

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, 8 July at 1030 Hours

VENUE: Cardiff Gate Training and Development Centre

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. Chairperson's Announcements
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Signature of Proper Officer:



Councillors:

D	Ali	Cardiff
M	Colbran	Merthyr Tydfil
P	Drake	Vale of Glamorgan
C	Elsbury	Caerphilly
S	Evans	Torfaen
J	Holt	Blaenau Gwent
J	Gauden	Torfaen
A	Hussey	Caerphilly
H	Jarvie	Vale of Glamorgan
A	Lister	Cardiff
D	Naughton	Cardiff
S	Pickering	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
R	Shaw	Bridgend
H	Thomas	Newport

SOUTH WALES FIRE & RESCUE AUTHORITY

**MINUTES OF THE HR & EQUALITIES COMMITTEE MEETING
HELD ON MONDAY, 18 FEBRUARY 2019 AT
SOUTH WALES FIRE & RESCUE SERVICE HQ**

67. PRESENT

Councillor	Left	Authority
D Ali (Chair)		Cardiff
S Bradwick		Rhondda Cynon Taf
S Evans		Torfaen
C Elsbury		Caerphilly
A Hussey		Caerphilly
D Naughton		Cardiff
K McCaffer		Vale of Glamorgan
R Shaw		Bridgend
A Slade		Torfaen
H Thomas		Newport
V Smith		Monmouthshire
APOLOGIES:		
R Crowley		Vale of Glamorgan
D De'Ath		Cardiff
S Pickering		Rhondda Cynon Taf
ABSENT:		
L Davies		Merthyr Tydfil

OFFICERS PRESENT: ACO R Prendergast – Director of Technical Services; ACO M Malson – Director of People Services; ACO Alison Reed – Director of People Services; Mrs S Watkins – Deputy Monitoring Officer; AM I Greenman – Head of Learning & Development; Mr A Jones – Head of HR; GM J Evans – Head of Training Delivery; SM M Wyatt – Training Manager (CFBT)

68. DECLARATIONS OF INTEREST

All Members declared a personal non-prejudicial interest in each agenda item that affected their Authority.

69. CHAIR'S ANNOUNCEMENTS

69.1 The Chair thanked Mr Malson for his support to the HR and Equalities Committee and wished him a happy, healthy retirement.

Councillor Bradwick seconded the Chair's comments, adding that his support in relation to the Local Pensions Board has been outstanding.

Mr Malson expressed his thanks for their kind words, and added that it has been a privilege and pleasure to work for the Service, and he has enjoyed every minute.

69.2 The Chair introduced Alison Reed who commences in the role of ACO-People Services as of today, and wished her all the very best in her new role.

Alison Reed commented that she was proud to join the Service and looked forward to working together.

70. TO RECEIVE THE MINUTES OF HR AND EQUALITIES MEETING HELD 19 NOVEMBER 2018

The minutes of the meeting held 19 November 2018 were received and accepted as a true record of proceedings.

71. SOUTH WALES FIRE & RESCUE AUTHORITY – ANNUAL PAY POLICY STATEMENT 2019/20

ACO People Services presented the Annual Pay Policy Statement 2019/20. Members were aware that the Statement had been agreed by Fire Authority at its meeting held 11 February 2019. He advised that, on this occasion, the report was presented to Fire Authority before being presented to this Committee, as is the usual procedure. He advised that, going forward, the report will be presented to this Committee prior to going to the Fire Authority.

RESOLVED THAT

Members noted the 2019/20 Pay Policy Statement that had been approved by the Fire Authority at its meeting held 11 February 2019.

72. GENDER PAY GAP STATEMENT – 30 MARCH 2019

The ACO People Services presented the report that details the legal background and requirements placed on the Fire and Rescue Authority to publish a Gender Pay Gap Statement, the reporting metrics set out in legislation and the definitions for the relevant pay period, full pay relevant employee, ordinary pay and bonus pay.

As Members are aware, Fire Authority approved the Statement at its meeting held 11 February 2019. He advised that, as mentioned above, going forward, the report will be presented to this Committee prior to going to the Fire Authority.

RESOLVED THAT

Members noted the Gender Pay Gap Statement that had been approved by the Fire Authority at its meeting held 11 February 2019.

73. WELSH LANGUAGE STANDARDS UPDATE – JANUARY 2019

The Head of Human Resources gave an overview of the current position with regard to meeting the legal requirements within the Welsh Language Standards Compliance Notice issued to the Authority by the Welsh Language Commissioner on 30 September 2016.

Councillor Shaw drew attention to page 84, and queried whether the job title should be noted, and not a person. The Head of People Services agreed, and advised this would be changed.

RESOLVED THAT

With the one amendment as above, Members noted the content of the report.

74. TRAINING & DEVELOPMENT DEPARTMENT – THIRD PARTY INCOME STRATEGY

The Head of Training & Development introduced Jason Evans and advised that he would be temporarily taking up the reference of Head of Training & Development within the next couple of weeks.

Mr Evans gave a detailed update on current and proposed Third Party Income Generation within the Training & Development Department for the Service during the current financial year.

Councillor Bradwick added that, in his opinion, the facilities at Cardiff Gate are fantastic and suggested a detailed report be brought to a future meeting on what is provided at Cardiff Gate.

RESOLVED THAT

74.1 Members noted the content of the report; and

74.2 A detailed report in relation to what is provided at Cardiff Gate be brought to a future meeting

75. FIREFIGHTERS' PENSION SCHEME – WALES GOVERNMENT CIRCULARS 2018/19

The ACO People Services presented the Welsh Government Circulars that sets out the current requirement for Fire Firefighters' Pension Schemes managerial and administrative actions.

RESOLVED THAT

Members noted the actions that have been implemented for each of the Circulars.

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

The Head of Training & Development introduced SM Mike Wyatt, Training Manager (CFBT), who gave an in depth update on the current works taking place, future works and the way forward.

ACFO Technical Services expressed his personal thanks to SM Mike Wyatt for his hard work in what has been a very complex project, he has gone above and beyond.

After discussion it was agreed to explore the possibility of holding a future meeting at Cardiff Gate, with a visit to the facility after that meeting, for Fire Authority members.

RESOLVED THAT

76.1 Members noted the report; and

76.2 Agreed that the possibility of holding a future meeting at Cardiff Gate be explored, and an invite be issued to all Fire Authority members to view the facility

77. FORWARD WORK PROGRAMME

The Director of People Services presented the Forward Work Programme for the HR & Equalities Committee for 2018/19.

RESOLVED THAT

Members accepted the Forward Work Programme for the HR & Equalities Committee 2018/19.

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

There were no items of urgent business for Members to consider.

**ALL WALES PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY
2018-2021, AND THE SOUTH WALES FIRE & RESCUE SERVICE PEOPLE
PLAN**

SUMMARY

The aim of the All Wales People & Organisational 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 All Wales Strategy has provided the foundations for the work we have been doing within the South Wales Fire & Rescue Service (SWFRS) over the past 3 months to develop our People Plan. The Plan will allow the Service to work within the high level direction agreed in the All Wales Strategy but to tailor approaches, where necessary, to reflect the individual needs of the organisation.

RECOMMENDATIONS

1. That Members note the content of the All Wales People & Organisational Development Strategy 2018-2021.
2. That Members comment on the proposed draft high level themes for the South Wales Fire & Rescue Service People Plan.

1. BACKGROUND

- 1.1 The All Wales People & Organisational Development Strategy was launched in 2018, and will remain current until 2021. A copy of the All Wales Strategy is attached to the report at Appendix 1.
- 1.2 The work to shape the South Wales Fire & Rescue Service People Plan has just begun and will dovetail into the All Wales Strategy. A copy of the draft high level themes for the SWFRS People Plan is attached at Appendix 2.

2. ISSUES

- 2.1 The All Wales Strategy will ensure there is consistency in approach across the three Fire & Rescue Services, and provides a framework for innovative thinking and working to support continued collaboration and partnership.
- 2.2 The South Wales Fire & Rescue Service People Plan will share the focus we are placing on the specific needs of the South Wales Service. The high level themes have been discussed internally with HR Managers. Feedback from Members on the headline themes will allow us to shape the content and share a full draft at the next HR & Equalities meeting.

3. FINANCIAL IMPLICATIONS

- 3.1 The implementation of the South Wales Fire & Rescue Service People Plan will be contained within the existing budget.

4. EQUALITY RISK ASSESSMENT

- 4.1 A full Equality Risk Assessment has been undertaken on the All Wales Strategy, and will be undertaken for the SWFRS People Plan.

5. RECOMMENDATIONS

- 5.1 That Members note the content of the All Wales People & Organisational Development Strategy 2018-2021.
- 5.2 That Members comment on the proposed draft high level themes for the South Wales Fire & Rescue Service People Plan.

