

**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, 12 October 2015 at 10:30 Hours

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

### **AGENDA**

1. Roll Call and 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. To receive the minutes of:
  - HR & Equalities Meeting held on 20 July 2015 3
4. Annual Sickness Absence Report 1 April 2014 – 31 March 2015 9
5. Grievance and Discipline Issues for the Year 1 April 2014 to 31 March 2015 17
6. Report on HR and Payroll System Integration Project 21
7. South Wales Fire & Rescue Authority – Annual Pay Policy Statement – JNC Inclusion 27
8. Firefighter Pension Scheme 1992 – Split Pension 33

9. Forward Work Programme

39

10. To consider any items of business that the Chairman deems urgent (Part 1)

Signature of Proper Officer:



**Councillors:**

Cllr	G	Phillips	Cardiff
Cllr	B	Morgan	Rhondda Cynon Taff
Cllr	E	Galsworthy	Merthyr Tydfil
Cllr	M	Rahman	Newport
Cllr	S J	Jones	Rhondda Cynon Taff
Cllr	S	Pickering	Rhondda Cynon Taff
Cllr	P	Seabourne	Torfaen
Cllr	A	Jones	Torfaen
Cllr	S	Bradwick	Rhondda Cynon Taff
Cllr	R	McKerlich	Cardiff
Cllr	C	Elsbury	Caerphilly
Cllr	M	Powell	Monmouthshire
Cllr	E	Hacker	Vale of Glamorgan
Cllr	P	Drake	Vale of Glamorgan
Cllr	J	Morgan	Blaenau Gwent
Cllr	C	James	Bridgend

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 20 JULY, 2015 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**1. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S J Jones (Chair)		Rhondda Cynon Taff
A Jones (Deputy Chair)		Torfaen
P Drake		Vale of Glamorgan
C Elsbury		Caerphilly
B Morgan		Rhondda Cynon Taff
J Morgan		Blaenau Gwent
G Phillips		Cardiff
M Powell		Monmouthshire
P Seabourne		Torfaen

**APOLOGIES:**

S Bradwick		Rhondda Cynon Taff
E Galsworthy		Merthyr Tydfil
E Hacker		Vale of Glamorgan
R McKerlich		Cardiff
M Rahman		Newport

**ABSENT:**

S Pickering		Rhondda Cynon Taff
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**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr C Powell – Deputy Monitoring Officer, A/AM I Greenman – Acting Head of Training & Development

**2. DECLARATIONS OF INTEREST**

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

Councillor Seabourne declared a personal interest in Agenda Item 6 - Firefighter Pension Schemes – Welsh Government Circulars.

Officers declared an interest in Agenda Item 7 - South Wales Fire & Rescue Authority, Principal Officers and Heads of Service – Equal Treatment Terms.

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

The Chair brought Members attention to copies of the following circulars relating to Pay Awards for 2015:-

- National Joint Council for Local Authority Fire & Rescue Services – Circular NJC/11/15 – Pay Settlement 2015. The NJC had agreed an increase of 1% with effect from 1 July 2015
- National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services – Pay Award 2015. The NJC had agreed an increase of 1% in Brigade Managers pay with effect from 1 January 2015.

The ACO People Services also informed Members of the following circular which was a lengthy document and hard copies would only be provided upon request:-

- National Joint Council for Local Authority Fire & Rescue Services – Circular NJC/12/15 – Continual Professional Development Payments 2015: Payments by Authority. The NJC had agreed an increase of 1% on the above payments effective from 1 July 2015

Members also noted that the Fire & Rescue Authority's Annual Pay Policy would be updated to include these circulars.

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

The minutes of the HR & Equalities meeting held on 23 March 2015, were received and accepted as a true record of proceedings.

### **5. ANNUAL MONITORING REPORT TO WELSH LANGUAGE COMMISSIONER 2014-2015 BRIEFING REPORT**

The ACO People Services provided Members with an overview of performance against the Authority's Welsh Language Scheme 2010-2014, which is still in force pending the introduction of Welsh Language Standards.

## **RESOLVED THAT**

- 5.1 Members accepted the Annual Welsh Language Monitoring Report for 2014-2015.
- 5.2 Members agreed to note the need to continue to implement and monitor the Authority's Welsh Language Scheme in order to provide the Welsh Language Commissioner with the evidence required to prove that the Authority is meeting its legal responsibilities with regard to the Welsh Language.
- 5.3 Following a query by Members, Officers agreed to check the figures contained within page 15 attached to the report.
- 5.4 Following lengthy discussion on the cost of translating documents and time limits, and whether Members would prefer to receive meeting papers either electronically or hard copies through the mail, Officers agreed to carry out a survey on how Members would prefer to receive meeting papers in the future.

## **6. FIREFIGHTERS PENSION SCHEMES – WELSH GOVERNMENT CIRCULARS**

The ACO People Services informed Members that the Public Services Pension Act (PSPA) 2013 set out the new arrangements for the creation of Schemes for the payment of pensions and other benefits. The PSPA 2013 gave powers to the Pensions Regulator to operate a system of independent oversight of the operation of these Schemes.

Under the terms of the PSPA 2013, the Fire & Rescue Authority was the recognised Scheme Manager and as such needed to identify through which mechanism it intended to fulfil its role and obligations.

The Welsh Government issued regular communications to all Chief Fire Officers, Chairs and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These circulars can cover a variety of areas, including Firefighters Pension Schemes and have to be noted or actioned as appropriate. The report established the mechanism for reporting and processing all Firefighters Pension Schemes managerial and administrative actions.

Members, in their capacity as Scheme Managers, were required to consider the factors identified in the circulars, and to endorse the appropriate actions to ensure the proper administration of the Firefighters Pension Schemes.

## **RESOLVED THAT**

- 6.1 Members agreed to note the content of the Welsh Government (Firefighters' Pensions Scheme Circulars) that have been received since the beginning of the 2015/2016 Municipal Year.
- 6.2 Members agreed to note the actions that have been implemented for each of the circulars.
- 6.3 Members agreed to receive summary reports on Welsh Government Pension Scheme circulars at future HR & Equalities meetings.
- 6.4 Following a lengthy question and answer session, Members were made aware that along with Officers they were unable to provide an individual with any advice or guidance regarding pensions or personal tax.

Apart from the ACO People Services, Officers withdrew from the meeting while the following agenda item was being presented.

