grant Forms 2018-2019 | 25 April 2018 | <p>This circular requests each Fire & Rescue Authority to complete the attached pension forms (FPF2 and FPF3), and confirm estimates already provided for 2018-19 (FPF1) by 20 June 2018.</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2016/17 (FPF3) and 2017/18 (FPF2) and interim payment for 2018-19 (FPF1).</p> | This circular has been actioned with forms FPF2 and FPF3 returned to Welsh Government. COMPLETED. |
| Circular NJC/3/18 | Inclusive Fire Service Group | 21 March 2018 | This circular sets out the NJC For Local Authority Fire & Rescue Services to initiate a national campaign covering the full range of the modern Firefighter role, and what the Fire Service does in order | For information only. |

APPENDIX 1

| | | | | |
|-----------------------|--|--------------|---|---|
| | | | to inform perception and information on recruitment requirements. | |
| W-FRSC(2018)03 | Public Service Pension Indexation and Revaluation 2018 | 2 March 2018 | This circular informs you of the increase in Public Service Pension Indexation and Revaluation which will take effect from 9 April 2018. | This circular has been forwarded to RCT pensions for actioning. COMPLETED |
| W-FRSC(2018)02 | Firefighters' Pensions – Employee Contribution Rates 2018-19 | 28 Feb 2018 | This circular reminds FRAs of changes to employee contribution rates from 1 April 2018 (as set out in Circular W-FRSC(2015)10 issued on 21 April 2015) | This circular was sent to RCT pensions for actioning. COMPLETED |
| W-FRSC(2018)01 | Firefighters' Pension Schemes (Wales) – GMP Indexation and Equalisation: Impact on calculations using actuarial factors | 2 Feb 2018 | This circular provides a link to the UK Government announcement extending the interim solution announced in 2016 in relation to GMP indexation and equalisation to 2021. It also outlines the impact on Firefighter pension calculations which use actuarial factors. | This circular has been forwarded to the Service's Treasurer and RCT pensions for actioning. COMPLETED |

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3. RECENT ACTIVITY AND PROGRESS

3.1 Effective stakeholder engagement with key partners, namely:-

- TC Consult – Project Managers/Employers Agent
- ISG – Appointed Contractor
- SJS Fire – Specialist CFBT Design Consultant

3.2 TC Consult were appointed to oversee the process in order to protect the interest of the Service, and to ensure value for money. This has ensured a robust design, improved cost certainty, and a full technical design specification.

3.3 ISG are due to commence the construction of the CFBT facility on 9 July, 2018.

3.4 There is an anticipated construction period of 42 weeks, with a proposed completion date of May 2019. Following completion of the build we will commence a robust piloting and commissioning period to ensure the facility is fit for purpose. Following this period of testing the expected 'go live' date will be July 2019.

3.5 ISG will manage and develop the facility, together with their appointed external suppliers, Haagen in Holland. Haagen provide the advanced technical smoke treatment unit to ensure emissions are to environmental planning conditions. Each element has been market tested to ensure performance requirements are met and costs are managed.

4. GOVERNANCE STRUCTURE OF CFBT PROJECT

4.1 The following programme of work has now been completed to ensure appropriate governance:-

- Bi-weekly meetings for all stakeholders
- Project Management Monthly reports for TC Group
- Maintenance of Risk Register
- Design team sign off on all key decisions through a collaborative approach
- Timeline of key dates for wider scrutiny
- Regular update to Executive Leadership Team and Project Board

4.2 The Compartment Fire Behaviour Training Programme Design team consisted of:-

- South Wales Fire & Rescue Service and Babcock, its Private Finance Initiative (PFI) partner
- TC Consult – Project Managers and Employers Agent – whose role is to administer the contract and protect the interests of the Service
- ISG – Appointed contractor
- Lawray – Appointed architect, and now novated across to ISG
- Damien Barry – Planning advisor
- SJS – Steve Smith, Lead Specialist Compartment Fire Behaviour (CFB) Consultant

5. THE WAY FORWARD

5.1 Construction phase to commence imminently.

5.2 Preparing for the procurement of the facilities management element of the facility.

6. FINANCIAL IMPLICATIONS

6.1 ISG have provided the Service with a final projected build cost.

7. EQUALITY RISK ASSESSMENT

7.1 There are no Equality Risk Assessment issues arising as a result of this report.

8. RECOMMENDATION

8.1 That Members consider the contents of the report.

| Contact Officer: | Background Papers: |
|---|---------------------------|
| AM Ian Greenman Head of Training & Development | None |

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ALL WALES OPERATIONAL ASSURANCE PEER REVIEW REPORT 2017-18

SUMMARY

This report provides SWFRS FRA with the final All Wales Operational Assurance Peer Assessment Report 2017-18

RECOMMENDATION

Members note the contents of SWFRS Operational Assessment Report and note that an action plan is being developed to review the Areas of Development for Training & Development and Community Risk Management.