Contact Officer:	Background Papers:
ACO Alison Reed Director of People Services	Appendix 1 – All Wales People & Organisational Development Strategy 2018-2021 Appendix 2 – SWFRS People Plan – high level themes

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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SWFRS People Plan 2019 – High Level Themes

The focus is to ensure that we create an environment which enables our people to thrive and draws out the best in them in order to achieve high performance. We have set out the following six themes:

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

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SOUTH WALES FIRE & RESCUE SERVICE – OVERVIEW OF TRAINING & DEVELOPMENT DEPARTMENT

SUMMARY

This report provides an overview of the Training & Development department and identifies the organisational structure and functions established within to facilitate it.

RECOMMENDATION

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

1. BACKGROUND

- 1.1 The purpose of the report is to provide Members of the HR & Equalities Committee with an overview of the Training and Development department.
- 1.2 It is the Department's aim to ensure that the significant investment made in frontline personnel is used effectively and efficiently. This will ensure that the Service has a competent and highly skilled workforce that is able to drive down the risk to life from fire and other emergency incidents through effective intervention, whilst meeting the requirements of relevant legislative and guidance documents. The training delivered ensures that firefighter safety is paramount and all frontline personnel are highly competent in all aspects of risk critical training.

2. ISSUE

- 2.1 South Wales Fire & Rescue Service employs in the region of 1800 members of staff, all of whom require different training courses and development in relation to their role and location.
- 2.2 The Training and Development department delivers a wide range of operational activities which not only ensures that all operational personnel receive the most current and up to date risk critical training skills and updates, but also ensures that corporate personnel receive appropriate personal development and service specific training commensurate with their role and needs. Courses are provided 7 days a week

- 2.3 All training delivered is supported by an overarching Training and Development Policy.
- 2.4 Each course is supported by a training procedure document that states:
- Who must receive the training
 - When and how frequently the training takes place
 - The standards and accreditation to which the course must be delivered
 - The structure of the course (duration, maximum and minimum attendees, etc)
 - Appropriate Equality and Health & Safety risk assessments and course profiles
 - Informing 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 Operational Development, Partnerships and Commercial Business.
- 2.7 Appendix 1 shows a structural diagram with the personnel who contribute to the Training and 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.

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 SWFRS. This ensures that instructors can assess the competence of workforce skills to support our statutory requirements.

3.2 Initial Training Team

- 3.2.1 The Initial Training team support the initial training requirement of the Service as required. This includes the Whole-time Duty System (WDS), Retained Duty System (RDS) and the Auxiliaries.

3.2.2 All fire-fighters within SWFRS work towards a fire-fighter development award, underpinned by the Sector Skills Provider, 'Skills for Justice,' it facilitates a sector specific award being the development to competent journey for each trainee fire-fighter. Our Operational Development Team are currently working with Welsh Government and leading in developing an All Wales firefighter apprenticeship award with a view to introduce within this training year.

3.3 Breathing Apparatus (BA) Training

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

3.3.2 This BA training is carried out at a range of BA facilities across the SWFRS area. These include Cardiff Gate Training Centre (CGTC), Pontyclun, Cardiff Airport as well as the three Satellite BA Training Facilities within the Service area at Merthyr, Caerphilly, Tonypany and Bridgend fire and rescue stations.

3.3.3 The last eighteen months have seen considerable progress being made in terms of planning, development and construction of our flagship 'State of The Art' CFBT training facility at CGTC. The construction phase is well under way, with practical completion expected during September.

3.4 Driver Training

3.4.1 The driver training team provide both initial and re-qualification courses on the extensive range of different vehicles that are used within the Service.

3.4.2 In addition to providing courses they deliver Driving Standards Agency licence acquisition tests in relation to Large Goods Vehicles, trailer towing and mini-buses.

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

3.5 Fire Trauma Training

3.5.1 The Fire Trauma 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 by SWFRS training staff on an all Wales basis 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 fire-fighter and the range of operational incidents they attend. The course also provides additional trauma skills to allow our service personnel to assist and integrate with WAST staff at scene. The course is regularly reviewed by our key partners and it is quality assured on a regular basis by Paramedic trainers from WAST. WAST provide 'Clinical Governance' for the medical interventions that our operational personnel provide.

3.5.2 This department also provide re-qualification training for all Service personnel in the use of Automatic External Defibrillators (AED` s).

3.6 Road Traffic Collision (RTC) Training

3.6.1 The RTC training team deliver 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.

3.7 Technical Rescue Training

3.7.1 The Technical Rescue team provide 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 CGTC and Water related courses at both a North Wales venue in Menai Straights 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.

3.7.2 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 fire & rescue stations within the SWFRS area with such a capability. These are at

Bridgend, Ely and Merthyr Fire & Rescue Stations. This training takes place at CGTC and at Usk College.

3.7.3 SWFRS Rope Rescue teams also work with multi-agency partners to develop their awareness and skills sets at CGTC. These include the WAST Hazardous Area Response Team (HART), the Military and South Wales Police. This all contributes to the wider collaboration agenda that SWFRS are positively working towards.

3.8 National Resilience Training

3.8.1 Training for Mass Decontamination Units (MDU) & High Volume Pumping Unit (HVP) crews takes place at CGTC.

3.8.2 Hazardous Detection, Identification and Monitoring (H DIM) training for Tactical Managers is also regularly facilitated at CGTC.

4. OPERATIONAL DEVELOPMENT REVIEW AND INCIDENT COMMAND

4.1 Operational Development and Review Team (ODRT)

- 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 sample trends and patterns at operational incidents.
- 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

- The Incident Command Team deliver specific training for all Incident Commanders within SWFRS ranging from level 1-4. This covers the first level of supervisory management to the Chief Fire Officer (CFO). This is a total of over 450 personnel within the Service.
- Each commander receives a range of facilitated training at the state of the art Incident Command suite at CGTC.
- Every 3 years each commander must undertake a re-assessment to ensure compliance with their `Skills for Justice` accreditation. SWFRS are currently the only FRS in the UK to offer such accreditation across the range from Crew Manager to CFO.

- 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.
- 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. OPERATIONAL DEVELOPMENT & COMMERCIAL BUSINESS TEAM

5.1 Operational Development Team

- The Operational Development Team is responsible for the development of operational staff from initial training through their development to competent phase.
- The team also develops and administers the All Wales Technical promotional examination process for operational staff developing through the service roles and works closely with the HR Leadership Development Team to ensure talent management and succession planning is addressed through the service.

5.2 Commercial Business

- This is an area where the Training & Development department has been very proactive in recent years in order to generate income for the Service and utilise any spare capacity. A significant increase in recruitment and ongoing training has taken precedence over commercial business initiatives recently, but discussions involving our private partner – Babcock International Group are ongoing with a view to re-invigorate commercial ventures as spare capacity arises

Recent business opportunities have included the following:

- i) Cambridgeshire FRS
- ii) Environment Agency (England)
- iii) Gwent Police
- iv) South Wales Police;
- v) The Military;
- vi) RSPCA;
- vii) 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.