## **7. SOUTH WALES FIRE & RESCUE AUTHORITY, PRINCIPAL OFFICERS AND HEADS OF SERVICE – EQUAL TREATMENT TERMS**

The ACO People Services informed Members that each year Public Sector bodies were required to review and publish their Pay Policy Statement in line with the terms of the Localism Act. The Fire & Rescue Authority had determined that the HR & Equalities Committee should review its Pay Policy Statement, and then report their recommendations to the full Committee.

In October 2014, the HR & Equalities Committee reviewed the Authority's 2014/2015 Pay Policy Statement in light of guidance issued by Welsh Government.

The HR & Equalities Committee had initially requested a report on the equal pay and equal value terms identified in the Pay Policy Statement and its accompanying report. Having considered those issues the Members requested further clarification on the potential legal factors affecting equal pay or equal value.

During a lengthy debate, Members acknowledged the content of the external legal advice that had been received. They considered an analysis of current risks and any future risk of claims. They also gave regard to a range of options available to them. They acknowledged the

position identified in the report that in the current financial climate any substantive increase in the level of pay outside national agreements was not a reasonable course of action. Similarly they identified that any movement to equalise pay downward would go against individual contracts of employment and would undoubtedly be opposed, controversial and difficult to achieve.

It was accepted that the Service promotes itself as an equal opportunities employer and the importance of applying equal value principles irrespective of gender, were constituent factors. The ACO People Services withdrew from the meeting in order for Members to deliberate and its accompanying report.

### **RESOLVED THAT**

- 7.1 Following a vote by Members, they unanimously agreed that the decision be deferred and an independent external advisor be engaged to evaluate the current salary matrix in full.
- 7.2 Members unanimously agreed that the Fire & Rescue Authority should utilise the findings and address the perceived inequalities where appropriate, and for it to guide and inform the 'Shaping Our Future' project's recommendations.

Officers returned to the meeting.

### **8. SOUTH WALES FIRE & RESCUE SERVICE – TRAINING AND DEVELOPMENT DEPARTMENT – PLANNED TRAINING ACTIVITIES 2015/2016**

The Acting Head of Training & Development presented an electronic presentation and report to Members on the Training Department's Planned Training activities for 2015/2016, and identified the organisation's structure and functions established within Training & Development in order to facilitate it.

### **RESOLVED THAT**

- 8.1 Following a question and answer session, Members agreed to note the content of the report and electronic presentation, and endorsed the actions identified.
- 8.2 Following a request by Members, Officers agreed to consider arranging a further visit to the Cardiff Gate Training & Development Centre in due course.

The Chair thanked Officers for the excellent presentation.

**9. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2015/2016.

**RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2015/2016.

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

There were no items of urgent business.



**ANNUAL SICKNESS ABSENCE REPORT – 1 APRIL 2014 TO 31 MARCH 2015**

**SUMMARY**

The report shows that the average number of shifts/working days lost per employee, in each category of staff (excluding Retained Staff), for the period 1 April 2014 to 31 March 2015 is 8.74 days per employee in comparison with 9.58 days per employee for 1 April 2013 to 31 March 2014.

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

**RECOMMENDATION**

That Members note the contents of this report.

**1. BACKGROUND**

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

- The period 1 April 2014 to 31 March 2015 (showing comparisons with the previous year) for all groups of staff excluding RDS personnel.
- A split of the statistics in terms of long-term and short-term absences (showing comparisons with the previous year) for all groups of staff excluding RDS personnel.
- Self Certification figures for all groups of staff excluding RDS personnel.
- An analysis of the accidents on duty leading to sickness absence during the year.

1.2 It should be noted that all of the above excludes RDS personnel. This is because the calculation of RDS sickness absence figures must be calculated in a different format due to the lack of a set rota pattern in terms of their availability.

1.3 There is work in progress to develop the reporting procedures for RDS sickness absence through the implementation of CoreHR that will analyse sickness absence based on days lost in the same way that sickness is reported for Support Staff.

1.4 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 2014 to 31 MARCH 2015**

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 Corporate Health Workforce Indicators (CHR) 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 (excluding Retained Staff), for the period 1 April 2014 to 31 March 2015 is shown in Appendix 1. These figures are shown alongside the figures for the corresponding period in the previous year. Appendix 2 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 of staff (excluding Retained Staff) for the year 2014/2015 is 8.74 days per employee in comparison with 9.58 days per employee for 2013/2014.

2.1.4 The average number of shifts/working days lost per employee for Wholetime staff for the year 2014/2015 is 9.9 days per employee in comparison with 9.21 days per employee for 2013/2014. There has been a slight increase of long term sickness this year.

2.1.5 The average number of shifts/working days lost per employee for Control staff for the year 2014/2015 is 9.7 days per employee in comparison with 12.71 days per employee for 2013/2014. The management of sickness absence in Control has been prioritised this year with 'trigger points' and welfare visits carried out promptly.

2.1.6 The average number of shifts/working days lost per employee for support staff for the year 2014/2015 is 5.5 days per employee in comparison with 10.18 days per employee for 2013/2014. Several employees on long term sickness returned in 2014/2015 significantly reducing the sickness absence figure.

### **2.2 ANALYSIS OF SHORT AND LONG TERM SICKNESS FOR THE PERIOD 1 APRIL 2014 to 31 MARCH 2015**

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 (excluding Retained staff) for the year 2014/15 was 4597 shift/working days lost, in comparison to 2013/2014, which was 3174. The total number of long term absences due to sickness (excluding Retained staff) for the year 2014/15 was 5596 in comparison with 2013/2014, which was 7909. Appendix 3 shows the figures graphically for each month.

2.2.3 In 2014/15 55% of absences were due to long term sickness and 45% short term absences (excluding Retained Staff).

### **2.3 ANALYSIS OF SELF CERTIFICATION FOR THE PERIOD 1 APRIL 2014 to 31 MARCH 2015**

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 (excluding Retained Staff), for the period 1 April 2014 to 31 March 2015 was found to be 2001 shifts/days and 1516 shifts/days for 1 April 2013 to 31 March 2014 which is a 24% increase.

