

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, 1 November 2021 at 1030 Hours

VENUE: To be held on **StarLeaf - Access Code: 4543580071**
Please ensure you join the meeting 15 minutes prior to meeting time
Any issues please contact
01443 232000 and ask for Member Services

A G E N D A

1. Apologies for Absence
2. 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 Monday 5 July 2021 3

Reports for Discussion

5. Living Wage Foundation Accreditation 9

Reports for Decision

6. Proposed Reforms and New Terms of Reference for Scrutiny Committee 25

Reports for Information

- | | | |
|-----|---|----|
| 7. | Firefighters Pension Schemes – Wales Government Circulars 2021/2022 | 31 |
| 8. | South Wales Fire & Rescue Service – Overview of Training & Development Department 2020/2021 | 39 |
| 9. | Forward Work Programme for HR & Equalities Committee 2021/2022 | 67 |
| 10. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 75 |

Signature of Proper Officer:



Councillors:

D	Ali	Cardiff
M	Colbran	Merthyr Tydfil
P	Drake	Vale of Glamorgan
C	Elsbury	Caerphilly
S	Evans	Torfaen
W	Hodgins	Blaenau Gwent
G	Holmes	Rhondda Cynon Taff
A	Hussey	Caerphilly
H	Jarvie	Vale of Glamorgan
A	Lister	Cardiff
S	Malson	Torfaen
D	Naughton	Cardiff
A	Roberts	Rhondda Cynon Taff
R	Shaw	Bridgend
H	Thomas	Newport

SOUTH WALES FIRE & RESCUE AUTHORITY

**MINUTES OF THE HR & EQUALITIES MEETING
HELD ON MONDAY, 5 JULY, 2021**

HELD REMOTELY VIA STARLEAF CONNECTION

1. PRESENT:

Councillor	Left	Authority
P Drake (Chair		Vale of Glamorgan
A Roberts (Deputy Chair)		Rhondda Cynon Taff
D Ali		Cardiff
M Colbran		Merthyr Tydfil
S Evans		Torfaen
G Holmes		Rhondda Cynon Taff
A Hussey		Caerphilly
H Jarvie		Vale of Glamorgan
D Naughton		Cardiff
R Shaw		Bridgend
H Thomas		Newport
A Lister		Cardiff
S Malson		Torfaen
T Davies		Caerphilly
S Bradwick		Rhondda Cynon Taff
V Smith		Monmouth
A Roberts		Rhondda Cynon Taff

APOLOGIES:

C Elsbury	Caerphilly
D White	Bridgend

ABSENT:

W Hodgins	Blaenau Gwent
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OBSERVORS:

OFFICERS PRESENT:- ACO A Reed – Director of People Services, ACFO R Prendergast – Director of Technical Services, AM B Thompson – Head of Training & Development, A Jones – Head of HR, Mrs S Watkins – Deputy Monitoring Officer, CM Dave Crews – Mental Health Officer, SM Kevin Yates - IIP Officer, Ms R Hazell - Occupational Health Nurse

2. DECLARATIONS OF INTEREST

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

3. CHAIR'S ANNOUNCEMENTS

The Chair welcomed new Members.

4. MINUTES OF PREVIOUS MEETING

The minutes of the previous HR & Equalities meeting held on 22 February 2021, were received and accepted as a true record of proceedings.

5. TRAINING & DEVELOPMENT DEPARTMENT - INVESTORS IN PEOPLE

SM Yates gave a thorough presentation and overview to the group on 'Investors in People' accreditation and the Service's recent success in achieving Gold. It was noted that SWF&RS was one of only 16% of organisations worldwide have received and the first Organisation in Wales to receive Silver in Wellbeing.

RESOLVED THAT

Members approved the contents of the report, including the Investors in People reports for People and Wellbeing attached to the report as Appendix 1 and 2.

6. STRATEGIC EQUALITY PLAN 2020 - 2025 ANNUAL REVIEW

The Head of HR gave a brief overview of the Equality Plan and advised that a first year review has been completed. Some activities had been curtailed due to COVID-19 but have been able to restart.

RESOLVED THAT

Members noted and approved the content of this report and Appendix 1.

7. UPDATE ON PERSONAL REVIEW PROCESS

The Director of People Services and Head of HR advised that as part of the previous Investors in People Survey which took place in 2017 one of the recommendations was to have a consistent approach to the Performance Appraisal Process. This new process was piloted with a

number of groups and after positive feedback was launched across the Service in April 2021. A formal review will take place at the end of the year.