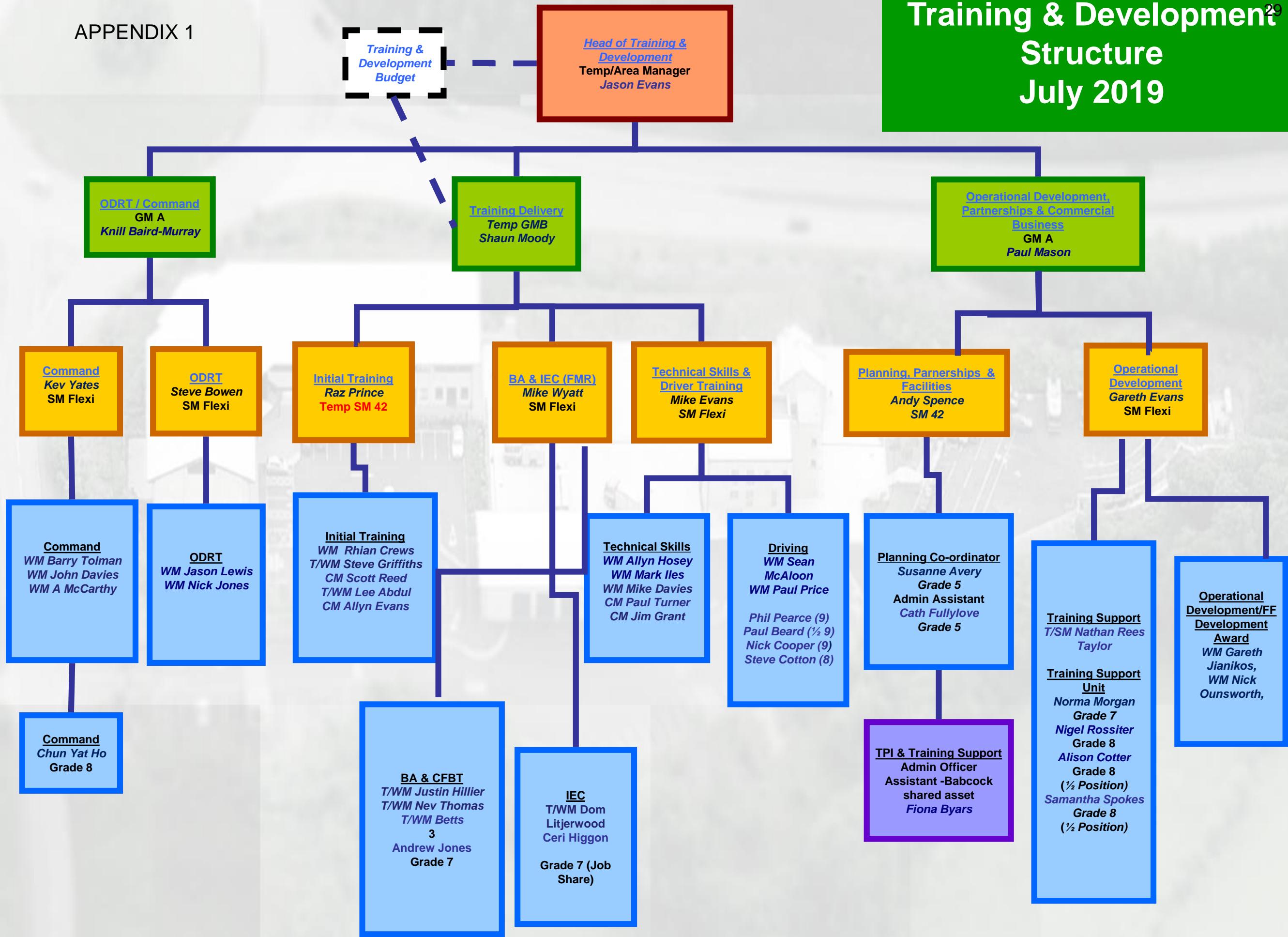
8. RECOMMENDATION

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

Contact Officer:	Background Papers:
AM Jason Evans Head of Training & Development	Appendix 1 – Training & Development Structure July 2019

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Training & Development Structure July 2019



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**OCCUPATIONAL HEALTH UNIT (OHU) ACTIVITY REPORT – 1 APRIL 2018
to 31 MARCH 2019**

SUMMARY

This OHU Activity Report spans the period from 1 April 2018 to 31 March 2019. 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 1st April 2017 to 31 March 2018 was presented to the HR & Equalities Committee on 16 July 2018.
- 1.2 The report provides data on services and expenditure, updates on occupational health initiatives and an outline of strategic development.

2. OVERVIEW OF OCCUPATIONAL HEALTH UNIT SERVICES

- 2.1 The team consists of a part time Consultant Occupational Health Physician (2.5 days p/w); two Occupational Health Physicians (1 day p/w each); Senior Occupational Health Nurse and Occupational Health Nurse (full time); Senior Health and Fitness Adviser and Health and Fitness Adviser (full time); Administrative support is provided by a Senior Medical Administrator, two part time Medical Secretaries and one Administrative Assistant. Some services (physiotherapy, investigations, specialist advice and intervention and psychotherapy) are provided through an outsourced / partnership arrangement.
- 2.2 The Occupational Health Unit aims to maximise the health, well-being, efficiency and morale of Fire and Rescue personnel and to minimise the risks to which they may be exposed as a result of working practices and the working environment
- 2.3 The activities of the OHU span a wide range of services as detailed in Appendix 1. Consultations, routine medicals, pre-employment medicals and the work involved in progressing with the investigation and treatment of incapacitating or potentially incapacitating medical conditions is the core element of services provided.

- 2.4 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 2018/2019. (Red 2017/2018)

CONSULTATION CATEGORY	1	2	3	4	TOTAL
	QUARTERS				
Routine Medical Surveillance WDS	56	69	48	99	272
Routine Medical Surveillance OCDS @ OHU	3	20	5	39	67
Routine Medical Surveillance OCDS @ station	0	6	5	15	26
Routine Medical Surveillance AUX	0	0	0	0	0
LGV Medicals	34	42	34	31	141
Pre-Employment Medical	89	38	43	102	272
Review Appointments	221	219	262	225	927
Management Referrals/ Sickness Absence	115	105	66	87	373
Physiotherapy Appointments	142	133	78	142	495
Routine Health and Fitness Assessments	237	239	236	212	924
Health & Fitness Advisor Referrals	1	1	0	2	4
TOTAL APPOINTMENTS	660 (515)	632 (495)	541 (570)	740 (516)	2573 (2096)

- Total appointments do not include routine Health and Fitness Assessments or Health and Fitness Advisor Referrals
- In 2014 we had a 'catch up' year with regards to On Call Firefighters that were overdue medicals. This means that their next medicals were completed in 2017 and will be due again in 2020. To try and even out the medicals each year we will be creating an annual schedule to visit On Call stations using the Occupational Health Mobile Unit.

Did Not Attend (DNA)	125
Unable To Attend (UTA) / Cancelled	202

Occupational Health and Human Resources are currently in the process of reviewing the cost of DNA's and short notice UTA's to the service. We will then aim to look at procedures we can put in place to reduce these occurrences.

There were **10** Cases referred to the Independent Qualified Medical Practitioner compared to **14** in 2017/2018.

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.

4.3 **Table 2** below provides the Contingency Budget Expenditure 2018/19

SERVICE	NUMBER	COST (£)
Surgical Procedures	29	£59,769 (Average cost per procedure £2,061)
Specialist Referrals	60	£6,785 (Average cost per referral £113)
Scans and X-Rays	87	£22,467 (Average cost per scan £258)
TOTAL	176	£89,021

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:

- 2018/2019. Managing Sharps & Body Fluid Contamination Injuries. We recently met with the Occupational Health Unit based at the University Hospital of Wales to look at possible collaboration with regards to treatment following exposure.
- 2019. Policy on Compartment Fire Behaviour Instructor's Health Management.
- 2018. Alcohol, Drug and Substance Misuse & associated Guidance and Manager's Guide.
- 2018. Mental Health Strategy.
- 2018. Contributions to policy on Drug and Alcohol testing.
- 2018/19. Participation on H&S committee.
- 2018/19. Input on Claims Reduction Group
- 2018/19. Continuous review of vaccination requirements for USAR/ISAR personnel.
- 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 In 2018 we purchased an ultrasound machine which enables the physiotherapists to offer this form of treatment at the Occupational Health Unit - reducing the number of referrals made to Spire Hospital and improving the efficiency of service provided.
- 7.4 The Senior Occupational Health Nurse receives an update from the Physiotherapist following each Physiotherapy clinic. If further input such as MRI scans are required then they are able to act promptly on this

without waiting for the named clinician to complete the referral. Regular communication with the physiotherapist allows clinicians to manage each case more efficiently. Medical records are now available electronically. This allows clinicians to read update reports from the physiotherapist more easily and they are then able to email back with any queries.

- 7.5 The annual budget for Physiotherapy Services for the reporting period is £25,000.

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 the number of referrals in this reporting year compared to 2017/2018.

Table 3: NHS Partnership referral numbers

YEAR	NUMBER REFERRED
2017/2018	34
2018/2019	43

- 8.3 The ability of individuals to deal with and overcome personal stressors can also be greatly enhanced with support from good quality professional **counselling**. Using the National Procurement Service (NPS) Framework, an external provider has been appointed to deliver counselling services. This contract provides an on-site counselling service 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 reporting year.

Table 4: provides a summary of counselling referral numbers.

Number of counsellor days on site	52
Number of sessions offered 42x6	295
Number of clients referred and seen	46
Number of appointments	271
Number of DNA's (non attendance)	19
Number of late cancellations	12

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

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

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

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

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

The EAP provided a report for the period of Dec 2017 to Nov 2018. During this period, Care first have recorded 20 total contacts and registered 10 new cases. This shows a slight increase when compared to the previous annual period (19 contacts). Of the 20 total contacts; 80% have been to telephone counselling, 5% were to face to face counselling and 15% contacted the information specialists.

The Service is currently reviewing the benefits of adding the Care First phone app to the contract. This may be a way of increasing the usage of the service by employees – especially if they are absent from work and do not have access to the intranet/contact details.

8.4.4 In 2018/2019 we invited the EAP to attend our wellbeing event as well as visiting a busy fire station to promote the service.

8.5 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. We currently hold a wellbeing event held as Fire Service Headquarters bi-annually (January and June) as well as other wellbeing initiatives held at other work locations or promoted electronically.