### **2.4. ACCIDENTS ON DUTY LEADING TO SICKNESS ABSENCES FOR THE PERIOD 1 APRIL 2014 to 31 MARCH 2015**

2.4.1 An analysis of the accidents on duty to staff during the period 1 April 2014 to 31 March 2015 has been undertaken. There were 30 accidents on duty during the year. 20 accidents related to WDS staff (resulting in 352 shifts/working days lost), 1 accident related to Support Staff (resulting in 17 days lost) and 7 accidents related to RDS staff (resulting in 183 shifts/working days lost). A further 2 accidents related to Recruit Trainee's (resulting in 95 shift/working days lost).

## **3. FINANCIAL IMPLICATIONS**

3.1 Under the National Conditions of Service for both Uniformed (Grey Book) and Support 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 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 note the contents of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of HR	N/A

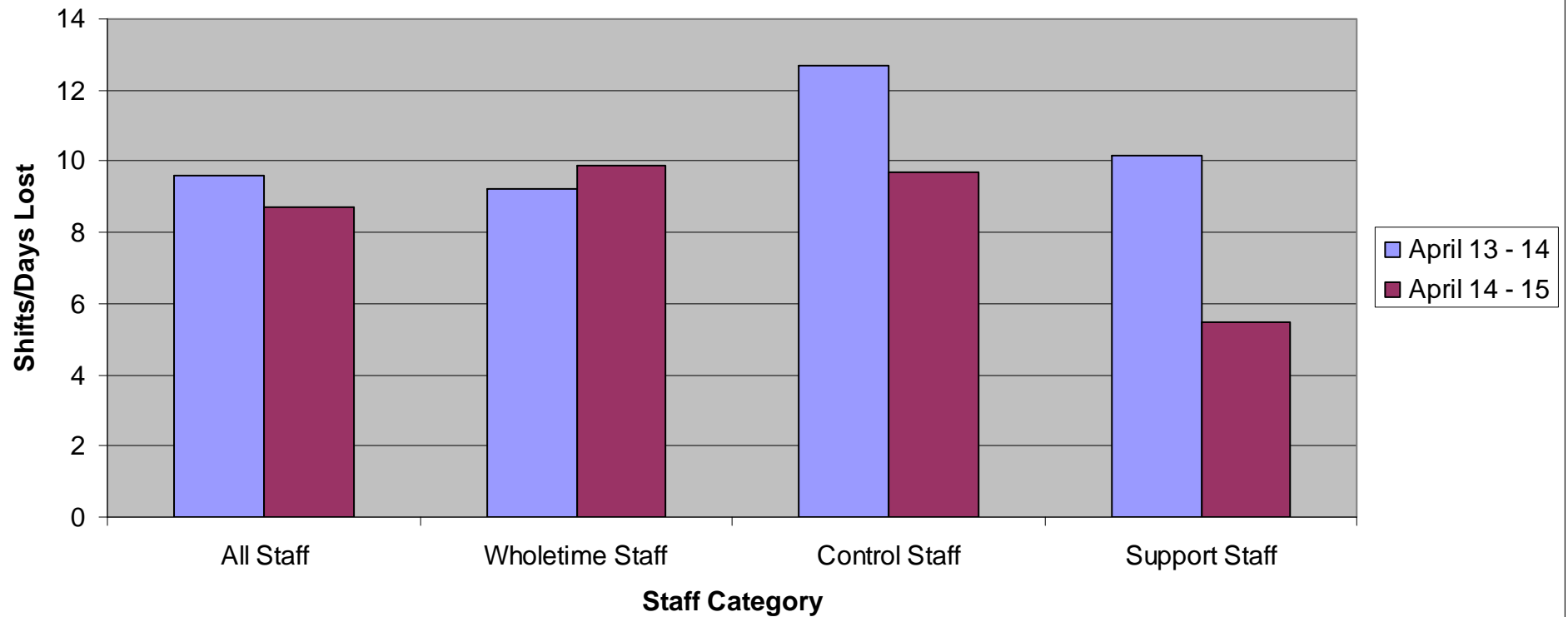
## Appendix 1

**Average Number of Shifts/Working Days Lost Per Employee for  
1 April 2014 to 31 March 2015**

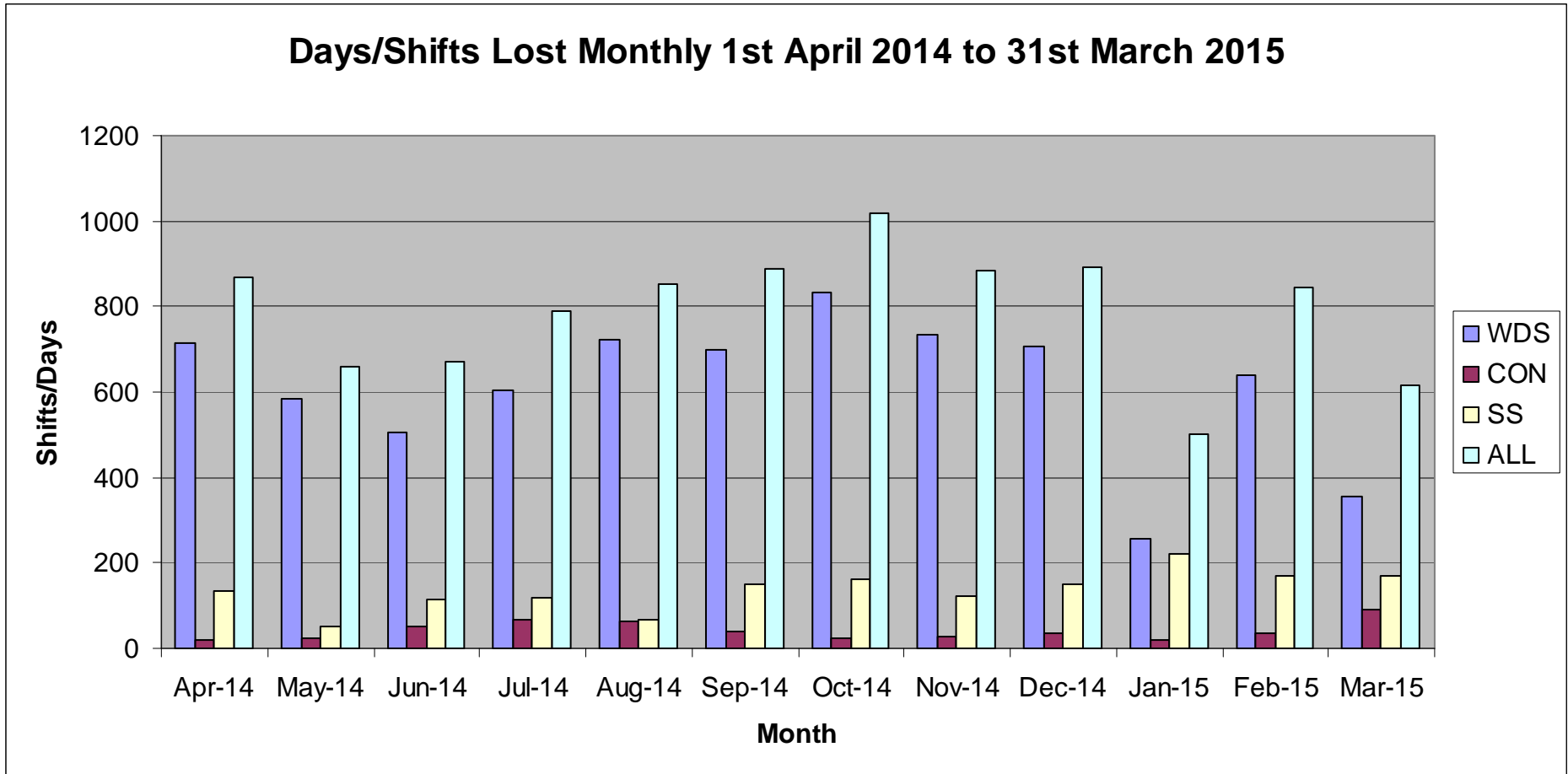
<b>Category of Staff</b>	<b>Average No Shifts/Working Days Lost 1/4/13 – 31/3/14</b>	<b>Average No Shifts/Working Days Lost 1/4/14 – 31/3/15</b>	<b>Target No Shifts/Working Days Lost 2014/15</b>
All Staff	<b>9.58</b>	<b>8.7</b>	<b>8.7</b>
Wholetime Staff	<b>9.21</b>	<b>9.9</b>	<b>8.2</b>
Control Staff	<b>12.71</b>	<b>9.7</b>	<b>6.9</b>
Support Staff	<b>10.18</b>	<b>5.5</b>	<b>10.0</b>