1. BACKGROUND

- 1.1 The All Wales Operational Assurance (AWOA) process has completed the peer assessment team visits of SWFRS. This took place from the 20th – 22nd March 2018 and the peer assessment comprised of officers from Mid & West Wales FRS and North Wales FRS.
- 1.2 This was a constructive and supportive process with the central aim of helping SWFRS highlight areas of improvement and good practice. It was not an inspection but did award rating score per category; however, it was undertaken from the viewpoint of a critical friend ensuring continuous improvement.
- 1.3 Descriptors (Developing, Established or Advanced) were used to help FRAs to provide evidence in their self-assessment and therefore provide a narrative of how they judged their performance. They acted as a general guide for the assessor to assess each key area of enquiry.
- 1.4 The peer assessment team reviewed evidence and interviewed various members of staff and partners during the visit to establish if the self-assessment descriptor for each area was an accurate assessment of current performance.

2. ISSUE

- 2.1 Principal Officers and the Chief Fire Officer decided on the Key Areas of Assessment that they required the Peer Assessment Team to review. They were:-

- Training & Delivery
- Community Risk Management

- 2.2 The Lead Assessor was GM Paul Scott from NWFRS
- 2.3 ACFO Prendergast and ACFO Thomas received verbal feedback on the final day of the peer assessment visit and accepted the findings of the peer assessment team.
- 2.4 The final written report has been shared and discussed with SMT. The areas for development will be reviewed and actioned by the relevant departments over the next three months.

A summary of the two areas is included below:

| Self-Assessment Rating | PAT Assessment Rating | Self-Assessment Rating | PAT Assessment Rating |
|-----------------------------------|-----------------------|----------------------------------|-----------------------|
| Training & Development | | Community Risk Management | |
| 7.1 Established | Established | 5.1 Advanced | Established |
| 7.2 Established | Established | 5.2 Advanced | Established |
| 7.3 Established | Advanced | 5.3 Established | Established |
| 7.4 Established | Advanced | | |

- 2.5 The full final report is included in Appendix 1.
- 2.6 The lead officers and lead assessors will meet in June to review lesson learnt from this process and consider improvements to the All Wales Peer Assessment Process. This will include best practice from the process that has commenced in England. AM Kibblewhite is liaising with Staffordshire FRS and Hereford and Worcester FRS in August to progress this.

3. FINANCIAL IMPLICATIONS

- 3.1 The costs associated with accommodation and welfare for the Peer Assessment visits and were borne by each FRS.

4. EQUALITY RISK ASSESSMENT

- 4.1 Not required as part of this process.

5. RECOMMENDATION

5.1 Members note the completion of peer assessment visit and the final report.

| Contact Officer: | Background Papers: |
|--|--|
| Alison Kibblewhite Head of Risk Reduction | Appendix 1 - South Wales FRS Peer Assessment Report 2017- 18 |

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Gwasanaeth Tân ac Achub
Fire and Rescue Service

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

GWASANAETH TÂN AC ACHUB
Canolbarth a Gorllewin Cymru
Mid and West Wales
FIRE AND RESCUE SERVICE

APPENDIX 1

ALL WALES OPERATIONAL ASSURANCE PEER ASSESSMENT REPORT 2017-2018

SOUTH WALES FIRE AND RESCUE AUTHORITY

Key Areas of Assurance

1. Training and Development
2. Community Risk Management

Report Author: Group Manager Paul Scott

Date 10th May 2018

BACKGROUND

The All Wales Operational Assurance (AWOA) process will focus on leadership, governance, and financial planning, and how the FRS delivers outcomes for the communities it serves.

This should be a constructive and supportive process with the central aim of helping FRS's in Wales highlight areas of improvement and good practice. It is not an inspection but does award rating score per category; however it is undertaken from the viewpoint of a critical friend ensuring continuous improvement.

Descriptors (Developing, Established or Advanced) are used to help FRAs to provide evidence in their self-assessment and therefore provide a narrative of how they judge their performance. They act as a general guide for the assessor to assess each key area of enquiry.

Exemplars of notable practice are designed to provide the FRA and peer review teams the opportunity to highlight areas of notable practice which can be shared with other fire and rescue authorities.