This year's wellbeing events have included the following:-

- Awareness session provided by Sepsis Trust UK
- Stress Management Workshops provided by Merthyr and Valleys MIND
- 'Here comes the sun' and 'Alcohol Awareness' presentations provided by Tenovus
- Tai Chi taster sessions
- Walking Route – introducing routes for staff to use in their lunch break
- Watt Bike Challenge available for all staff to participate in
- Desk stretching exercises
- Attended 6 stations and Joint Fire Control providing blood pressure, cholesterol and blood sugar checks by the Occupational Health Nurse. Nutrition talks and 'why we should sit less' presentations by Health and Fitness Advisors
- Taster sessions (20 mins) – Reiki, Reflexology, Stress Massage and Indian Head Massage provided by MIND funded by Welsh Assembly Government (Offered at FSHQ and Joint Fire Control)

9.2 Monthly newsletters are provided by the EAP which if relevant we are able to publicise on the Service's intranet promoting a variety of health education / health promotion messages.

9.3 MIND trained members of staff that volunteered to become Blue Light Champions. We are now looking into ways to utilise the champions in the service. We are starting by asking them to join us at wellbeing events.

9.4 We are currently in the process of creating a wellbeing group by inviting representatives from different areas of the service to aid us with promoting wellbeing in the workplace.

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.
- 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. Following on from feedback from firefighters we are looking to pin point the names of the crews that attended the incident to ensure contact has been made directly to the individuals involved.
- 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. It has been identified that Watch Managers could also benefit from similar training. Due to the high number of Watch Managers we are looking into the option of online training or a webinar.
- 10.4 Access to Specialist Services are promptly available if any individual is experiencing difficulties following a traumatic incident. Clinicians will often liaise with the allocated psychotherapist for advice on managing a case should they require it.

11. HEALTH AND FITNESS ADVISER INITIATIVES / PROJECTS

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

Efficiency

- Increasing Health & Fitness Adviser efficiency with the assistance of ICT through the introduction of various online systems

- Integrating into the implementation of digitised Medical Records at Occupational Health
- Developing a Fitness Equipment Framework with the support of Procurement to allow for the fast and effective purchase of fitness equipment

Health & Wellbeing

- Assisting in delivering Wellbeing days at control, stations and Headquarters
- Ongoing delivery of presentations to new starters on the benefits of health and fitness to promote a healthy work / life balance
- Provision of fitness classes for all staff at Headquarters with the aim of improving Health & Wellbeing

Fitness

- Continued fitness support for firefighters presenting with physical fitness issues
- Continued assistance to the FBU to deliver fitness apprenticeships in line with English FRSs to support firefighters to maintain/improve fitness
- Continued support to provide functional assessments and fitness support to speed up firefighters returning from injury/illness

Gym

- Ongoing fitness equipment replacement and upgrades: Continued updating of resistance training equipment in Wholetime gyms as well as some On Call gyms. Continued replacement of exercise cycles for all service gyms.
- Implementing a new gym induction process to improve the health & safety of gym users
- Collaborating with Babcock to produce a new gym induction process at Cardiff Gate Training & Development Centre

Other

- Ongoing recruitment of WDS, On Call and Auxiliary firefighters. Ongoing HFA collaboration with other Welsh FRSs

12. STRATEGIC DEVELOPMENT

- 12.1 We currently collaborate with Cardiff CC on sharing the Occupational Health Unit based at Nantgarw, Caerphilly. The lease of the current premises at Nantgarw is due for renewal in August 2019. Cardiff CC are making plans to move to a new location and the aim for SWFRS OHU is to relocate to the empty Control premises in Pontyclun in August 2019. In the current OH Unit we have 3 shared clinical rooms however, the aim for the new location will be to have individual clinical rooms per clinician so

multiple clinics can run at the same time. At the time of writing we are waiting for confirmation that the move will go ahead.

- 12.2 The Service had previously held discussions with South Wales Police, and Gwent Police at the potential to establish a collaboration for one Emergency Services Occupational Health provision. The plans for this are currently on hold however, there is still the possibility of collaborating with a Patient Management System in 2020.
- 12.3 In 2018 a company was allocated through a tender process in line with procurement requirements to scan all medical records and then converted into electronic copies. All records are now available to view online via Sharepoint. New processes have been introduced to assist with the transition into use of electronic medical records. Having records available electronically has enabled quick access to employee records for more coordinated, efficient care, securely sharing electronic information with employees and other clinicians as well as enhancing privacy and security of employee data. The introduction of an official Patient Management System in the future can only improve the service we offer further.

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	Appendix 1 – Occupational Health Services

APPENDIX 1**OCCUPATIONAL HEALTH SERVICES**

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

The range of services provided includes:

- Medical surveillance of all Wholetime Duty System (WDS), On Call System (OCS) and Auxiliary (AUX) Firefighters on a 3-yearly cycle
- Physical fitness assessments of all WDS, OCS and AUX Firefighters biannually or when required.
- Pre-employment screening medical examinations of all WDS and OCS Firefighters and cooperate staff. A drug and alcohol test is completed at all pre-employment medicals.
- Post-incident surveillance of Firefighters exposed to toxic and hazardous Substances
- Post incident support to Operational staff and USAR/ ISAR teams
- Medical advice on fitness for employment and rehabilitation following illness, injury or identification of health problems during medical surveillance/fitness assessments
- LGV medical examinations
- Assessment of eligibility for ill health retirement and injury awards
- Medical advice and counselling for members of staff with work-related and other health problems, e.g. musculoskeletal disorders, post traumatic stress, alcohol problems, uncertainty/delays over diagnosis and NHS treatment
- Medical advice and counselling to specialist teams i.e. USAR and ISAR teams
- Health promotion and Wellbeing Events

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

FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2019/2020

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 2019/2020 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 Taf 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. The latest version of the Service level Agreement is being discussed with Rhondda Cynon Taf on 22 July, 2019.

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 2019/2020 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 2019/2020 year.
- 5.2 Members note the actions that have been implemented for each of the circulars.

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

HR & EQUALITIES COMMITTEE

WELSH GOVERNMENT CIRCULARS – THE FIREFIGHTERS’ PENSION SCHEME (WALES) 2019/2020

NO	TITLE	DATE	SUMMARY	COMMENT
W-FRSC(2019)10	The Firefighters Pension Schemes (Wales) – Revised Club Transfers Memorandum and Club Transfer Factors	29 March 2019	This circular provides a revised Club Transfers Memorandum and Club Transfer factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Shared with RCT & SWFRS Pensions team and Treasurer.
W-FRSC(2019)09	Financial Arrangements for Firefighter Pensions – Top-up Grant Forms 2019-20	15 March 2019	<p>This circular requests each Fire & Rescue Authority to complete the attached pension forms (FPF2 and FPF3), and confirm estimates already provided for 2019-20 (FPF1) by 5 April 2019.</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2017/18 (FPF3) and 2018/19 (FPF2) and interim payment for 2019-20 (FPF1).</p>	Acknowledged by SWFRS Finance team and Pensions teams.
W-FRSC(2019)08	Firefighters’ Pensions – Employer and Employee	15 March 2019	This circular provides FRAs with revised employer contribution rates to be applied from 1 April 2019, and confirms the employee contribution rates remain the same as those that	Acknowledged by RCT and SWFRS Pensions team.

	Contribution Rates 2019-2020		came into effect in April 2018. It required immediate action	
W-FRSC(2019)07	Firefighters' Pension Schemes (Wales) – Revised Pension Debit Adjustment and Pension Credit Factors	11 March 2019	This circular provides revised Pension Debit Adjustment and Pension Credit factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Acknowledged by RCT and SWFRS Pension teams, and Treasurer
W-FRSC(2019)06	Public Service Pension Indexation and Revaluation 2019	8 March 2019	This circular informs FRAs of the increase in Public Service Pension Indexation and Revaluation which will take effect from 8 April 2019.	Acknowledged by RCT and SWFRS Pension Teams, and Treasurer
W-FRSC(2019)05	Firefighters' Pension Schemes (Wales) – Revised Trivial Commutation factors	15 February 2019	This circular provides revised Trivial Commutation factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Acknowledged by RCT and SWFRS Pension Teams, and Treasurer
W-FRSC(2019)04	Firefighters' Pension Schemes (Wales) – Revised Tax Charge Debit Factors	28 January 2019	This circular provides revised Tax Charge Debit Factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Acknowledged by RCT and SWFRS Pension Teams, and Treasurer

APPENDIX 1

W-FRSC(2019)03	Firefighters' Pension Schemes (Wales) – Transfer Value (TV-in) Factors	28 January 2019	This circular provides replacement Transfer Value (TV-in) Factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Acknowledged by RCT and SWFRS Pension Teams, and Treasurer
W-FRSC(2019)02	Firefighters' Pension Schemes (Wales) – Revised Early and Late Retirement Factors	24 January 2019	This circular provides replacement factor tables for Early and Late Retirement Factors as a result of the change to the SCAPE discount rate confirmed in the Budget on 29 October 2018. It required immediate action.	Acknowledged by RCT and SWFRS Pension Teams, and Treasurer

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SOUTH WALES FIRE & RESCUE AUTHORITY
HR & EQUALITIES COMMITTEE
REPORT OF THE AREA MANAGER – HEAD OF TRAINING &
DEVELOPMENT

AGENDA ITEM NO 9
8 JULY 2019

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

SUMMARY

This report provides Members with an updated position on the Compartment Fire Behaviour Training Project which is being developed at the Training & Development Centre at Cardiff Gate.