RESOLVED THAT

Members agreed to note the content of the report.

**8. OCCUPATIONAL HEALTH UNIT (OHU) ACTIVITY REPORT 1
APRIL 2020 TO 31 MARCH 2021**

The Occupational Health Nurse informed Members that the presented Occupational Health Unit Activity report spanned the period from 1 April 2020 to 31 March 2021. The Occupational Health Unit and staff have had to adapt and change during the last year, and were able to have over the telephone consultations wherever possible. The report provided data on services and expenditure, updates on occupational health initiatives and an outline of strategic development. It was raised why the fitness equipment budget had decreased and the Head of HR advised that the Service had invested heavily in gyms and equipment over the last few years and the result being not so much equipment required replacing.

RESOLVED THAT

Members unanimously agreed to note the content of the report.

**9. FIREFIGHTER PENSION SCHEMES - WALES GOVERNMENT
CIRCULARS 2021 / 2022**

The Director of People Services went through the Circulars received since January 2021 from Welsh Government which have been noted or actioned as appropriate.

RESOLVED THAT

- 9.1 Members unanimously agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and emails that had been received in the 2021/2022 year to date.
- 9.2 Members agreed to note the actions that have been implemented for each of the circulars.

10. REPORT OF ANNUAL SICKNESS ABSENCE - 1 APRIL 2020 TO 31 MARCH 2021

The Head of HR Manager presented a report to Members on the Annual Sickness Absence from 1 April 2020 to 31 March 2021. Despite a difficult year dealing with the evolving COVID-19 Pandemic the following key areas were highlighted:-

- Sickness absence figures across the Service had reduced by 9.5% on the previous year
- The number of shifts/days lost to long term sickness was reduced by 12.1% on the previous year
- A small increase from 11 to 15 injuries on duty leading to sickness absence.

The report also provided Members with a snapshot of the areas of focus for improving wellbeing and mental health activities.

RESOLVED THAT

Members agreed to note the contents of the report.

11. ANNUAL REPORT ON GRIEVANCE & DISCIPLINE ACTIVITIES - 1 APRIL 2020 TO 31 MARCH 2021

The Head of HR presented a report which provided Members with a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2020 to 31 March 2021. Of the two appeals that have taken part in the last year both were upheld.

RESOLVED THAT

Members noted and accepted the contents of the report.

12. REPORT ON MENTAL HEALTH PROJECT AND ACTIVITIES

Crew Manager Crews presented a report which provided Members with an update on the key work-streams the Service was undertaking in relation to the Mental Health Project.

RESOLVED THAT

Members agreed to note the contents of the report.

13. FORWARD WORK PROGRAMME FOR HR & EQUALITIES COMMITTEE 2021 / 2022

The Director of People Services provided Members with the Forward Work Programme for 2021/2022.

RESOLVED THAT

Members agreed the content of the Forward Work Programme for 2021/2022.

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

There were no items of urgent business to discuss.

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 5
1 NOVEMBER 2021

HR & EQUALITIES COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

LIVING WAGE FOUNDATION ACCREDITATION**THIS REPORT IS FOR DISCUSSION**

REPORT PRESENTED BY THE ACO PEOPLE SERVICES

SUMMARY

The National Living Wage and National Minimum Wage are set by UK Government and provide protection to low income workers. There is a statutory requirement placed upon employers to remunerate workers on or above these minimum rates. This requirement is enforceable under the terms of the National Minimum Wage Act 1998.

The Real Living Wage is distinct from the National Living Wage, representing the rate that a worker would have to earn to afford a minimum, 'decent' standard of living. The campaign for employers to pay workers a Real Living Wage commenced in 2001, and is championed by the Living Wage Foundation.

This report seeks views of the HR & Equalities Committee on whether or not South Wales Fire and Rescue Service (the 'Service') should gain accreditation as a 'Real Living Wage Employer'. Decisions that impact salary costs will need to be ratified by the Fire & Rescue Authority.

RECOMMENDATIONS

- 1 That Members note the content of the report.
- 2 That Members discuss whether minimum pay levels within the Service should meet or exceed those set by the Living Wage Foundation, subject to financial constraints.
- 3 That Members consider whether the Service should gain accreditation by the Living Wage Foundation as a Real Living Wage employer.