SUMMARY

This report identifies the significant findings of the Peer Assessment Team (PAT) during its visit to South Wales Fire and Rescue Service (SWFRS) from 20th - 22nd March 2018. The PAT consisted of 6 team members:

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| Stuart Millington | Senior Operations Manager (AM) | NWFRS |
| Paul Scott (Team Leader) | Head of Community Safety (GM) | NWFRS |
| Gail Smith | Group Manager, County Command | MAWFRS |
| Simon Bromley | Professional and Service Standards Team Member (SM) | NWFRS |
| Emyr Thomas | Station Manager, Operational Risk | MAWFRS |
| Kelly Goswell-Parry | Service Standards Admin Assistant | NWFRS |

The team split into two, one team based at Cardiff Gate Training Centre, and one at Headquarters Llantrisant.

The team based at Cardiff Gate assessed the return for Training and Development (T&D); they conducted eight interviews and held four focus groups.

The team based at headquarters assessed the return for Community Risk Management (CRM) they conducted 11 interviews and held two focus groups at fire stations.

The PAT was made to feel very welcome by all staff members that it engaged with and would like to thank SWFRS for its hospitality. The overall view of the combined PAT was that all staff members with whom they engaged during the visit were extremely dedicated, professional and committed to delivering the very best service to the residents of South Wales.

Key Area of Assurance - Training & Development – How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

Question area (KAA Focus)

7.1- Does the FRA have clearly defined and effective policies to take account of its training, development and assessment responsibilities?

The organisation :

- Has clearly defined training, development and assessment policies to deliver the outcomes of its plans and strategies.
- Takes the National Framework, health and safety requirements and relevant national guidance into account when developing policies. The policies include all the fundamental components of IPDS: National Occupational Standards, development programmes, workplace assessment, personal development records, awards, continual professional development and maintenance, and assessment development centres.

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- Corporate Policy 02 – Our People recognises the importance of a well trained workforce. The policy sets out the SWFRS strategy for ensuring its workforce is well trained to work effectively and safely.
- Training and Development has well established guidance documents relating to the delivery of training i.e. T&D 02.002 Breathing Apparatus, T&D 02.006 Road Traffic Collisions
- Training and Development guidance documents clearly set out the development programme, maintenance of skills, workplace assessment and recording of activities in employee's online training records.

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- The PAT was unable to locate, or be provided with, the Service's corporate policy for the delivery of training during the assessment. The policy was located and forwarded to the PAT following the assessment. Raising awareness amongst staff members of the Corporate Policy – 02 Our People' would be beneficial.
- Policies relating to people development were not made available to the Peer Assessment Team. These policies may be written or under review but were not provided to the team.

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| <ul style="list-style-type: none"> • SWFRS plays an active role in the All Wales Assessment and Development Centres programme. | |
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SUMMARY OF PAT FINDINGS

SWFRS has a clear structure for its Organisational policies. The Corporate Policy 'Our People' is referenced by the guidance documents which relate to the various elements of training delivery. These documents are well written, easy to read and clearly detail the SWFRS approach to the provision, acquisition and maintenance of training for the workforce.

In contrast to the policies relating to the delivery of training, the policies relating to learning and development were not available. As stated in the Corporate Policy 02 – Our People SWFRS wants to develop and be recognised as a learning organisation. Whilst the team saw clear evidence of this when conducting interviews at the training centre and at stations, improvement in the policies and guidance documents relating specifically to Learning and Development would assist in the communication of the strategic direction.

The evidence provided is considered to demonstrate a level of performance that was consistent with the self-assessment undertaken by SWFRS. The PAT has assessed this KAA to remain as Established.

SWFRS Self-Assessment – Established
PAT Assessment – Established

Key Area of Assurance - Training & Development – How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

Question area (KAA Focus)

7.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities?

The Organisation

- Has an appropriate structure to ensure training, development and assessment is effective
- Ensures that clear responsibility exists for the planning, development, improvement and maintenance of training, development and assessment activities.
- Affords realistic training events (when providing operational training) that allow firefighters to use the tactics, procedures, techniques and equipment employed at incidents.
- Trains personnel to identify environments, activities and circumstances that may affect operational safety, to enable them to control risks consistently

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- The structure in place within Training and Development appears to be working well and is led strongly by the Area Manager who coordinates well-resourced teams responsible for their own area of expertise.
- There was clear evidence of responsibility for planning, development and improvement of training. There was evidence of training being delivered in accordance with National Operational Learning and Guidance.
- The Service provides excellent facilities for realistic training events at Cardiff Gate Training Centre. The existing facilities allow for realistic training across a broad range of activities i.e. working at height, BA and Incident Command. The

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- Very few line managers appear to hold an assessor qualification, yet are assessing crew members through their development to competent (D to C) process. There did not appear to be a system in place for observation of candidates at crew manager level by qualified assessors from station or central training. Whilst it is acknowledged that under SFJ there is no requirement for A1 / L20 assessors it would appear that there is a potential risk due to inexperience of some of those who are currently assessing D to C, without any legacy qualification or current assessor training.
- Non-qualified assessors are signing work which they have not observed. Whilst this conforms to the needs of the awarding body (Skills for Justice) the assessment team felt it presented a