RECOMMENDATION

That Members consider the contents of the report.

1. BACKGROUND

- 1.1 The purpose of the report is to update Fire & Rescue Authority Members of the HR & Equalities Committee on the Compartment Fire Behaviour Training Project which is being developed at the Training & Development Centre at Cardiff Gate.

2. CURRENT POSITION

- 2.1 The construction phase of the project commenced on the 10th September 2018. This Build phase is scheduled to last for 42 weeks.
- 2.2 Regular monthly meetings commenced on the 11th of October with our key project partners. These progress meetings provide an opportunity for the key partners to update on progress against the construction programme.
- 2.3 The Service continues to work with its key project partners to agree final design features. Within the CFBT building this includes the design of the internal drainage system, locations of the riser outlets and the position of the thermal couples.

3. RECENT ACTIVITY AND PROGRESS

- 3.1 The exterior of the classroom has now been completed with work currently ongoing to complete the interior fit out.
- 3.2 The internal walls of the CFBT building have been completed with the exterior walls currently around 90% complete.

- 3.3 The steel framed roof structure has been completed and tiled. The brick chimney is complete with work currently ongoing to install the soffits and fascias.
- 3.4 The smoxidisers and associated equipment have been sited within the plant room of the CFBT building, with work currently ongoing to complete the ventilation and extraction systems.
- 3.5 The drainage systems including surface, foul and attenuation pond have been completed. The water main installation is also complete.
- 3.6 The glass reinforced plastic (GRP) housing has been sited on a pre-prepared concrete base. This GRP housing accommodates the electrical and pumping systems for the CFBT building.
- 3.7 The concrete service ducting to the CFBT building has been completed.
- 3.8 The high and low pressure water risers have been installed within the lobbies, currently awaiting testing.
- 3.9 The 1st fix electrical installation to the CFBT building and classroom have been completed.
- 3.10 All internal staircases within the CFBT building have been completed. Work currently ongoing to complete the external staircases.
- 3.11 Refractory (heat resistant) tiling of the ground floor walls and ceiling has been completed. Work currently ongoing to complete the first floor tiling.
- 3.12 The liquid petroleum gas (LPG) base has been formed with the tanks, vaporisers and associated pipework installed and tested.
- 3.13 The levels to the lower yard area have been set out and kerb/edges installed in preparation for the top layer of tarmac,
- 3.14 The project is currently approximately 2 weeks behind schedule. Following completion of the build we will commence a testing, commissioning and training cycle to ensure the facility is fit for purpose. Following this extensive period of testing, the practical completion and handover will take place in August 2019.

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 consists of:-

- South Wales Fire & Rescue Service
- 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 Currently progressing to the second stage of the procurement process for facilities management.

5.2 Ongoing discussions to find solutions to bring the project back on schedule.

5.3 Ongoing discussions to finalise the testing and commissioning process and practical completion arrangements for the project.

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 Jason Evans Head of Training & Development	None

ANNUAL SICKNESS ABSENCE REPORT – 1 APRIL 2018 TO 31 MARCH 2019

SUMMARY

This report shows that the average number of shifts/working days lost per employee in each category of staff (excluding On Call RDS Personnel), for the period 1 April 2018 to 31 March 2019 is 10.80 days per employee in comparison with 10.06 days per employee for 1 April 2017 to 31 March 2018.

There is a further analysis of short and long term absences, self-certification and accidents on duty.

RECOMMENDATION

That Members of the HR & Equalities Committee note the contents of this report.

1. BACKGROUND

1.1 This is the annual report on the sickness absence statistics for:-

- (a) The period 1 April 2018 to 31 March 2019, showing comparisons with the previous year (please note 1.2 below).
- (b) A split of the statistics in terms of long-term and short-term absences.
- (c) Self-Certification figures.
- (d) An analysis of the accidents on duty leading to sickness absence during the year.

1.2 It should be noted that a-c above relates to all personnel **except** On Call RDS personnel. This is because the calculation of On Call sickness absence figures is calculated in a different format due to the lack of a set rota pattern in terms of their availability. There is work in progress to develop the reporting procedures for On Call sickness absence through the implementation of CoreHR which will be reported to the HR & Equalities Committee during the next 12 months.

1.3 Graphs have been included to show pictorially the sickness absence trends set against the equivalent period for the previous year.

2. ISSUE

2.1 ANALYSIS OF SICKNESS STATISTICS FOR THE PERIOD 1 APRIL 2018 TO 31 MARCH 2019

- 2.1.1 All figures relate to the number of working days/shifts lost to sickness absence per full time equivalent employee in accordance with the requirement of the South Wales Fire & Rescue Service's Annual Statistical Returns submissions to the Welsh Assembly Government.
- 2.1.2 An analysis in terms of the average number of shifts/working days lost per employee, in each category of staff, for the period 1 April 2018 to 31 March 2019 is shown in Appendix 1 attached to the report. These figures are shown alongside the figures for the corresponding period in the previous year. Appendix 2 attached to the report shows these figures graphically for each category of staff.
- 2.1.3 It can be seen that the average number of shifts/working days lost per employee for all categories for the year 2018/2019 is 10.80 days per employee in comparison with 10.06 days per employee for 2017/2018.
- 2.1.4 It can be seen that the average number of shifts/working days lost per employee for **Wholetime staff** for the year 2018/2019 is 10.39 days per employee in comparison with 9.44 days per employee for 2017/2018. There has been a slight increase in the number of shifts/working days lost this year.
- 2.1.5 It can seem that the average number of shifts/working days lost per employee for **Fire Control staff** for the year 2018/2019 is 25.45 days per employee in comparison with 15.92 days per employee for 2017/2018. Targeting of sickness absence in Control has again been prioritised this year with 'trigger points' and welfare visits carried out promptly, and there has been a significant decrease in the number of shifts/working days lost this year.
- 2.1.6 It can be seen that the average number of shifts/working days lost per employee for **Corporate staff** for the year 2018/2019 is 9.85 days per employee in comparison with 10.82 days per employee for 2017/2018.

2.2. ANALYSIS OF SHORT AND LONG TERM SICKNESS FOR THE PERIOD 1 APRIL 2018 to 31 MARCH 2019

2.2.1 The definition of short-term and long-term absence is in accordance with the Corporate Health Workforce Indicators (CHR). Short-term equates to those individuals continuous period of sickness of 28 calendar days or less. Long-term equates to those individuals whose continuous period of sickness is more than 28 calendar days.

2.2.2 The total number of short term absences due to sickness for the year 2018/19 was 5184 shift/working days lost, in comparison to 2017/2018, which was 4040. The total number of long term absences due to sickness (excluding On Call staff) for the year 2018/19 was 7279 in comparison with 2017/2018, which was 6896. Appendix 3 attached to the report shows the figures graphically.

2.2.3 In 2018/19 58% of absences were due to long term sickness and 42% short term absences (excluding On Call Staff).

2.3. ANALYSIS OF SELF CERTIFICATION FOR THE PERIOD 1 APRIL 2018 TO 31 MARCH 2019

2.3.1 The definition of self certification is “a formal assertion by a worker to his employer that absence from work for up to seven days was due to sickness”.

2.3.2 An analysis in terms of self certification absences for all categories of staff, for the period 1 April 2018 to 31 March 2019 was found to be 2037 calendar days in comparison to 1687 calendar days for 1 April 2017 to 31 March 2018 which is an increase of 9%.

2.4. INJURIES ON DUTY LEADING TO SICKNESS ABSENCES FOR THE PERIOD 1 APRIL 2018 TO 31 MARCH 2019 (INCLUDING ON CALL RDS PERSONNEL).

2.4.1 An analysis of the Injuries on duty to staff that resulted in sickness absence during the period 01/04/18 to 31/03/19 has been undertaken. There were 26 such injuries on duty during this period. 16 of these injuries related to WDS staff, 6 of these injuries related to On Call RDS staff, and a further 4 injuries related to Support Staff.