1. BACKGROUND

1.1 THE NATIONAL LIVING WAGE / NATIONAL MINIMUM WAGE – STATUTORY REQUIREMENT

1.1.1 Government policy in relation to the National Living Wage (NLW) and the National Minimum Wage (NMW) is set by the Department for Business, Energy & Industrial Strategy (BEIS), and reflects the UK Government's ambition to make the UK the best place possible to live and work. Making work pay for the lowest earners in society is a core part of the Government's commitment.

1.1.2 The NMW is the minimum pay for those of school leaving age, while the NLW is the minimum pay for those aged 23 or above. The Government has set a target for the NLW to apply to workers aged 21 or above by 2024.

1.1.3 The NLW and the NMW (together referred to as 'minimum wage') provide protection to low income workers as well as providing incentives to work. The minimum wage helps business by driving fairness in the labour market, ensuring that competition is based on the quality of goods and services provided, and not on low prices driven by low rates of pay.

1.1.4 In a report issued by BEIS in March 2021, the Government has commissioned a piece of work by the Low Pay Commission to monitor and evaluate the NLW and recommend the rate which should apply from April 2022 in order to reach two-thirds of median earnings (of those eligible for the National Living Wage) by 2024, taking economic conditions into account. The Low Pay Commission is expected to provide a final report in response to this remit to the Prime Minister and the Secretary of State for BEIS by the end of October 2021. Although it is not known what the report will say, the outcome will set the landscape for statutory minimum pay levels in the UK going forward.

1.2 THE REAL LIVING WAGE – A VOLUNTARY SCHEME

1.2.1 Over 7,000 employers in the UK have become accredited Real Living Wage Employers by committing voluntarily to pay their workers on or above the Real Living Wage rate. Employers include businesses such as Nationwide, Google, Brewdog, Everton Football Club and Chelsea Football Club as well as a range of public and third sector organisations.

1.2.2 According to research undertaken by the Chartered Institute of Personnel and Development (CIPD), the primary reasons for organisations adopting the Real Living Wage are:-

- to act in accordance with their organisational values
- to improve their reputation as an employer
- to enhance their corporate reputation
- to differentiate themselves from their competitors

1.2.3 Other findings included employers seeking accreditation on the grounds that they are already paying the Real Living Wage. For about a third of organisations signing up there were no immediate beneficiaries; all workers both direct and indirect were already being paid at or above the Real Living Wage rate.

1.3 PUBLIC SECTOR (WALES) LANDSCAPE

1.3.1 In Wales there are 335 accredited Real Living Wage Employers. Appendix 1 attached to the report provides further details.

1.3.2 Within Wales and at the centre of Cardiff's Covid Recovery Plan, is an ambition to not only build back better, but to build back fairer. The Welsh Government has reaffirmed its commitment to the Fair Work agenda and the Cardiff Public Service Board (PSB) is reviewing the Real Living Wage's role in Cardiff's Covid recovery.

1.3.3 There is a drive to encourage Cardiff's PSB members who are not already accredited Real Living Wage Employers to re-assess what is preventing them from doing so. Support is being offered to such employers by Cardiff Council and Cynnal Cymru, the accreditation body for Wales.

1.3.4 The Welsh Government consultation summary of responses document (July 2021) for the "Draft Social Partnership and Public Procurement (Wales) Bill" included "adoption of the Living Wage within public sector bodies" in response to the section about Fair Work.

2. ISSUES

2.1 As an employer, the Service has a legal obligation to ensure compliance with the requirements of the NMW. Committing to remunerate employees on or above the Real Living Wage and gain accreditation from the Living Wage Foundation is voluntary, requiring consideration of any associated benefits and risks.

- 2.2 Appendix 1 attached to this report indicates the growing movement across public sector employers in Wales to become accredited by the Living Wage Foundation. A key consideration to the Service in aligning to the Foundation is the ability to ensure that these pay rates are affordable.
- 2.3 The National Joint Council (NJC) has recently highlighted the challenges associated with maintaining headroom between the NJC's bottom pay point and the NLW (Appendix 2). This position is exacerbated when the Real Living Wage Foundation rates are also overlaid.
- 2.4 Appendix 3 attached to this report shows the historical position in terms of hourly rates. The current rates (September 2021) are:-

National Living Wage (government minimum)	£8.91
Real Living Wage	£9.50
Bottom NJC Pay Point	£9.25 (NJC Spinal Point 1)
Lowest Pay Point within the Service	£10.01 (NJC Spinal Point 5)

- 2.5 Appendix 4 attached to the report provides an initial analysis showing the increases in rates per year of the NMW and Real Living Wage. It shows that in 2012/13 the gap between the Real Living Wage and the NMW was as wide as 20.36%. However, as can be seen from the figures this may reduce to as little as 3.17% by 2024. This is based on the ambition set by the Real Living Wage foundation to achieve a rate of £10.50 by 2024.