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| <p>Training Centre provides a professional learning environment which would appear to assist the delivery of training.</p> <ul style="list-style-type: none"> • Members of staff interviewed at stations were positive about the standard of training delivery and the facilities available to them at the Training Centre. • The Incident Command School provided opportunities for multi-agency incident command training. The Environment Agency from across the border has utilised these facilities. • Although undergoing relocation and a period of change, the Control function appears to have a robust assessment and development framework, as well as assessor strategy. The provision of assessors to support this strategy appears to be as part of legacy assessor arrangements, rather than in support of the current requirements. | <p>risk to the Service in terms of the robustness of the assessment process. An example of this was provided whereby those in temporary roles who do not begin a D to C process were able to refer back to evidence from this period when achieving a substantive position. The assessor who approves this evidence may not have been in a position to observe the activities and therefore is only assessing the written accounts provided.</p> |
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SUMMARY OF PAT FINDINGS

The PAT found training and delivery to be very well resourced, with an effective management structure and strong leadership.

The Cardiff Gate training centre is professionally run and promotes a positive learning environment for delegates attending courses at the Centre. There appears to be a good working relationship with PFI partners Babcock.

The facilities available at the training centre are of a high standard and offer delegates the opportunity to undertake realistic training scenarios. The ISO9001 accreditation in place at the Training Centre ensures a quality management system for the courses delivered. Skills for Justice (SFJ) are SWFRS chosen provider of external accreditation for personnel undergoing development.

It is noted that SWFRS are further investing into the training centre with the construction of a BA training facility. Investment of this nature reinforces SWFRS dedication to the development and safety of their workforce.

The control room function appeared to have a strong structure for the assessment of competency by experienced assessors. This was not replicated for operational staff members. The current assessment framework allows for assessment by a line manager without giving regard to that line manager's experience. The assessment team were informed of crew managers that had recently completed their own 'development to competence' in a new role

who were already making assessment decisions on fellow crew managers. The team were also informed of line managers making assessment decisions on tasks which they had not observed and had occurred some months previously. Whilst the assessment team can see the benefit of streamlining the development to competent process to make completion more achievable, it was felt that an increased level of monitoring and standardisation would improve the system and lessen the risk to the Service. The assessment team feels that this area of the assessment would attract an advance status if the structure for learning and development within Operations was improved.

The evidence provided is considered to demonstrate a level of performance that was consistent with the self-assessment undertaken by SWFRS. The PAT has assessed this KAA to remain as Established.

SWFRS Self-Assessment – Established
PAT Assessment – Established

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Key Area of Assurance - Training & Development – How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

Question area (KAA Focus)

7.3 Has the FRA established effective plans, challenging targets, procedures and practices in relation to training, development and assessment?

The organisation:

- Has considered the National Framework and other relevant guidance when formulating their training, development and assessment plans
- Ensures that the correct resources have been allocated to meet their training, development and assessment requirements.
- Aligns training activities to organisational risk and subjects them to appropriate health and safety precautions.
- Factors realistic training into the overall training strategy and a suitable safety management system is in place to mitigate risk.

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- Whilst limited evidence was provided regarding the influence of the National Framework document on training strategy, there was significant evidence of other associated National Operational Guidance having been considered.
- SWFRS has a well-established exercise programme. There is good 'buy in' from station based managers responsible for the organisation of these exercises. Exercises are themed to reflect current operational issues such as the response to the outcomes from Grenfell and the instigation of high rise exercises.
- Training activities are aligned to

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- It appeared that the number of people whose primary function was to support personnel development was limited. The Service may benefit from a realignment of resources in this area.
- There appeared to be inconsistency in the levels of support and guidance provided to newly promoted Incident Commanders. An example was provided whereby an incident was dealt with by multiple crew managers who were all in development and were not shadowed by a competent Commander.

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| <p>operational risk and subjected to appropriate health and safety precautions. Venues used as part of the exercise programme are properly risk assessed.</p> <ul style="list-style-type: none"> • All Incident Commanders within SWFRS had attended an Incident Command course at the Training Centre. ICL levels 1 – 4 are delivered to Incident Commanders dependent on their role within the Service. It was noted that Senior Managers led by example, being amongst the first to be assessed in this process. | |
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SUMMARY OF PAT FINDINGS

The assessment team found clear evidence of positive training culture within the Service with good interaction between station-based personnel and the Centre. Station based managers had the support from the Centre to attend with their crews and make use of the facilities to undertake realistic training and appeared to do so on a regular basis.