## Appendix 2

### Number of Shifts/Days Lost per Full Time Equivalent for 1/4/13 - 31/3/14 and 1/4/14 - 31/3/15



APPENDIX 3







**GRIEVANCE AND DISCIPLINE ISSUES FOR THE YEAR 1 APRIL 2014 TO 31 MARCH 2015**

**SUMMARY:**

This report provides a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2014 to 31 March 2015.

**RECOMMENDATION:**

That Members note the contents of this report.

**1. BACKGROUND**

- 1.1 Members have requested, as part of the forward work programme of the HR & Equalities Committee, a report in respect of Grievance and Discipline activity for the full financial year 2014/15.
- 1.2 The main purpose of the Grievance Policy 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. In addition to being good practice this is a statutory obligation under the Employment Rights Act 1996 (as amended 2008).
- 1.3 The purpose of the Discipline Policy and 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.
- 1.4 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 2014 to 31 March 2015 there were 4 grievances received (compared with 14 in 2013/14).
- 2.2 Of the 4 grievances 3 were received from WDS uniformed members of staff and 1 from a corporate member of staff. There were no grievances received from RDS or Control uniformed members of staff.

2.3 The reasons for the grievances and their outcomes were:

- 1 – Application of a detriment package – Facilitated Resolution on appeal
- 1 – Inappropriate management and overbearing conduct – Not supported on investigation
- 1 – Bullying and harassment – on-going investigation
- 1 – General lack of career support – out of time

### 3. DISCIPLINE

3.1 During the period 1 April 2014 to 31 March 2015 there were 21 reported alleged breaches of discipline (compared with 33 in 2013/14).

3.2 Of the 21 reported disciplinary matters 10 related to WDS uniformed members of staff, 7 related to RDS uniformed members of staff, 3 Support members of staff and 1 Auxiliary Firefighter.

3.3 The 21 cases can be classified as follows:

- |                                   |   |   |
|-----------------------------------|---|---|
| • Criminal Conduct                | - | 6 |
| • Bullying & Harassment           | - | 2 |
| • Discreditable conduct           | - | 3 |
| • Offensive/Obscene Behaviour     | - | 4 |
| • Falsification of records/claims | - | 5 |
| • Neglect of Duty                 | - | 1 |

3.4 Of these cases:

- 1 case linked to grievance and facilitate resolution
- 4 cases required no further action following investigation
- 3 cases were dealt with by managerial action
- 6 cases of dismissal (2 pending appeal)
- 3 cases final written warnings (2 cases with fines – action short of dismissal, 1 case with demotion action short of dismissal)
- 1 case of written warnings
- 3 cases resigned prior to disciplinary hearing

3.5 In 8 cases individuals were suspended from duty whilst their cases were being investigated. 3 RDS uniformed member of staff, 3 WDS uniformed member of staff, 1 Auxiliary Firefighter and 1 member of Support staff were suspended.

#### **4. HR IMPLICATIONS**

- 4.1 All grievances and reports of gross misconduct and misconduct are investigated by Investigating Officers from the Resolution Unit, part of the Human Resources Directorate.
- 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.

#### **5. REPRESENTATIVE BODY CONSULTATION**

- 5.1 All disciplinary cases are reported to the relevant Trades 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 investigation of all allegations of grievance and disciplinary investigations that are dealt with through the Fire & Rescue Services 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 Services policies and procedures as addressed in this report.

#### **7. RECOMMENDATION**

- 7.1 That Members note the contents of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of HR	N/A



## **REPORT ON HR & PAYROLL SYSTEM INTEGRATION PROJECT**

### **SUMMARY**

In 2011/12 the Risk Reduction Plan identified a requirement to review all back office ICT systems. The main focus was on the integration of HR, Payroll and Finance systems, where it was recognised improvement in these systems would have the greatest impact.

A tendering process was undertaken in collaboration with Mid & West Wales FRS for an Integrated HR & Payroll system. The final contract was awarded to Core International in 2013.

The implementation of the CoreHR system was broken down into three phases to be delivered by an established Project Team. Phase 1 was scheduled for completion in September 2014 and the full project completion date estimated to be late in 2015.

Due to a number of complex issues, such as, the success of Core International in attracting new business, additional factors associated with collaboration, the complexity of FRS multi contracts and their impact on system configuration and the complexity of data migration and reconciliation there has been slippage in the delivery of the project.