3. IMPLICATIONS

- 3.1 The Service's employees are currently paid above the Real Living Wage. Maintaining headroom between the lowest pay point and the Real Living Wage. However, this may become challenging in the future because the Real Living Wage Rate is set independently of the NJC rates which are the basis of pay within the Service.

3.2 Community and Environment

Equality, Diversity and Inclusion	Y
Welsh Language	N
Wellbeing of Future Generations (Wales) Act 2015	Y
Socio Economic Duty	Y
Sustainability/Environment/Carbon Reduction	N
Safeguarding	N
Consultation and Communications	N
Consultation with Representative Bodies	N
Impact Assessment	N

- 3.2.1 The lowest pay point within the Service is NJC Spinal Point 5 and the Service currently has 53 posts whereby the grade commences at this pay point. 48 of these posts are currently occupied by females, a significant proportion of which are working part time hours.
- 3.2.2 Accreditation from the Living Wage Foundation would ensure that the remuneration of posts within the Service at NJC Spinal Point 5, continue to afford the associated post holders a 'decent' standard of living. Safeguarding this group of predominantly female employees could have a positive impact on the gender pay gap going forward.
- 3.2.3 The Wellbeing of Future Generations Act 2015 requires public bodies to consider the long-term impact of their decisions. Under the Act's theme of creating a Prosperous Wales, there is a commitment to drive practices which allow the people of Wales access to 'decent work'. 'Decent work' is identified as supporting the achievement of a stronger, modernised and more inclusive economy. Paying at the Real Living Wage Rate or above is recognised within the act as an enabler to this end.

3.3 Regulatory, Strategy and Policy

Legal	N	Data Protection / Privacy	N
Financial	Y	Health, Safety and Wellbeing	N
Procurement	Y	Governance & Audit	N
Corporate Risk	N	Service Policy	N
Information Management	N	National Policy	N

- 3.3.1 Part of the accreditation process of the Living Wage Foundation is to commit to encouraging businesses who provide services to the organisation to pay its workers on or above the Real Living Wage

Rate. Consideration to the rates of pay afforded to workers of such companies would be given as part of the procurement process.

- 3.3.2 As the Service is currently paying employees over and above the Real Living Wage, there would be no immediate financial impact to becoming an accredited Real Living Wage Employer. As the Real Living Wage rate is set independently of both the NLW and NJC rates, it is unclear whether this will always be the case.

3.4 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

- 4.1 For the reasons outlined in this paper, whilst it is acknowledged that achieving the best minimum pay levels for people is the position every employer would take. However it is noted that employers are governed by financial constraints and centrally negotiated pay arrangements. Any decisions in relation to accreditation by the Living Wage Foundation must therefore involve consideration of the benefits and potential risks.

5. RECOMMENDATIONS

- 5.1 That Members note the content of the report.
- 5.2 That Members discuss whether minimum pay levels within the Service should meet or exceed those set by the Living Wage Foundation, subject to financial constraints.
- 5.3 That Members consider whether the Service should gain accreditation by the Living Wage Foundation as a Real Living Wage employer.

Contact Officer:	ACO Alison Reed
Background Papers	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966220/lpc-remit-2021.pdf
	https://www.cipd.co.uk/Images/employers-and-the-real-living-wage_2017-responding-to-civil-regulation_tcm18-39491.pdf Appendix 1 – List of Public Sector Bodies accredited to the Living Wage Foundation Appendix 2 – NJC Circular – Pay Appendix 3 – Table showing the variance between the National Living Wage and the Real Living Wage over time Appendix 4 - Initial analysis showing the increases in rates per year of the NMW and Real Living Wage

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APPENDIX 1**LIST OF PUBLIC SECTOR BODIES WHO ARE ACCREDITED TO THE LIVING WAGE FOUNDATION**