SWFRS has a well-established exercise programme which provides good opportunities for Incident Commanders at various levels to be operationally assured. SWFRS uses a quarterly exercise calendar to record forthcoming exercises and allow Middle Managers to attend and ensure maintenance of their competencies.

The assessment team did have concerns regarding the monitoring of newly promoted Crew Managers at incidents. Whilst there is a system in place for a more senior manager to attend any incident being managed by a newly qualified Station Manager to provide shadowing, support and guidance, the same level of support did not appear to be in place for a newly qualified Crew Manager. The team were informed of a recent four pump incident at which all Crew Managers in charge of those appliances were in development.

The evidence provided is considered to demonstrate a level of performance that was higher than the self-assessment undertaken by SWFRS. The PAT has assessed this KAA to be Advanced rather than Established.

SWFRS Self-Assessment – Established
PAT Assessment – Advanced

Key Area of Assurance - Training & Development – How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

Question area (KAA Focus)

7.4 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving the performance of its training and development activities?

The organisation:

- measures and evaluates the effectiveness of its training and development activities, and addresses areas of under performance
- has a sound understanding of performance
- has arrangements in place for auditing and reviewing its training and development activities on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- The ODRT team measures and evaluates the effectiveness of activities at incidents. The ODRT team is available to attend incidents 24/7 and attends incidents of a particular nature from a pre-determined list according to Service requirements.
- The ODRT receives information from a variety of sources and is responsible for processing and interpreting this information.
- The ODRT Steering Group is effective in developing actions for members relating to the concerns arising from incidents or personnel and communicating these actions to the wider workforce. There appears to be good evidence that actions are tracked to ensure their completion. Crews are kept updated by email if they have raised points or by Safety Flash or

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- The assessment team found no significant areas for development.

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| <p>Procedural Alerts more generally.</p> <ul style="list-style-type: none"> • The Safety Flash procedure appears to work well. A recent Safety Flash was discussed with Training Centre staff members and was available at the station the assessment team visited. The station personnel had good knowledge of the Safety Flash in question. | |
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SUMMARY OF PAT FINDINGS

The process for gathering, sharing, acting on and disseminating information by the ODRT team is robust. The team attends incidents to carry out quality assurance of the work being carried out by SWFRS personnel. The ODRT team also deals with concerns raised by staff members on matters outside of operational incidents.

The assessment team found that the ODRT Steering group was a robust method for the allocating tasks to members in response to the areas of concern, and to monitor progress towards completion. Personnel raising any concerns with the ODRT team are kept informed of progress and receive feedback on outcomes upon completion. This may be via the issue of a Safety Flash or simply and email directly to the originator of the issue.

The evidence provided is considered to demonstrate a level of performance that was higher than the self-assessment undertaken by SWFRS. The PAT has assessed this KAA to be Advanced rather than Established.

SWFRS Self-Assessment – Established
PAT Assessment – Advanced

Key Area of Assurance – Community Risk Management - How well is the Authority identifying and prioritising the risks faced by the community?

Question area (KAA Focus)

5.1 Does the FRA have an effective Risk Analysis process that reflects the diverse nature of the community, and identifies and prioritises those most at risk through its strategic plan?

The organisation:

- Has established arrangements to gather and use statistical evidence and other relevant information to assess risk to the community, and develop appropriate prevention, protection and response options.
- Uses the FSEC toolkit or alternative approach
- Understands the diverse nature of the community it serves.
- Has taken the National Framework for Wales and other guidance into account when developing plans.

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- The service has well established arrangements to gather data from various sources. These include MOSAIC, Life Bid, WIMD, Exeter data and FSEC. When combined, all of this data can provide a richer picture of where the more 'at risk' in society reside.
- The address based risk register produced by collating the above data, exists but is only available upon request from the statistics department. There was evidence that certain Station Managers access the data but this is not consistent across the service.
- Work is progressing on creating a BFS risk database. The MIS system is being created in conjunction with WMFRS. Data will be fed into one shared system, the result being that higher risk properties will be more easily identifiable. This will allow the

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- The address based risk register, as referred to under the 'progress' section would benefit all stations when creating their Community Risk Management Plans. Consider providing this information across the board, as opposed to on request. This will enable stations to utilise information gathered to better target those who are at increased risk from fire.
- Whilst the significant levels of diversity within SWFRS communities are understood, the emphasis of the Equalities and Diversity Officer's role appears to have an inward focus and predominantly relates to recruitment and selection of a more diverse workforce. SWFRS could better utilise this post to assist staff members in engaging with diverse communities, often with complex needs, in order to provide a more inclusive service delivery outcome for all.