2.4.2 In relation to WDS staff the 16 injuries can be attributed to:

- 1 x Crushed, jammed, grazed etc. e.g. finger
- 1 x Exposed to fire/heat/hot surface
- 2 x Hit anything fixed/stationary
- 2 x Manual handling
- 1 x Physical training
- 3 x Slip, trip or fall on different level
- 2 x Slip, trip or fall on same level
- 4 x Stepped on or into something e.g. hole

2.4.3 In relation to On Call staff the 6 injuries can be attributed to

- 1 x Crushed, jammed, grazed etc. e.g. finger
- 1 x Manual handling
- 3 x Slip, trip or fall on same level
- 1 x Stepped on or into something e.g. hole

2.4.4 In relation to Corporate Staff the 4 injuries can be attributed to

- 1 x Hit anything fixed/stationary
- 1 x Manual handling
- 1 x Slip, trip or fall on different level
- 1 x Slip, trip or fall on same level

3. FINANCIAL IMPLICATIONS

- 3.1 Under the National Conditions of Service for both Uniformed (Grey Book) and Corporate Staff (Green Book) there exists national Sickness Schemes. These schemes are intended to supplement Statutory Sick Pay and Incapacity Benefits so as to maintain normal pay during periods of ill health or work place accidents.
- 3.2 Under these conditions it is a contractual agreement to pay employees whilst off on sick leave on the basis of full pay for 6 months and 6 months at half pay. There is discretion for the ACO People Services to extend full pay beyond 6 months on a case by case basis, set out within Fire & Rescue Authority Standing Orders.

4. EQUALITY RISK ASSESSMENT

- 4.1 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.

5. RECOMMENDATION

- 5.1 That Members of the HR & Equalities Committee note the contents of this report.

Contact Officer:	Background Papers:
<p>Andrew Jones Head of HR</p>	<p>Appendix 1 – Average number of Shifts/Working Days Lost per Employee 1 April 2018-31 March 2019</p> <p>Appendix 2 – Average number of days/shifts lost per FTE for 2017/18-2018/19</p> <p>Appendix 3 – Comparison of Short Term and Long term Sickness 2017/18 and 2018/19</p>

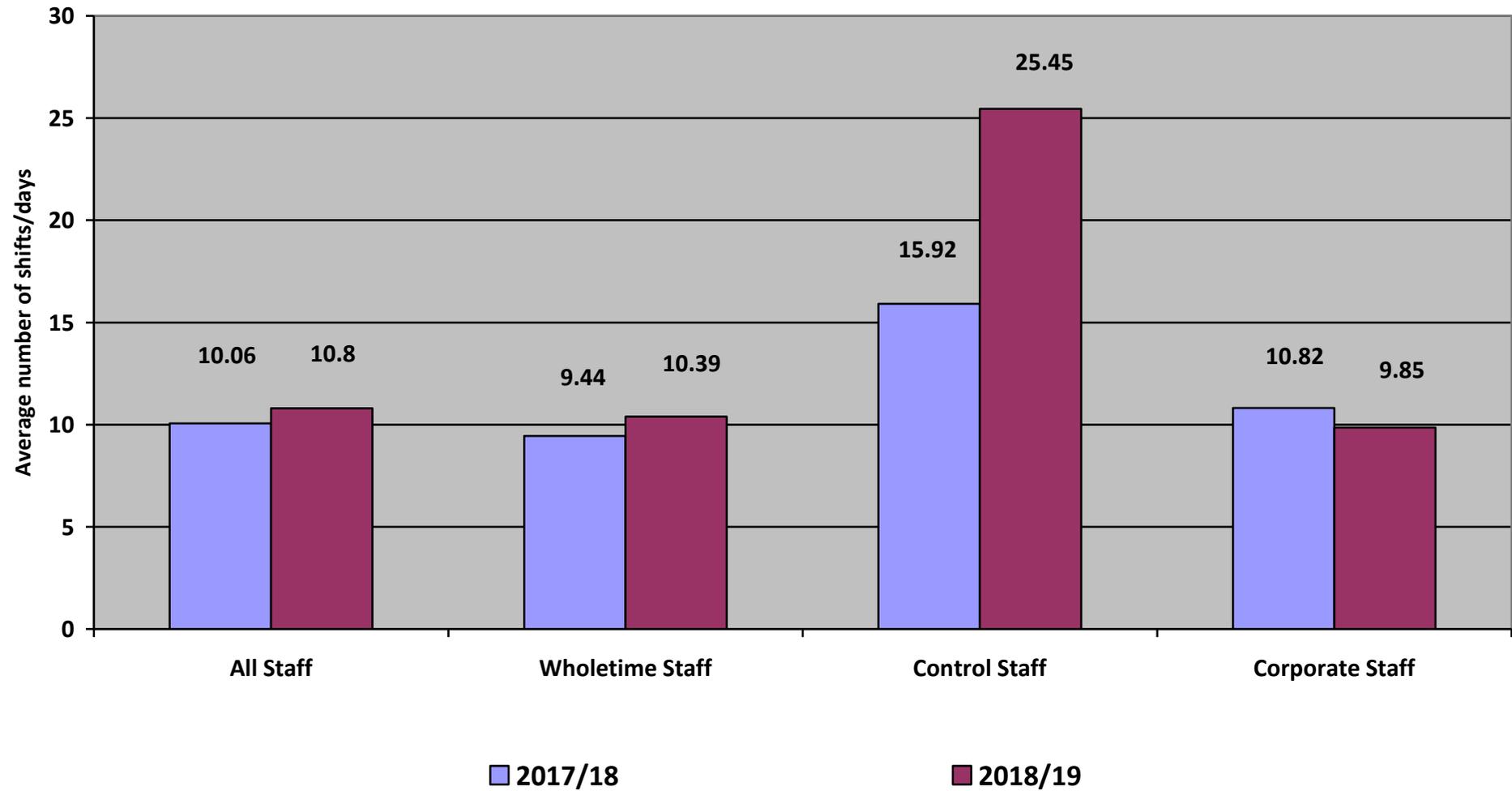
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Appendix 1Average Number of Shifts/Working Days Lost Per Employee for
1 April 2018 to 31 March 2019

Category of Staff	Average No Shifts/Working Days Lost 01/04/2017 – 31/03/2018	Average No Shifts/Working Days Lost 01/04/2018 – 31/03/2019
All Staff	10.06	10.80
Wholetime Staff	9.44	10.39
Control Staff	15.92	25.45
Corporate Staff	10.82	9.85

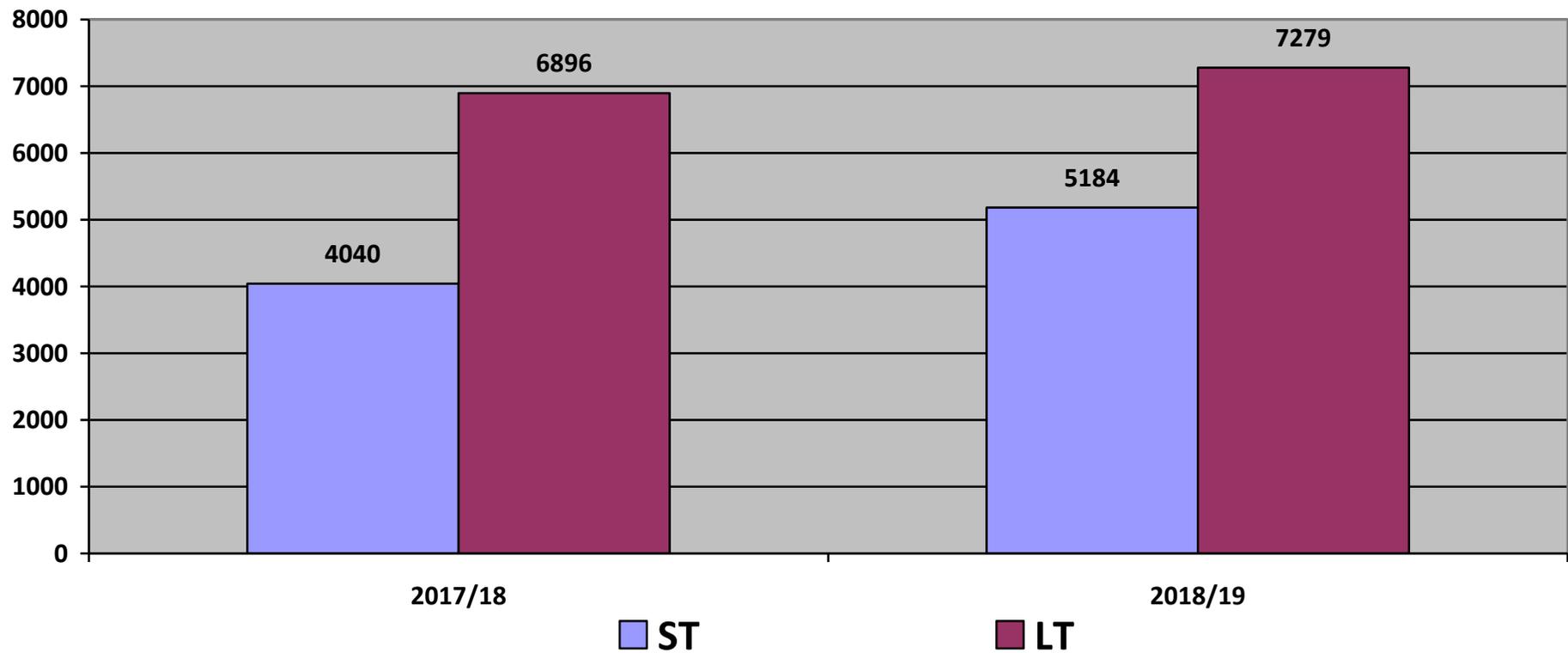
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Average number of days/shifts lost per FTE for 2017/18 - 2018/19



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Comparison of Short Term and Long Term Sickness 2017/18 and 2018/19



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**ANNUAL REPORT ON GRIEVANCE AND DISCIPLINE ACTIVITIES FOR
THE YEAR 1 APRIL 2018 TO 31 MARCH 2019**

SUMMARY

This report provides a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2018 to 31 March, 2019.