1. Aberystwyth University
2. BAME mental health support
3. Bangor University
4. Barry Town Council
5. Brecon Town Council
6. Cardiff and Vale University Health Board
7. Cardiff Bus
8. Cardiff Council
9. Cardiff Metropolitan University
10. Cardiff University
11. Carmarthen Town Council
12. Children's Commissioner for Wales
13. Coleg Cambria
14. Natural Resources Wales
15. Data Cymru
16. Equity Foundation Limited
17. Future Generations Commissioner for Wales
18. Higher Education Council for Wales
19. ITEC Training
20. KJP Railway Contractors
21. Lansdowne Surgery
22. National Assembly for Wales
23. Neath Town Council
24. Royal Commission on the Ancient and Historical Monuments of Wales
25. South Wales Police and Crime Commission
26. Sport Wales
27. Swansea University
28. Tai Calon Community Housing
29. University of South Wales
30. University of Wales
31. Wales Restorative Approaches Partnership
32. Welsh Government
33. Welsh Local Government Association
34. Welsh Revenue Authority
35. Wrexham Glyndwr University

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APPENDIX 2

National Employers for local government services

To: Chief Executives In England, Wales and N Ireland
(additional copies for HR Director and Finance Director)
Members of the National Employers' Side
Regional Directors

27 July 2021

Dear Chief Executive,

LOCAL GOVERNMENT PAY 2021

I am writing to update you on the local government national pay negotiations for 2021.

The National Employers have today made an Improved, final pay offer to the unions representing the main local government NJC workforce.

The political deliberations over the past few months have been difficult given the financial context local government is in, and while there was consensus among the National Employers that there should be a pay award this year, this was not a consensus on the level of that award. This meant that in the end the only way to make a decision was to hold a vote in today's meeting of the Employers' Side of the National Joint Council, which is the body that is ultimately responsible for these decisions.

A copy of the letter sent to the NJC trade unions setting out the Improved offer is attached at Annex A, along with a copy of the employers' press release at Annex B.

You will recall that in February the NJC unions lodged their pay claim for:

- A substantial increase with a minimum of 10% on all spinal column points
- Introduction of a homeworking allowance for all staff who are working from home
- A national minimum agreement on homeworking policies for all councils
- A reduction of the working week to 35 hours with no loss of pay, and a reduction to 34 hours a week in London. Part-time staff to be given a choice of a pro rata reduction, or retaining the same hours and being paid a higher percentage of FTE
- A minimum of 25 days annual leave, plus public holidays and statutory days, for all starting employees, plus an extra day holiday on all other holiday rates that depend on service
- An agreement on a best practice national programme of mental health support for all local authorities and school staff
- A joint review of job descriptions, routes for career developments and pay banding for school support staff, and completion of the outstanding work of the joint term-time only review group
- A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave

On 14 May, the National Employers tabled a pay offer of 1.50 per cent on all pay points with effect from 1 April 2021, along with proposals that the NJC begins immediate exploratory discussions on three other elements of the unions' claim, as follows:

- A national minimum agreement on homeworking policies for all councils
- An agreement on a best practice national programme of mental health support for all local authorities and school staff
- A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave

After considering the offer, the unions informed us on 21 May that it was not acceptable and asked that the National Employers give urgent consideration to making an improved offer. The unions did though subsequently set out their proposals on the non-pay elements of the offer, to which the employers have today responded.

The employers also today discussed an issue that I have highlighted many times over recent years. Namely, the huge challenge we face in maintaining headroom between the NJC's bottom pay point and the National Living Wage (NLW). Primarily, this stems from the government policy to increase the NLW from 60 per cent of average earnings to 66 per cent by 1 April 2024. Clearly this increase in percentage is higher than conventional pay awards and in addition, 'average earnings' is not a known figure ahead of time so all planning must rely on increasingly erratic forecasts.

The volatility of the forecasts of what the NLW rate will be over the coming years makes it almost impossible for us to accurately predict the necessary increases required year on year to maintain the current level of headroom between the NLW and the NJC bottom rate.

The National Employers, who are all senior elected members drawn from councils across England, Wales and Northern Ireland, are acutely aware of the added impact that the pandemic is having on councils' budgets and future financial stability. This is why their improved offer is final; it represents the limit of affordability for most councils.

I shall continue to keep you informed of developments.