Despite the many challenges faced and thanks to the considerable efforts of the project teams and all involved, significant progress has been made towards achieving a “go live” date for phase 1 in October 2015.

In dealing with the considerable challenges faced in implementation there has been additional costs incurred due to additional consultancy days and maintenance of legacy systems.

### **RECOMMENDATION**

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

## **1. BACKGROUND**

- 1.1 In order to improve the efficiency and effectiveness of the Service, the Risk Reduction Plan 2011-2012 identified a requirement to review all back office ICT systems. The strategic direction at this time was to focus on the integration of the HR, Payroll and Financial systems as it was recognised that as these systems spanned the entire Service,

improvements in these systems would have the greatest impact on service delivery and the most cost benefit.

- 1.2 The key drivers for this change are that the current systems of HR and Payroll require excessive administration to maintain and do not easily provide accurate and current data for reporting and planning purposes. Also the current systems functionality and flexibility do not satisfy the legislative requirements for HMRC Real Time Information (RTI) reporting and pension Auto Enrolment. Essentially due to the lack of integration between the various systems operated across the Service linked to HR & Payroll there are numerous resource intensive processes that do not meet the needs of the Service.
- 1.3 Additionally as well as meeting legislative requirements, the introduction of integrated systems will potentially realise savings in licensing costs and the resource requirements for system administration, whilst providing improved management information to inform decision making processes.
- 1.4 At the time of consideration for tendering for a new system it was identified that Mid & West Wales FRS were also looking to procure for the same systems. It was agreed that both Service's would collaborate on the procurement on a new system. A full tender process was undertaken for an integrated HR & Payroll system for both FRS'.
- 1.5 Following the tendering process the tender for the new system was awarded to Core International in February 2013, with the formal contract signed in September 2013.

## **2. ISSUE**

- 2.1 There were a number of risks identified as part of the delivery of such a major project of this size and magnitude, such as, the risk of delays to the project due to the speed of communications and decision making between the two Services, the requirement for more complex interfacing between the two Services and their existing systems and the securing of the resources (human and technical) required for implementation of such a significant project.
- 2.2 To reduce these risks and to ensure the implementation of the project a Strategic Project Manager was appointed and key Project Leads were identified in both Service's. These officers have the responsibility for the management and implementation of the project working closely with Core International in delivering the project to completion.
- 2.3 The project is being delivered in three phases:

- Phase 1 – CorePersonnel, CorePay and CoreTime, elements of CorePortal and Employee & Manager Self Service
- Phase 2 – CoreTraining, CoreRoster, Health & Safety, Occupational Health, E-Recruitment, CoreBudget, CorePerformance, elements of ESS & MSS
- Phase 3 – CoreFlexible Benefits, CoreKPI, CoreMobile, remaining elements of ESS & MSS

The initial project implementation plan that was put in place was for the “go live” date for Phase 1 approximately in September 2014, with full project completion possibly late in 2015. All planned dates being flexible due to the complex nature of the project.

- 2.4 By taking a phased approach to the implementation of the project this allows the HR & Payroll department to manage their day to day business in a timely manner whilst implementing the key elements of each phase. There are also arrangements in place for backfilling of posts for day to day tasks if necessary.
- 2.5 There are a number of staff in both Service’s committed to the project on either a full or part time basis but the limited resources that can be committed solely to the project has caused added pressures during the normal working day.
- 2.6 Both the Services have, wherever possible, aligned the system configuration and their departmental processes to ensure simplification of the systems employed and speed of implementation. There are however a number of areas where this has not been possible especially in complex areas such as payroll codes, hierarchy structures and post numbers, where it is recognised that there has to be a complete separation of services in these areas.
- 2.7 Due to unforeseen circumstances there have been a number of events during the course of the Phase 1 implementation that have delayed the “go live” date.
- 2.8 Due to the technical merit and competitive pricing of their product, Core International has been very successful in attracting new business in the UK. As a result, it is apparent that their company infrastructure to support the many ongoing implementations has been significantly stretched. Core has recognised this and to address this they have entered into a delivery partnership agreement with Capita. Following a slow start to the Project, the responsibility for implementation was handed over to Capita in April 2014. While this relationship has broadly been satisfactory and moved the project on, Capita are still reliant on

Core for issue resolution involving database manipulation or software changes beyond configuration.

- 2.9 In the long term, collaboration is clearly advantageous; however in the short term it presents many challenges and significantly adds to the complexities of the Project. Factors include:
- The shared system configuration needs to satisfy differing terms and conditions and local working practices between the Services, often requiring complex configuration and/or workarounds to ensure functionality.
  - The decision making processes involve more people and therefore it is more challenging to reach consensus and agreement.
  - Differing Directorate structures between the Services require different supporting processes to be developed.
  - The speed and quality of communication is hindered by geographical location and personnel availability.
- 2.10 Due to the nature of the business, FRSs extensively use multi-posts contracts for any one individual, e.g. WDS and RDS contracts. This significantly complicates software configuration as transactions from each post have to be accumulated and correctly applied to top level calculations such as NI banding, pension contributions, occupational sick leave, etc.
- 2.11 The data from legacy systems requires significant manual manipulation from multiple data sources to transform it in a format suitable for migrating into the Core system. This activity involving millions of records is very complex and resource intensive. As a result of the level of support and advice received early in the project, data migration anomalies have led to issues in reconciliation of payroll runs. Additionally due to the time elapsed since the initial migration and parallel run, the data has become misaligned between the Core and legacy systems and a partial remigration has been required.
- 2.12 While it is acknowledged there have been delays to the programme due to the time taken to overcome the challenges, significant progress has been made in the Project. At this time, a few issues affecting a small amount of people are outstanding and are being investigated by Core. Daily conference calls are being held with Core to progress the issue resolution.
- 2.13 The FRSs are currently in the latter stages of implementing Phase 1 and are undertaking an initial parallel run and reconciliation with legacy systems to ensure that all staff are paid correctly. Phase 1 modules are



the backbone of the system and form the foundation for subsequent modules therefore it must be ensured that they are correct.