RECOMMENDATION

That Members note the contents of this report.

1. BACKGROUND

- 1.1 The main purpose of the Grievance Procedure is to ensure that an individual member of staff who feels aggrieved about the way they have been treated either by a manager, colleague or organisational procedure, is given the opportunity to have their issue(s) resolved in a fair and just manner.
- 1.2 The purpose of the Discipline Procedure is to help and encourage all employees in achieving and maintaining standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment for all employees in dealing with discipline related matters.
- 1.3 Both the Grievance and Discipline Procedures are a statutory obligation under the Employment Rights Act 1996 (as amended 2008).
- 1.4 Members should note that the breakdown of the figures contained in this report are given in general terms rather than in specific case detail to ensure the confidentiality and anonymity of the individuals concerned.

2. GRIEVANCES

- 2.1 During the period 1 April, 2018 to 31 March, 2019, there were 5 grievances received (in 2017/2018 we received 4 grievances in total).
- 2.2 Of the 5 grievances 4 were received from Wholetime Duty System personnel and 1 was received from a Corporate employee.
- 2.3 The reasons for the grievances and their outcomes are shown at Appendix 1.

3. DISCIPLINE

- 3.1 During the period 1 April, 2018, to 31 March, 2019, there were 20 reported alleged breaches of discipline (compared with 35 in 2017/2018).
- 3.2 Of the 20 reported disciplinary matters, 12 related to Wholetime Duty System personnel, 7 to On-Call, and one to a Control employee. There were none related to either Corporate or Auxiliary employees.
- 3.3 The reasons for the disciplinary cases and their outcomes are shown in Appendix 2.
- 3.4 In summary of these cases:-
- 1 – Case of dismissal from the Service
 - 1 – Case of Final Written Warning
 - 4 – Cases of Written Warning
 - 6 – Cases of Verbal Warning
 - 0 – Cases were dealt with by managerial action
 - 1 – Case require no further action
 - 3 – Cases were unsubstantiated
 - 3 – Cases the individual resigned prior to disciplinary hearing
 - 1 – Payment in Lieu of Notice
- 3.5 In one case there was an appeal. In this instance the Appeal Panel upheld the initial decision of the Discipline Panel.
- 3.6 In five cases individuals were suspended from duty whilst their cases were being investigated (3 On-Call suspensions, and 2 Wholetime Duty personnel suspensions)

4. HR IMPLICATIONS

- 4.1 All grievances and reports of misconduct are investigated by Investigating Officers from the Resolution Unit, who are members of the Employee Relations Team in the Human Resources Department.
- 4.2 All decisions in respect of suspension from duty are agreed between the Assistant Chief Officer People Services, and the HR Manager (Employee Relations) to ensure independence, consistency and fairness in the decision making process. All suspensions are reviewed on a monthly basis.

5. REPRESENTATIVE BODY CONSULTATION

- 5.1 All disciplinary cases are reported to the relevant Trade Union Representatives, and Representatives are notified immediately of any decisions to suspend an individual from duty.

6. EQUALITIES RISK ASSESSMENT

- 6.1 An Equality Risk Assessment has been undertaken to assess the potential impact relative to the investigations of all allegations of grievance and disciplinary investigations that are dealt with through the Fire & Rescue Service's policies and procedures.
- 6.2 The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from the Fire & Rescue Service's policies and procedures, as addressed in this report.

7. RECOMMENDATION

- 7.1 That Members note the contents of the report.

Contact Officer:	Background Papers:
Andrew Jones Head of Human Resources	Appendix 1 – Grievance Matters 1 April 2018 - 31 March 2019 Appendix 2 – Discipline Matters 1 April 2018 - 31 March 2019

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APPENDIX 1

Grievance Matters 1 April 2018 to 31 March 2019

Staff Category	Nature of Matter	Outcome
WDS	Allegations of Historic Bullying	Internal investigation. No evidence
WDS	Driver Duties – employee denied opportunity to act as Emergency Response Driver following an accident.	Service decision upheld. Further checks and balances introduced to support Driver safety
WDS	Transfer Procedure	Service position upheld
WDS	Unlawful deduction of wages	Procedures changed in light of new case law
Corporate	Equal Pay, Disability Discrimination	Service position upheld

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APPENDIX 2

Discipline Matters 1 April 2018 to 31 March 2019

Staff	Nature of Allegation	How Resolved	Appeal
Wholetime	Criminal conduct (Assault)	Unsubstantiated – No police action	-
On Call	False sick leave	Resigned	-
Wholetime	Failing to comply with managerial instruction	Dismissal	-
Wholetime	Criminal conduct (Assault) Suspended	No further Action	-
On Call	Criminal conduct (Indecent Assault) Suspended	Verbal Warning	-
On Call	Disorderly Conduct Suspended	Verbal Warning	
Wholetime	Secondary employment without permission	Unsubstantiated	-
On Call	Criminal Conduct (Assault Police)	Resigned	
Control	Unauthorised use of Service vehicle	Verbal Warning	-
Wholetime	Absent without leave	Verbal Warning	-
Wholetime	Criminal Conduct (Assault & Criminal Damage) Suspended	Final Written Warning	-
Wholetime (x2)	Failing to comply with vehicle use instructions	Both Verbal Warning	-
Wholetime	False statement to obtain CDL & Inappropriate Social Media post	Written Warning	-
On Call	Taking himself off on call rota without permission	Written Warning	-
On Call	Absent without leave & making false statements	Resigned	-
Wholetime	Criminal Conduct (Affray)	Unsubstantiated - Charge Discontinued	
Wholetime	Inappropriate use of blue lights	Written Warning	Appeal (Upheld)
On Call	Historical allegation of familial sexual assault Suspended	Payment in Lieu of Notice	-
Wholetime	Failing to comply with policy/instructions	Written Warning	

THE APPRENTICESHIP LEVY

SUMMARY

The Apprenticeship Levy was announced at the Summer Budget 2015, and at the Autumn Statement 2015 it was announced that it would come into effect in April 2017. A consultation was held between 21 August, 2015 and 2 October, 2015, to hear from employers how the levy should work in practice. The Government committed to boosting productivity by investing in human capital. As part of this, the Government is committed to developing vocational skills and to increasing the quantity and quality of apprenticeships. Overall it has committed to an additional 3 million apprenticeships by 2020. It is hoped that the levy will help to deliver new apprenticeships and it will support quality training by putting employers at the centre of the system. This report aims to identify the relevance of these changes in Wales, and what they mean for South Wales Fire & Rescue Service.

RECOMMENDATIONS

1. Members note the contents of the report.

1. BACKGROUND

- 1.1 The Apprenticeship Levy is in essence a UK Government employment tax, which was introduced in the 2016 Finance Bill and came into force in April 2017. All employers (public, private and third sector) with a wage bill of over £3 million per annum will be required to pay a tax of 0.5% against their wage bill.
- 1.2 As a devolved Nation all money allocated to the Welsh Government will be derived via the Barnett formula.
- 1.3 Unlike in England where levy payers have a digital account to draw down monies paid to fund apprenticeships, there will be no such provision in Wales and funding is not ring-fenced. A fundamental principle of devolution is that Welsh Ministers allocate resources in their budget according to Welsh priorities, as approved by the Assembly.
- 1.4 The Welsh Government has committed to delivering a minimum of 100,000 high quality apprenticeships by 2022 which must support their longer term vision of how the apprenticeships contribute to a more prosperous and resilient Wales. In England there is a requirement for

2.3% of the workforce to be apprentices. This is **not** a requirement in Wales.

2. ISSUE

2.1 Welsh Government Priorities

2.1.1 The delivery priorities until 2022 are increasing the number of apprentices aged 16-19, addressing skills shortages, developing higher level skills and developing skills pathways. Three Regional Skills Partnerships have been established to engage with employers and provide the Welsh Government Advisory Board (WAAB) with intelligence on skills shortages. The WAAB utilises this information to prioritise the future demand and content of apprenticeship frameworks in Wales.