Yours sincerely,

Naomi Cooke

Naomi Cooke
Employers' Secretary

APPENDIX 3

Table showing the variance between the National Living Wage and the Real Living Wage

	National Living Wage	Real Living Wage
2003/2004	£4.50	
2004/2005	£4.85	
2005/2006	£5.05	
2006/2007	£5.35	
2007/2008	£5.52	
2008/2009	£5.73	
2009/2010	£5.80	
2010/2011	£5.93	
2011/2012	£6.08	£7.20
2012/2013	£6.19	£7.45
2013/2014	£6.31	£7.65
2014/2015	£6.50	£7.85
2015/2016	£6.70	£8.25
2016/2017	£7.20	£8.45
2017/2018	£7.50	£8.75
2018/2019	£7.83	£9.00
2019/2020	£8.21	£9.30
2020/2021	£8.72	£9.50
2021/2022	£8.91	£9.50

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APPENDIX 4

**Initial analysis showing the increases in rates per year of the
NMW and Real Living Wage**

	National Living Wage	%age Annual Increase	Real Living Wage	%age Annual Increase based on Cost of Living	Annual comparison between NLW & RLW
2012/2013	£6.19	1.81%	£7.45	3.47%	20.36%
2013/2014	£6.31	1.94%	£7.65	2.68%	21.24%
2014/2015	£6.50	3.01%	£7.85	2.61%	20.77%
2015/2016	£6.70	3.08%	£8.25	5.10%	23.13%
2016/2017	£7.20	7.46%	£8.45	2.42%	17.36%
2017/2018	£7.50	4.17%	£8.75	3.55%	16.67%
2018/2019	£7.83	4.40%	£9.00	2.86%	14.94%
2019/2020	£8.21	4.85%	£9.30	3.33%	13.28%
2020/2021	£8.91	8.53%	£9.50	2.15%	6.62%
2021/2022	£9.15	5.00%	£9.79	3.13%	6.99%
2022/2023	£9.61	5.00%	£10.10	3.13%	5.10%
2023/2024	£10.09	5.00%	£10.41	3.13%	3.17%
2024/2025	£10.50	5.00%	£10.74	3.13%	2.29%

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6
1 NOVEMBER 2021

HR & EQUALITIES COMMITTEE

REPORT OF THE TEMPORARY DIRECTOR OF CORPORATE SERVICES

**PROPOSED REFORMS AND NEW TERMS OF REFERENCE FOR
SCRUTINY COMMITTEE****THIS REPORT IS FOR DECISION**REPORT PRESENTED BY TEMPORARY DIRECTOR OF CORPORATE
SERVICES**SUMMARY**

Members will be aware that several reports on the proposed reforms and new Terms of Reference for the Scrutiny Committee have been presented to this Committee, the Finance, Audit & Performance Management Committee, and the Fire & Rescue Authority, for discussion and consideration.

RECOMMENDATIONS

That Members consider the Committee options outlined in paragraphs 2.4 and 2.5 within this report in further detail, to enable proposals to be presented back to the Fire & Rescue Authority.

1. BACKGROUND

- 1.1 Members will be aware that several reports on this matter have been presented to this Committee, the Finance, Audit & Performance Management (FAPM) Committee and the Fire & Rescue Authority (FRA).
- 1.2 At the Fire Authority meeting on 22 March, 2021, (minute attached to the report as Appendix 1), it was resolved that the issue would be referred back to this Committee, FAPM, and the Finance, Asset & Performance Management Scrutiny Group, for further consideration prior to proposals being reported back to the full Fire & Rescue Authority later in the Municipal Year.

2. ISSUES

- 2.1 Following the Fire Authority meeting in March 2021, where this matter was referred back through the relevant Committees, the Finance, Asset &

Performance Management Scrutiny Group reviewed and considered all previous proposals at their meeting on 11 October, 2021.