- 2.14 It is considered that following the procurement process, that the FRSs have secured the best state-of-the-art product currently available at a very competitive price.
- 2.15 Despite the many challenges that have been overcome and recognising the programme slippage, thanks to the considerable effort of the project teams and all involved, significant progress has been made toward achieving go-live of Phase 1. Anticipated go-live is October 2015.
- 2.16 All things considered, the Project is in a healthy state going forward and following successful implementation is expected to achieve many benefits in terms of information availability, currency of information and a reduced administrative burden.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 As a result of the additional effort to overcome the challenges encountered and programme delays, there has inevitably been an additional cost incurred over the initial contract cost due to the requirement for additional consultancy days and maintenance of legacy systems. It is estimated that over the expected duration of the project there will be an additional £75k incurred in consultancy costs that will be shared between the FRSs in the agreed ratio (SWFRS 57% and MAWWFRS 43%).
- 3.2 The cost of maintenance of legacy systems is approximately £4.9k per month for SWFRS and £2.3k per month for MAWWFRS.
- 3.3 For reference, SWFRS has an agreed capital budget of £220k for the Project while the SWFRS of the Core International contract cost (excluding any additional consultancy) is £202k.

### **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 & Equality Committee note the contents of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mark Malson Head of HR	N/A

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
HR & EQUALITIES COMMITTEE  
REPORT OF THE ACO PEOPLE SERVICES

AGENDA ITEM NO 7  
12 OCTOBER 2015

**SOUTH WALES FIRE & RESCUE AUTHORITY – ANNUAL PAY POLICY STATEMENT – JNC INCLUSION**

**SUMMARY**

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

The Fire & Rescue Authority also determined the HR & Equalities Committee should review the Pay Policy Statement and report to the full Committee. Recent developments relating to the substance of the Policy Statement has required that matters under review are considered for recommendation to the Fire & Rescue Authority when appropriate.

**RECOMMENDATION**

1. Members review the potential inclusions to the South Wales Fire & Rescue Authority's Pay Policy Statement.
2. Members recommend any changes to the Fire & Rescue Authority for incorporation into it's Pay Policy Statement.

**1. BACKGROUND**

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

**2. ISSUES**

- 2.1 The Fire & Rescue Authority has had a statutory requirement under the Localism Act 2011 to prepare a Pay Policy Statement for each financial year. The first Statement was approved by the Fire & Rescue Authority in March 2012. The Policy had been produced on the basis of statutory guidance, advice from the Welsh Local Government Association and guidance from Welsh Government.
- 2.2 It provides a framework for ensuring that employees were rewarded fairly and objectively, in accordance with the service needs of the Fire &

Rescue Authority, and that there was openness and transparency in relation to the process.

2.3 The Pay Policy is produced in accordance with the requirements of Section 38 (1) of the Localism Act 2011. The Act required all Local Authorities and Fire Authorities to develop and make public their policy on all aspects of Chief Officer remuneration.

2.4 For 2015/2016 the Pay Policy had also been revised to incorporate the following:-

- Updated guidance from Welsh Government as issued in February 2014
- Changes as prescribed by the Local Authorities Standing Orders (Wales) (Amendment) Regulations 2014 which took effect from 1 July 2014
- The details of a National Pay Award for employees covered by the:-
  - National Joint Council for Local Government Services (Green Book)
  - National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Services (Grey Book)
  - National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service
  - British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range

2.5 A particular change as set out in the Local Authorities (Standing Orders) (Wales) (Amendment) Regulations 2014 was the introduction of the requirement that: 'The relevant Authority must determine the level, and any change in the level, of the remuneration to be paid to a Chief Officer'.

2.6 The impact of this amendment was that all changes to Chief Officer pay must be voted on by the full Fire & Rescue Authority, not just those which were determined locally. This included any pay rises which had been nationally negotiated by the Joint National Council and these now could not be paid, unless, and until, they had been agreed by the full Fire & Rescue Authority.

2.7 As the Chief Officers of this Service were employed under Joint National Council terms and conditions which were incorporated into their contracts of employment, they would be contractually entitled to any Joint National Council pay rises and a decision to withhold payment could result in an unlawful deduction from wages or breach of contract.

2.8 In seeking full Fire & Rescue Authority's determination to pay Joint National Council nationally agreed pay rises each time they are agreed was likely to cause delay in payment and potentially an inappropriate use of the time and resources of elected Members. The Welsh Local Government Association (WLGA) had acknowledged this situation, and they engaged with Welsh Government on behalf of Councils, including Fire Authorities, in order to seek a pragmatic solution. As a result, it had been agreed that the requirement that full Fire & Rescue Authority must determine nationally agreed contractually entitled pay rises for Chief Officers could be met by each full Authority agreeing to include a suitable clause in their Pay Policy Statements to cover this issue.

2.9 The relevant clause for Members consideration in relation to the Pay Policy Statement is set out below:-

*'The Fire & Rescue Authority employs Chief Officers under Joint National Council terms and conditions which are incorporated in their contracts. The Joint National Council for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements'.*

2.10 Should the Fire & Rescue Authority at any time decide that it did not wish to implement nationally negotiated National Joint Council pay increases then that would need to be a decision of full Fire & Rescue Authority, and the Pay Policy Statement would need to be amended to reflect that decision.

2.11 The 2016/2017 Pay Policy will need to be approved and re-published by the 31 March 2017 in order to comply with the provisions of the Localism Act. The Policy is updated as appropriate throughout the year to take into account any changes.

2.12 Members should be aware that the proposals set out in this report raised a number of potential conflicts of interest for Members of the Fire & Rescue Authority's Executive Management Team, as such Officers will declare an interest and leave the meeting while matters are discussed.

### **3. EQUALITY RISK ASSESSMENT**

3.1 An Equality Risk Assessment has been undertaken to assess the potential impact relative to the protected characteristics arising from the

publication of a Pay Policy Statement. There are no immediate issues pursuant to the changes identified.