2.2 Eligibility

2.2.1 All learners completing apprenticeship frameworks must work a minimum of 16 positive hours per week.

2.2.2 For Learners aged 16-19 the Welsh Government will support apprenticeships at all levels irrespective of the length of time the learner has been in their current job role.

2.2.3 For Learners aged 20+ support will be given for apprenticeships at all levels irrespective of the length of time the learner has been in their job role. However, there is a restriction on the number of learners that can be supported to undertake a Level 2 only apprenticeship in Business Administration, Hairdressing and Beauty, Customer Service and Retail.

2.2.4 As stated above, a person's age, along with their existing qualifications, will dictate the eligibility of the candidate. Double funding cannot take place – funding is not available for those who have already achieved a higher level of qualifications in a like discipline. Concurrent funding is also a consideration – funding is not available to those who are already being funded to undertake a different qualification elsewhere.

2.3 Training Providers and Apprenticeship Frameworks

2.3.1 The Welsh Government has chosen to allocate funding for apprenticeships through 19 Welsh Apprenticeship and Liaison Contractors. These contractors govern the funding allocations to

120 Welsh Training Providers who subsequently deliver the guided learning hours for apprentices.

2.3.2 All Apprenticeship frameworks in Wales include:

- A Competency qualification – falling under the Credit and Qualifications Framework for Wales (CQFW).
- A Technical qualification – relevant to the skill, trade or occupation specific to that apprenticeship.
- Other qualifications or requirements – as specified for the particular occupation.
- Essential Skills Wales qualifications – mandatory application of number and communication; digital literacy skills if applicable within the framework.

2.4 **Current Apprenticeships with South Wales Fire & Rescue Service**

2.4.1 South Wales Fire & Rescue Service currently have 10 apprentices in total working within the Service:- 4 in Business Administration, 3 in Fleet & Engineering, 2 in ICT and 1 in Payroll. However, these are currently under review.

2.5 **Uniformed Staff – Firefighters**

2.5.1 The main recruitment and training that is provided by the Service is that of Firefighters. The Emergency Fire Service Operations (Wales) apprenticeship was reviewed by an All Wales Fire & Rescue Service Apprenticeship Working Group, which is led on by the Training & Development department, consisting of all 3 Fire & Rescue Services in Wales, Welsh Assembly Government and Skills for Justice (SFJ) (the sector skills awarding body). The framework was re issued in October 2018 to include a new combined knowledge and competence qualification which was developed by the working group.

2.5.2 Due to the specialist nature of emergency fire service training, colleges and training providers will rarely (if at all) have the specialist knowledge, competence, facilities and staff resource to deliver the emergency fire service knowledge and competence qualifications for the apprenticeship. It was identified that there was an opportunity for Fire & Rescue Service's in Wales to deliver the knowledge and competence qualifications internally, under a subcontractor arrangement from a Welsh Government

Apprenticeships Funding Contract. The working group held an engagement event with the training providers and Cardiff & the Vale College was selected to enter into such an arrangement with South Wales Fire & Rescue Service. This would allow SWFRS to receive money from the sub-contract arrangement to deliver the specialist knowledge and skills training for the Emergency Fire Service Operations (Wales) apprenticeship.

2.5.3 A survey document to establish a new value and commission for Cardiff & the Vale College to deliver the revised Emergency Fire Service Operations (Wales) apprenticeship framework is currently with Welsh Government. Based on the value of the old framework and subcontractor fees indicated by Cardiff and the Vale College, approximately £4000 per apprentice over a 24 month programme could be received by South Wales Fire & Rescue Service. (If for example 40 apprentices completed the 24 month programme this could generate approximately £160,000 in funding from the subcontractor arrangement).

2.5.4 The future funding for the Emergency Fire Service Operations (Wales) apprenticeship framework is subject to approval by the WAAB.

2.6 Corporate Staff

2.6.1 There are a number of apprenticeship qualifications that the Service will be able to access from the agreed apprenticeship framework for Wales. Specialist qualifications in areas such as Human Resources, Finance, ICT and other relevant areas could be available (depending on whether they continue to fall with Welsh Government's identified priority areas). The suitability of these apprenticeships would be on a case by case basis, based on departmental needs and eligibility criteria.

2.7 Future Considerations

2.7.1 In investigating the role that apprenticeships can play within the Service, the aim must be to identify qualifications that add value and equip the workforce to meet current and future challenges.

2.7.2 The Welsh Government is due to publish guidance on the process to develop new apprenticeship frameworks within Wales. Consideration should be given as to whether frameworks could be

developed in areas such as Business Fire Safety, Community Safety, or Emergency Call Handler for example.

3. FINANCIAL IMPLICATIONS

- 3.1 South Wales Fire & Rescue Service can anticipate annual Levy charges circa £225,000, which will be paid monthly directly to HMRC.

4. EQUALITY RISK ASSESSMENT

- 4.1 An Equality Risk Assessment has been undertaken to assess any potential matters relative to the Apprenticeship Levy
- 4.2 The Service's assessment concluded that there was no immediate impact in terms of contractual matters that affect the Service engaging apprentices.

5. RECOMMENDATIONS

- 5.1 Members note the contents of the report.

Contact Officer:	Background Papers:
AM Jason Evans Training Department	None

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**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2019/2020**

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, and SWFRS People Plan	To provide Members with an update on the agreed All Wales Strategy for 2018/2021, and SWFRS's own People Strategy	ACO PS Contact Officer: Alison Reed	8 July 2019	On agenda
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 TS Contact Officer: Ian Greenman	8 July 2019	On agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Annual Occupational Health Activity Report 2018/2019	To provide Members with an update on the variety of services delivered by the Occupational Health Unit.	ACO PS Contact Officer: Andrew Jones	8 July 2019	On agenda
Pension Circulars- Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	8 July 2019	On agenda
CFBT Project Update	Purpose is to update Members on the current situation relating to the Fire Behaviour training facility at Cardiff Gate	ACO TS Contact Officer: Ian Greenman	8 July 2019	On agenda
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/Karen Davies	8 July 2019	On agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
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	8 July 2019	On agenda
Update on Apprenticeship Levy	To update Members on the current progress on the apprenticeship levy for SWFRS	ACO TS Contact Officer: Ian Greenman	8 July 2019	On agenda
NJC for Brigade Managers Salaries and Numbers Survey 2018	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS Contact Officer: Alison Reed	11 November 2019	
Annual Update on the Strategic Equality Plan	Purpose is to update Members on the Service's progress towards the	ACO PS Contact Officer:	11 November 2019	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
	Strategy that will promote organisational improvement and assist in attracting and developing our people.	Andrew Jones/Carey Wood		
Pension Circulars-Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	11 November 2019	
Recruitment & Attraction Strategy	To update Members	ACO PS Contact Officer: Andrew Jones/Deb Doel	11 November 2019	
CFBT Project Update	Purpose is to update Members on the current situation relating to the Fire Behaviour training facility at Cardiff Gate	ACO TS Contact Officer: Ian Greenman	11 November 2019	
Update on Leadership	To update Members on the development modules	ACO PS	11 November 2019	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Development Strategy	in respect of the future leaders of the Service	Contact Officer: Serena Ford		
Update on 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/Karen Davies	11 November 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: Alison Reed	11 November 2019	
Update on liP. – Report and Presentation	To provide Members with an overview of the outcome of the liP Assessment conducted in 2017 and future actions.	ACO TS Contact Officer: Ian Greenman	11 November 2019	
Annual Pay Policy Statement	Purpose is to inform Members and to enable	ACO PS	24 February 2020	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
2019/2020	the Service's Policy to be evaluated	Contact Officer: Alison Reed		
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	24 February 2020	
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	24 February 2020	
Pension Circulars-Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	24 February 2020	
People Strategy Update	To update Members on the current progress on the SWFRS People	ACO PS Contact Officer:	24 February 2020	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
	Strategy.	Alison Reed		
On-Call effectiveness	To update Members	ACO PS Contact Officer: Alison Reed	24 February 2020	
High Rise – Training element	To update Members	ACO TS Contact Officer: Ian Greenman	24 February 2020	

Dates of meetings – 8 July 2019, 11 November, 2019, 24 February 2020

ACO Alison Reed – Director of People Services
ACFO Richie Prendergast – Director of Technical Services
Andrew Jones – Head of Human Resources
AM Ian Greenman – Head of Training & Development

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AGENDA ITEM NO 14

**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. Chairperson's Announcements
4. To receive the minutes of:
 - HR & Equalities Meeting held on 18 February 2019 3
5. All Wales People & Organisational Development Strategy 2018-2021, and the South Wales Fire & Rescue Service People Plan 7
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7. Occupational Health Unit (OHU) Activity Report – 1 April 2018 to 31 March 2019 31
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11. Annual Report on Grievance and Discipline Activities for the Year 1 April 2018 to 31 March 2019 65
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13. Forward Work Programme 2019-20 79
14. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 87