- 2.2 In line with previous recommendations for the Scrutiny Committee, it was agreed to maintain a Fire Authority Member only committee with co-opted subject matter experts to be invited as and when required. It was noted that this could potentially expand the diversity of the Scrutiny Committee, especially when including members from younger or minority representation groups.
- 2.3 The FAPM Scrutiny Group rejected the proposal made by the FAPM Committee to combine the FAPM and HR & Equalities Committee into one single 'Resources' Committee made up of 10 Fire Authority Members.
- 2.4 The recommendation made by the existing FAPM Scrutiny Group for the future establishment of the Scrutiny Committee is as follows:-
 - Chairs and Deputy Chairs of Fire & Rescue Authority or Committees are not able to be on the Scrutiny Committee.
 - Members of the FAPM Committee are not able to be on the Scrutiny Committee.
 - Members of the HR & Equalities Committee are permitted on the Scrutiny Committee.
 - Invited co-opted subject matter experts as and when required.
- 2.5 An area of concern when considering the make-up of the Scrutiny Committee was the additional workload and impact on Members who currently sit on more than one Committee. Therefore, an additional proposal was made to reduce the number of Members on the HR & Equalities Committee from 15 to 10. Should this proposal be pursued, the Terms of Reference for this Committee would have to be amended and the political balance would have to remain across the reduced number of Members.
- 2.6 For information Members are reminded that the HR & Equalities Committee was initially only 5 Members, and was increased to 15 Members in 2009 due to the number of Appeal Panels at that time. The requirement for Members to sit on such appeals has subsequently been removed.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
No	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	No

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. RECOMMENDATION

- 4.1 That Members consider the Committee options outlined in paragraphs 2.4 and 2.5 within this report in further detail, to enable proposals to be presented back to the Fire & Rescue Authority.

Contact Officer:	Temporary ACO Geraint Thomas Director of Corporate Services
Background Papers:	None
Appendices:	Appendix 1 – Fire & Rescue Authority minutes dated 22 March 2021

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APPENDIX 1**2. EXTRACT FROM FIRE & RESCUE AUTHORITY MINUTES DATED 22 MARCH 2021****'56.6 PROPOSED NEW TERMS OF REFERENCE FOR SCRUTINY COMMITTEE**

The Deputy Chief presented the report that summarises the consideration that Members have given to the issue of reforming Fire & Rescue Authority (FRA) scrutiny with a view to making this more independent from key committee decision makers. The report proposes updated Terms of Reference for a newly formed Scrutiny Committee further to Members' consideration of an earlier report (12 October 2020) on proposed reform of FRA scrutiny. It highlights the likely knock on implications that such changes will have on the membership of other FRA committees and also considers an alternative proposal put forward by the FAPM Committee at their meeting last week on 15 March 2021. The alternate option involves merging the FAPM and HR & Equalities Committees into a single new resources committee of 10 members and increasing the membership of the Scrutiny Committee also to ten Members. The same rules as to not sitting on both the new resources committee and the Scrutiny Committee would apply.

Councillor Naughton expressed his concern regards overstretching of Members. He added that if committees were merged there would be an issue with balance plus some Members could be overworked. He expressed that he would wish to keep committees separate, with the Scrutiny Committee comprising of seven members with the option for three independent members to opt on.

Councillor Evans commented that membership only works if all Members attend meetings, advising that there is added pressure on other Members to make up the short fall. He felt that the new proposal would negate this going forward.

RESOLVED THAT:

Members agreed to refer the issue back to FAPM Scrutiny Committee, HR & Equalities Committee and FAPM Committee for them to consider both committee options in further detail and provide views back to a later Fire and Rescue Authority meeting'.

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7
1 NOVEMBER 2021

HR & EQUALITIES COMMITTEE

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2021/2022**THIS REPORT IS FOR INFORMATION ONLY**

REPORT PRESENTED BY ACO A REED

SUMMARY

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

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

RECOMMENDATIONS

- 1 That Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2021/2022.
- 2 Members note the actions that have been implemented for each of the circulars.

1. BACKGROUND

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

fund is responsible for ensuring the effective management of the Schemes, including any changes.

2. ISSUES

- 2.1 Welsh Government issues regular communications to all Chief Fire Officers, Chairs and Clerks of Fire & Rescue Authorities, electronically in a standard circular template which are intended to be a means to ensure that messages are conveyed to the Fire & Rescue Service are clear and consistent.
- 2.2 These emails and circulars encompass a wide variety of issues and areas and as such there is requirement that they consistently and efficiently applied by the Scheme Manager in order to ensure the integrity of the relevant Schemes and the proper exercise of discretionary powers where appropriate.
- 2.3 The appendix attached to the report is a table of Welsh Government (Firefighters' Pension Scheme Circulars) that have been received in the 2021/2022 year to date. The table contains comments to advise Members of the actions that have been implemented. This table will be updated regularly and brought to Members for information and action. The non-shaded rows are those which have been received since the last report.