#### **4. RECOMMENDATIONS**

- 4.1 Members review the potential inclusions to the South Wales Fire & Rescue Authority's Pay Policy Statement.
- 4.2 Members recommend any changes to the Fire & Rescue Authority for incorporation into its Pay Policy Statement.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACO Philip Haynes Director of People Services	HR & Equalities Committee Report Localism Act 2011 Hutton 2011 – Review of Fair Pay in the Public Sector

## APPENDIX 1

## SOUTH WALES FIRE &amp; RESCUE AUTHORITY'S PAY POLICY STATEMENT – JNC STATEMENT INCLUSION

2.2	<p>The Fire &amp; Rescue Authority advocates collective bargaining arrangements and supports existing national level provisions that govern pay and conditions of service for the following employee groups:</p> <ul style="list-style-type: none"> <li>• National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book)</li> <li>• National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service</li> <li>• National Joint Council for Local Government Services (Green Book)</li> <li>• British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range</li> </ul> <p>The Fire &amp; Rescue Authority employs Chief Officers under Joint National Council terms and conditions which are incorporate in their contracts. The Joint National Council for Chief Officers negotiates on national (UK) annual cost of living pay increase for this group, and any award of same is determined on this basis. Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements.</p>	<p>FA</p> <p>To be determined</p>
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## **FIREFIGHTERS' PENSION SCHEME 1992 – SPLIT PENSION**

### **SUMMARY**

This report identifies the background to changes in Rule B5A (Split Pension) as part of the Firefighters' Pension Scheme 1992, and sets out the key features, impacts, and significant points for Members' consideration and final determination.

### **RECOMMENDATION**

1. Members note the situations which may lead to the instance of a split pension taking place.
2. Members make a determination upon the awarding of split pensions in cases of:- compulsory demotion following an organisation review, following temporary promotion, making a reasonable adjustment for medical reasons, pay protection ceasing, disciplinary related demotion or any combination thereof.

## **1. BACKGROUND**

- 1.1 The first Pension Scheme specially designed for Firefighters was introduced in 1926. As with all Occupational Pension Schemes, the rules of the Firefighters' Pension Scheme (FPS) are reviewed and amended from time to time.
- 1.2 The Firefighters Pension Scheme is a statutory public service pension scheme initially made under Section 26 of the Fire Services Act 1947. This Act was repealed by the Fire and Rescue Services Act 2004, but Section 36 of the 2004 Act allowed the Scheme to continue in force. It became a closed Scheme on 6 April 2006 when the New Firefighters' Pension Scheme was introduced.
- 1.3 Unlike Occupational Pension Schemes in the private sector, the Firefighters Pension Scheme does not have trustees. Also, it does not have the usual type of pension fund found in the private sector which uses investments to help meet its liabilities. Although each Fire & Rescue Authority is required to maintain a pension fund which:-
  - Receives employee and employer contributions and transfer values from other Schemes, and
  - Pays out benefits and transfer values to other Schemes

- 1.4 The Authority does not have the power to invest the money as would normally be the case with a pension fund. If the fund has insufficient money to meet all of its pension liabilities, the Welsh Government will make up the shortfall; if the fund is in surplus, the Welsh Government will take the excess to cover any shortfall in the funds of other Authorities.
- 1.5 The Firefighters Pension Scheme is a registered pension scheme for the purposes of the Finance Act 2004. This means that HM Revenue & Customs allow certain tax concessions. Contributions attract tax-relief and some benefits, provided they are within required limits, and are exempt from tax charges.
- 1.6 Like all other pension schemes, the Firefighters Pension Scheme must comply with Pension Acts although, as a public service scheme, it is exempt from certain requirements. Regulations that are made under Pension Acts require the Scheme Manager (the Fire & Rescue Authority) to supply scheme members with items of basic information about the Scheme.

## **2. ISSUES**

- 2.1 A person who retires from the Firefighters' Pension Scheme 1992 in the normal manner would usually elect to have his/her pension based on the 'best of the last three years' principle.
- 2.2 The Firefighters' Pension (Wales) Scheme (Amendment) Order 2009 [2009 No. 1226 (W.109)] ('the 2009 Amendment Order'), adopted on 15 May 2009, further amended Schedule 2 of the Firemen's Pension Scheme Order 1992, which set out the Scheme from 1 April 2007 as follows:-

1. In Part B (personal awards), after Rule B5 (deferred pension), insert – Entitlement to two pensions

### **B5A**

- (1) A regular Firefighter who –

- (a) on taking up a different role; or

- (b) becoming entitled to a different rate of pay in his existing role.

suffers a reduction in the amount of his pensionable pay, such that the amount to be taken into account in the calculation of the pension to which he will be entitled at normal pension age is less than it would otherwise have been, is entitled to two pensions.

- (8) In paragraph (1), 'role' in relation to a Firefighter, means the role in which he is for the time being employed, being a role set out in 'Fire and Rescue Services Rolemaps' issued by the National Joint Council for Local Authority Fire and Rescue Services in August 2005.
- 2.3 It is for each Fire & Rescue Service to interpret the rules of the Scheme, including any relevant amending Orders, and exercise their discretion with the assistance of any Circulars and Guidance notes. Indeed, when clarification has been sought from the Welsh Government or the Council, the advice received is that it is for each Service to interpret the Order as it sees fit. It is for the Fire & Rescue Authority to ensure that the rules have been applied consistently throughout, fairly and reasonably.
- 2.4 The Pensions Ombudsman has considered and ruled on many aspects of Rule B5A and has determined that *'I cannot see that Rule B5A itself provides for any discretionary decision to be made within that rule. Once the Scheme provisions have come into force, if a regular Firefighter meets the stated criteria, which should be a matter of fact, then he/she has an entitlement to two (split) pensions.'*
- 2.5 A range of scenarios exist whereby a Firefighter may become eligible to be considered for a split pension, these include:-
- (a) Compulsory demotion following an organisation review
  - (b) Following a period of temporary promotion
  - (c) Substantive demotion as a result of the Service making a reasonable adjustment for medical reasons.
  - (d) A period of pay protection coming to an end.
  - (e) Demotion following a disciplinary determination.
  - (f) A combination of any of the above points.
- 2.6 The main consideration now is how much latitude or restriction, if any, Members consider should be applied in relation to the aforementioned situations where an entitlement to a split pension may occur.
- 2.7 **Disciplinary Actions** – Having regard to the practice of demotion following a disciplinary determination, the Service's practice is established in OP-02.007 Discipline Policy & Procedures.