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| <p>BFS department to prioritise visits to commercial premises, informed by a greater number of risk factors.</p> <ul style="list-style-type: none"> • Evidence of SWFRS engaging with a diverse community is captured within auditing forms. Examples of targeted events focused on diverse communities in Cardiff were provided. There was clear evidence that staff members recognise that South Wales is a particularly diverse area of Wales. • There was evidence of FSEC data being used effectively to reinforce the allocation of resources. | <ul style="list-style-type: none"> • The PAT experienced an inconsistent level of focus between protected characteristics during the interview with the Equalities and Diversity Officer. Considering the diverse nature of the communities that SWFRS serves the focus was more heavily weighted towards LGBT issues, potentially at the detriment of BME and other communities. |
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SUMMARY OF PAT FINDINGS

The BFS team is currently focussed on addressing sleeping risks within the service and has a risk based programme which is used to prioritise visits to the 35000 businesses in this category.

Evidence of a variety of data sources was apparent during the visit. These sources are used by the statistics team which results in an address based risk matrix being created. This data set is an asset to SWFRS. Whilst the PAT was informed that crews can access Mosaic data on tablets it appears that the more complete database that is held within the statistics department is not currently used to target addresses consistently across the Service.

It would appear that some managers with responsibility for CRMP's will request the data, whilst others do not. There was evidence that some crews work solely towards completing home safety checks or safe and well checks from the 0800 list, even though their local knowledge makes them aware of the specific areas within their communities where the more 'at risk' reside.

It therefore appears that whilst SWFRS holds particularly robust data about its residents, this data set is not utilised to its full worth. The internal focus of equalities and diversity work coupled with the emphasis on LGBT as a protected characteristic, with the potential detriment to others, has resulted in the PAT assessment of this KAA being Established rather than Advanced.

**SWFRS Self-Assessment – Advanced
PAT Assessment – Established**

Key Area of Assurance – Community Risk Management - How well is the Authority identifying and prioritising the risks faced by the community?

Question area (KAA Focus)

5.2. Does the FRA use the outcomes of its risk analysis effectively to plan and successfully implement and deliver prevention, protection, call management and incident support, response, health, safety, training and development activities within its strategic plan?

The Organisation

- Ensures that the appropriate resources have been targeted and distributed to meet identified priorities and reduced risks.
- Uses risk analysis to develop appropriate prevention, protection and response options.

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- Since the self-assessment templates were completed the tragic fire at Grenfell Tower occurred. There was evidence that the High Rise Team was established very quickly after this national tragedy and has contributed significantly to ensuring that the residents of more than 200 high rise buildings in South Wales are subsequently visited and offered fire safety advice. There was clear evidence of partnership working with other departments such as CS, BFS, Operations and external agencies, including the local authorities.
- Evidence of the transfer between departments in response to risk was found. An example being following Grenfell, refresher high rise training is being arranged for all frontline staff.
- SWFRS currently delivers a blend of 'Safe and Well' and 'Home

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- Station based staff members conveyed that they were delivering home safety checks from the 0800 waiting list. They felt that this list did not target those who were most at risk from fire. There was suggestion that they felt that their knowledge of the local community could be better utilised in targeting the most 'at risk'. Consideration could be given to review the strategy for the delivery of home safety checks or safe and well checks taking into account 0800 referrals, the risk matrix data and local knowledge.
- Newly appointed crew members do not appear to receive input regarding community safety activities as part of their initial training. Consideration could be given to including an introductory awareness session, prior to their arrival on station.

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| <p>Safety' checks. Training is currently being delivered to all staff members to allow a transition to a point where the 'Safe and Well' check will be standard practice across the service.</p> <ul style="list-style-type: none"> • The Business Management Information System (BMIS) or (In phase) was to be launched in April 2018. The PAT witnessed the test system in operation and is confident that the provision of the data in this format will assist SWFRS greatly. | |
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SUMMARY OF PAT FINDINGS

The PAT was impressed to note the levels of activity with regard to high rise in the post Grenfell period. SWFRS has secured Welsh Government funding and has created a dedicated High Rise Team for the next two years that is committed to reducing the risk to high rise residents in South Wales. Linked closely to KAA 5.1 there are some difficulties in engaging with the many diverse groups residing in these properties. A good example of engaging with one of these groups was by the amendment of fire safety literature for Somali residents, in partnership with the third sector.

An area of good practice was identified whereby a request has been made to London Fire Brigade to quality assure the work of the high rise team. At the time of the assessment timelines for this were still being considered but when implemented will provide assurance that the high rise team are deploying a level of service delivery that is consistent with other parts of the United Kingdom.

The PAT explored the work of Prevention and Protection within control. It was not completely clear as to the direction of travel for this group, but was recognised that the project is very new. There is clearly scope to utilise this department to support the reduction of risk to communities. There are already examples of Prevention and Protection working with BFS to reduce AFA's.