**7.8 Actions Short of Dismissal** – Alternatively, where there has been a failure to improve as required, or in exceptional cases at the first offence, a decision may be made by the Panel to award a sanction as an alternative to dismissal. These sanctions are in addition to a Final Written Warning, and are:

- Demotion (no more than one managerial band for Grey Book personnel)
  - Change in duty system/remove from on-call rota (for example, in instances where an individual was unable to fulfil their contractual obligation)
  - Loss of pay (up to one month's pay, deductible over a period not exceeding 12 months)
- 2.8 Refusal to allow a split pension could be viewed as adding to the initial disciplinary sanction and may be discriminatory.
- 2.9 **Pay Protection** – This occurs where organisational changes take place and individuals are granted pay protection (usually three years) by the Fire & Rescue Authority. If the pay in question is wholly pensionable there is an immediate impact on the individual's final salary for pensionable purposes.
- 2.10 Whereas not allowing a split pension following a demotion could be seen to be discriminatory the award of a split pension to incorporate a period of pay protection could be deemed to be awarding individuals additional pensionable service.
- 2.11 In future it will be necessary to consider the impact of pay protection when organisational changes take place.
- 2.12 **A combination of situations** – It is recognised that it is possible to have instances where for example an individual may be entitled to a split pension following a medical referral/reasonable adjustment and they make a claim for comparable treatment in terms of pay protection comparability if they had remained in the original post. The Service has received a 'grievance' from a Firefighter who potentially falls within this category and as Scheme Managers it will be for Members to determine a response.
- 2.13 As identified in paragraph 2.10 above, Members are asked to be mindful that combined determinations may confer additional pension entitlement beyond that which is usual or expected of the Scheme.
- 2.14 The implementation of split pension is causing additional administrative strains on officers and stretching resources. The administrative situation is further impacted upon by the range of schemes managed by the Fire & Rescue Authority, the incidence of accrued rights and tapering protection, plus the introduction of Career Average Revalued Earnings in 2015.
- 2.15 Members are reminded that any member of the three principle Firefighters Pension Schemes retain the right to raise a full pension

related grievance as part of the Internal Disputes Resolution Procedure, Part 2 with Fire & Rescue Authority Members.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The impact of split pensions is difficult to assess overall.
- 3.2 The award of a split pension does not necessarily reduce the impact on the Firefighters' Pensions Scheme 1992 as a whole, for in most, if not all of the situations identified in paragraph 2.5 above will see a replacement appointment occurring.
- 3.3 In future, the Local Pension Board will be required to scrutinise the Firefighters' Pensions Scheme 1992 rules, conditions and applications, both in financial and practical terms.

### **4. EQUALITY RISK ASSESSMENT**

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of the full implementation of Rule B5A (Split Pension) as identified within the terms of the Firefighters' Pension Scheme 1992.
- 4.2 The assessment concluded that while there were no immediate issues for any individual or group of personnel, the full application of Rule B5A (Split Pension) could be particularly relevant in terms of the Service's need to accommodate 'reasonable adjustments'.

### **5. RECOMMENDATIONS**

- 5.1 Members note the situations which may lead to the instance of a split pension taking place.
- 5.2 Members make a determination upon the awarding of split pensions in cases of:- compulsory demotion following an organisation review, following temporary promotion, making a reasonable adjustment for medical reasons, pay protection ceasing, disciplinary related demotion or any combination thereof.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACO Philip Haynes Director of People Services	



**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2015/2016**

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Welsh Language Annual report	To update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	20 July 2015	Presented
Pension Circulars	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	20 July 2015	Presented
Equal Pay Follow Up Report	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	20 July 2015	Presented

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Report on activities in the Training & Development department	To update Members	Attract and develop our people  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	20 July 2015	Presented
Annual Absence Management Report	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	12 October 2015	On Agenda
Annual Discipline & Grievance Report	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	12 October 2015	On Agenda



<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Implementation of Core/HR Update Report – Phase 1	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	12 October 2015	On Agenda
Pay Policy Amendment	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	12 October 2015	On Agenda
Firefighter Pension Scheme Split Pension Provision	Members to provide a decision	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	12 October 2015	On Agenda

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Third Party Income Generation	To update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	25 January 2016	
Firefighter Development Programme		Attract and develop our People Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	25 January 2015	
Welsh Language Standards Update	To update Members		ACO PS  <b>Contact Officer:</b> Mark Malson	25 January 2016	
Strategic Equality Plan 2014-2017 – Annual Update	To update Members	Attract and develop our People Organisational Improvement	ACO PS <b>Contact Officer:</b> Mark Malson	25 January 2016	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Annual Equality Plan Update	To advise Members of progress against the Plan	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	25 January 2016	
Implementation of Core/HR Update Report – Phase 2	To update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	25 January 2016	
Annual Pay Policy Statement 2016/2017	To inform Members and to enable the Service's Policy to be evaluated	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	25 January 2016	

Report Name	Purpose of Piece of Work	Links to Strategic Themes & Corporate Objectives	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Summary of HR & Training Committee Reporting		All	ACO PS  <b>Contact Officer:</b> Philip Haynes	25 January 2016	
Principles of Workforce Progression		Attract and develop our People	ACO PS  <b>Contact Officer:</b> Ian Greenman	25 January 2016	
Review of Occupational Health – Final Report	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	25 January 2015	

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
National Issues Committee Update – HR & Training		Attract and develop our People.  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson/Ian Greenman	21 March 2016	
Annual Report on Occupational Health Activity - 2015	To Update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Mark Malson	21 March 2016	
Pension Circulars	To Update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Philip Haynes	21 March 2016	
Annual Training Plan 2016-2017	To Update Members	Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	21 March 2016	

<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Links to Strategic Themes &amp; Corporate Objectives</b>	<b>Lead Director/ Contact Officer</b>	<b>Expected Date of Decision/ Submission/ Review</b>	<b>Progress</b>
Leadership Development Programme	To Update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	21 March 2016	
CFBT Report	To update Members	Attract and develop our People  Organisational Improvement	ACO PS  <b>Contact Officer:</b> Ian Greenman	21 March 2016	
Workforce Planning Update	To update Members		ACO PS  <b>Contact Officer:</b> Mark Malson	21 March 2016	

ACO Philip Haynes – Director of People Services  
Mark Malson – Head of Human Resources  
A/AM Ian Greenman – Head of Training & Development

1. Roll Call and 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. To receive the minutes of:
  - HR & Equalities Meeting held on 20 July 2015 3
4. Annual Sickness Absence Report 1 April 2014 – 31 March 2015 9
5. Grievance and Discipline Issues for the Year 1 April 2014 to 31 March 2015 17
6. Report on HR and Payroll System Integration Project 21
7. South Wales Fire & Rescue Authority – Annual Pay Policy Statement – JNC Inclusion 27
8. Firefighter Pension Scheme 1992 – Split Pension 33
9. Forward Work Programme 39
10. To consider any items of business that the Chairman deems urgent (Part 1)