The PAT noted that the system for capturing data is effective, however the data is not consistently utilised across SWFRS to target the most at risk in society. For this reason, together with the fact that local knowledge of crews is not always utilised the PAT considers that this area is Established rather than Advanced.

SWFRS Self-Assessment – Advanced
PAT Assessment – Established

Key Area of Assurance – Community Risk Management - How well is the Authority identifying and prioritising the risks faced by the community?

Question area (KAA Focus)

5.3. Does the FRA have a robust process for measuring and evaluating the effectiveness, and improving performance of its risk analysis process?

The Organisation

- measures and evaluates the effectiveness of its risk analysis work, and addresses areas of under performance
- has arrangements for auditing and reviewing its risk analysis process on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders

PROGRESS

The PAT supports the documented progress set out in the service's self-assessment and notes that:

- Each station produces a CRMP on an annual basis. Unitary Group Managers are required to report progress to Area Managers and ACFO's regarding progress. This allows SWFRS to consider their performance and progress against the CRMPs.
- The data provided in quarterly service delivery reports that are created by the statistics department is considered to be useful in measuring performance against KPIs
- The Business Management Information System (BMIS) or (In phase) was to be launched in April 2018. The PAT witnessed the test system in operation are confident that the provision of the data in this format will assist SWFRS greatly to develop prevention, protection and response options.

AREAS FOR DEVELOPMENTS

Based upon the evidence viewed within the self-assessment and the subsequent PAT visit the team suggests that SWFRS may wish to consider the followings areas:

- During the visit the PAT spoke to a number of staff members from a wide range of roles, all of whom clearly understood the risk profile of the community in which they worked. They were very keen to be involved in contributing to the risk analysis process but some stated that it can be difficult to make your views known or influence decision making regarding the targeting of those most at risk. SWFRS could consider how to capture and capitalise on the wealth of knowledge that the committed teams possess.
- There was evidence that some staff members are not aware of the purpose of collecting data at incidents and following safe and well or home safety checks. Improved communication regarding this matter may assist in improving their understanding and subsequently improve their buy in.
- Whilst the PAT acknowledge that the commercial risk MIS system currently

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| <ul style="list-style-type: none"> The commercial risk management information system that is currently being developed in partnership with West Midlands FRS, due to be introduced in 2018/2019 should assist BFS in targeting their risk based delivery strategy. | <p>being developed in partnership with West Midlands FRS will greatly assist the targeting of business fire safety activities, the time required for development and testing prior to implementation has been greater than envisaged. An opportunity exists to utilise an alternative and cost effective model as an interim solution whilst development of the bespoke system continues. The Experian tool is currently being utilised in both Mid and West and North Wales FRS</p> |
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SUMMARY OF PAT FINDINGS

To measure the effectiveness of the risk analysis process SWFRS works to a suite of performance indicators which are closely monitored by senior managers.

The PAT was particularly impressed with the demonstration of the BMIS system and considers this to be an area of notable practice. There is a widely accepted view within SWFRS that the provision of this system will support a wide range of staff members in identifying and targeting specific risk areas, as well as improving monitoring and evaluating the effectiveness of interventions.

The commercial risk MIS system, created in conjunction with WMFRS has the potential to improve BFS's activities and will inevitably assist in evaluating service delivery effectiveness.

There is a well-established process of unitary based managers who are required to feedback to senior managers regarding incident statistics and performance against the CRMP. The PAT found strong evidence that senior and middle managers have a clear understanding of the direction of travel and the value of certain interventions. The evidence from station visits and other interviews would suggest that this direction is not fully understood at every level. Frontline staff members stated that they have lots to contribute but do not have the platform to feedback with views and suggestions. It is recognised that this may be a minority view but was noted on more than one occasion.

There was evidence that some staff members, whilst committed to collecting data for evaluation do not understand why it is collected or what is done with it.

The evidence provided is considered to demonstrate a level of performance that was consistent with the self-assessment undertaken by SWFRS. The PAT has assessed this KAA to remain as Established.

SWFRS Self-Assessment – Established
PAT Assessment – Established

**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2018/2019**

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|--|--|---|---|----------|
| All Wales People & Organisational Development Strategy 2018-2021 | To provide members with an update on the agreed All Wales Strategy for 2018/2021 | ACO PS Contact Officer: Mark Malson | July 2018 | |
| Review of Training & Development Department Activities for 2017/2018 | To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement. | ACO PS Contact Officer: Ian Greenman | July 2018 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|---|--|---|---|----------|
| Annual Occupational Health Activity Report 2017/2018 | To provide Members with an update on the variety of services delivered by the Occupational Health Unit. | ACO PS Contact Officer: Andrew Jones/Lyndon Davies | July 2018 | |
| liP. – Report and Presentation | To provide Members with an overview of the outcome of the liP Assessment conducted in 2017 and future actions. | ACO PS Contact Officer: Ian Greenman | July 2018 | |
| Mental Health Strategy – Organisational Procedure & Delivery Plan | To provide Members with an overview of the mental health strategy and delivery plan to support the workforce. | ACO PS Contact Officer: Andrew Jones/Jan Nancarrow | July 2018 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|---|---|--|---|----------|
| NJC for Brigade Managers Salaries and Numbers Survey 2017 | 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: Mark Malson | July 2018 | |
| Pension Circulars-Updates | Purpose is to inform Members on pension circulars received from Welsh Government | ACO PS Contact Officer: Mark Malson | July 2018 | |
| CFBT Project Update | Purpose is to update Members on the current situation relating to the Fire Behaviour training facility at Cardiff Gate | ACO PS Contact Officer: Ian Greenman | July 2018 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
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| Annual Report on Absence Management | Purpose is to update Members on the incidence of sickness absence across the Service. | ACO PS Contact Officer: Andrew Jones/Jan Nancarrow | October 2018 | |
| Annual Report on Discipline & Grievances | Purpose is to update Members on the variety of disciplinary and grievance cases that have occurred throughout the Service. | ACO PS Contact Officer: Andrew Jones/Gill Goss | October 2018 | |
| Report of the new Appraisal System for SWFRS | The purpose of this report is to update Members on the introduction of a newly revamped appraisal system for employees | ACO PS Contact Officer: Ian Greenman | October 2018 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
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| Update on Apprenticeship Levy | To update Members on the current progress on the apprenticeship levy for SWFRS | ACO PS Contact Officer: Ian Greenman | October 2018 | |
| Annual Update on the Strategic Equality Plan | Purpose is to update Members on the Service's progress towards the Strategy that will promote organisational improvement and assist in attracting and developing our people. | ACO PS Contact Officer: Andrew Jones/Carey Wood | October 2018 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|---------------------------|---|---|---|----------|
| Annual Equality Report | Purpose is to provide Members with an update on the Service's progress in delivering services in conjunction with the terms established in the Annual Equality Plan in order to promote organisational improvement. | ACO PS Contact Officer: Andrew Jones/Carey Wood | October 2018 | |
| Pension Circulars-Updates | Purpose is to inform Members on pension circulars received from Welsh Government | ACO PS Contact Officer: Mark Malson | October 2018 | |
| CFBT Project Update | Purpose is to update Members on the current situation relating to the Fire Behaviour training facility at Cardiff Gate | ACO PS Contact Officer: Ian Greenman | October 2018 | |
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| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|--|--|---|---|----------|
| Annual Pay Policy Statement 2019/2020 | Purpose is to inform Members and to enable the Service's Policy to be evaluated | ACO PS Contact Officer: Mark Malson | February 2019 | |
| Gender Pay Gap Statement | Purpose is to update Members on the analysis of the gender pay gap across the Service | ACO PS Contact Officer: Mark Malson | February 2019 | |
| Strategic Workforce Planning Self-Assessment | The purpose of this report is to provide Members with an overview of the Service's establishment and workforce planning modelling. | ACO PS Contact Officer: Andrew Jones/Kim Jeal | February 2019 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|---------------------------------|--|---|---|----------|
| Inclusive Fire Service Strategy | Purpose of this report is to update Members on progress against the Inclusive Fire Service Delivery Plan | ACO PS Contact Officer: Andrew Jones/Carey Wood | February 2019 | |
| 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/Carey Wood | February 2019 | |
| Third Party Income Strategy | Purpose is to update Members on current arrangements affecting TPI. | ACO PS Contact Officer: Ian Greenman | February 2019 | |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|--|--|--|---|----------|
| Update on Leadership Development Programme | To update Members on the development modules in respect of the future leaders of the Service | ACO PS Contact Officer: Ian Greenman | | |
| Pension Circulars-Updates | Purpose is to inform Members on pension circulars received from Welsh Government | ACO PS Contact Officer: Mark Malson | February 2019 | |
| CFBT Project Update | Purpose is to update Members on the current situation relating to the Fire Behaviour training facility at Cardiff Gate | ACO PS Contact Officer: Ian Greenman | February 2019 | |

ACO Mark Malson – Acting Director of People Services
Andrew Jones – Acting Head of Human Resources
AM Ian Greenman – Head of Training & Development

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AGENDA ITEM NO 15

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

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1. Apologies for Absence

2. Declaration of Interests

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

3. Chairman's Announcements

4. To receive the minutes of:

- HR & Equalities Meeting held on 5 February 2018 5

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15. To consider any items of business that the Chairman deems urgent (Part 1 or 2) 133