3. IMPLICATIONS

3.1 Community and Environment

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

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

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

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

5. RECOMMENDATIONS

- 5.1 That Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2021/2022.
- 5.2 That Members note the actions that have been implemented for each of the circulars.

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

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HR & EQUALITIES COMMITTEE

WELSH GOVERNMENT CIRCULARS – THE FIREFIGHTERS’ PENSION SCHEME (WALES) 2021/2022

NO	TITLE	DATE	SUMMARY
W-FRSC(2021)09	Firefighter Pension Schemes: Internal Dispute Resolution Procedure (IDRP)	10 June 2021	<p>This circular replaces Welsh Circular W-FRSC (09)01 and provides updated guidance on the IDRP arrangements. Draft application forms and letters relating to each stage of the IDRP process has been provided at Annex 1.</p> <p>Action:- Circular shared with HR, RCT Pensions and SMT</p>
W-FRSC(2021)08	Fire & Rescue Authorities Performance Indicators 2021-22	20 May 2021	<p>Following the introduction of the Fire & Rescue Authorities (Performance Indicators) (Wales) Order 2015, FRAs are under a legal duty to collect and report on three statutory indicators.</p> <p>This circular advises FRAs that the statutory Performance Indicators that apply for 2021-22 remain unchanged.</p> <p>Action:- Circular shared with Corporate Services and SMT</p>
W-FRSC(2021)06	Financial Arrangements for Firefighter Pensions: Top-up Grant Forms 2021-22	8 March 2021	<p>This circular requests each Fire & Rescue Authority to complete the attached pension forms (FPF2 and FPF3), and confirm estimates already provided for 2021-22 (FPF1) by 8 April 2021.</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2019/20 (FPF3) and 2020/21 (FPF2) and interim payment for 2021-22 (FPF1).</p> <p>Action: Circular shared with Finance, HR, RCT Pensions and Senior Management Team</p>

NO	TITLE	DATE	SUMMARY
W-FRSC(2021)05	Firefighters' Pensions – Employer and Employee Contribution Rates 2021-2022	02 March 2021	<p>This circular confirms both the employee and employer contribution rates remain unchanged. The employee contribution rates remain the same as those that came into effect in April 2018. The employer contribution rates remain the same as those that came into effect in April 2019.</p> <p>Action: Circular shared with HR, RCT Pensions, and Senior Management Team</p>
W-FRSC(2021)04	The Firefighters' Pension Schemes and Compensation Scheme (Wales) (Amendment) Regulations 2021	18 February 2021	<p>This circular outlines the implications of the Firefighters' Pension Schemes and Compensation Scheme (Wales) (Amendment) Regulations 2021 on Firefighter Pension Schemes in Wales. The Regulations will come into force on 23 February, 2021.</p> <p>Action: Circular shared with HR, RCT Pensions and Senior Management Team</p>
W-FRSC(2021)03	<p>Firefighters' Pension Schemes (Wales) – Updated Guidance Note and Actuarial Factors –</p> <ul style="list-style-type: none"> • Continual Professional Development (CPD) – Additional Pension Benefit 	11 February 2021	<p>This circular provides an updated guidance note and actuarial factors for Continual Professional Development (CPD) – Additional Pension Benefit, following a factor review for the Firefighters' Pension Schemes (Wales) as undertaken by the Government's Actuary's Department.</p> <p>Action: Circular shared with HR, RCT pensions, and Senior Management Team</p>

NO	TITLE	DATE	SUMMARY
W-FRSC(2021)02	Remedying Age Discrimination in Public Sector Pension Schemes – HM Treasury Consultation Response	4 February 2021	<p>This circular outlines the UK Government’s approach to addressing unlawful age discrimination in firefighters’ pension schemes (and other public sector schemes), and the consequences that will have for pension scheme valuation.</p> <p>Action: Circular shared with HR, RCT Pensions and Senior Management Team</p>
W-FRSC(2021)01	Public Service Pension Indexation and Revaluation 2021	19 January 2021	<p>This circular informs FRAs of the increase in Public Service Pension Indexation and Revaluation which will take effect from 12 April 2021.</p> <p>Action: Circular shared with HR, RCT Pension and Senior Management Team</p>

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
1 NOVEMBER 2021

HR & EQUALITIES COMMITTEE

REPORT OF THE AREA MANAGER, HEAD OF TRAINING & DEVELOPMENT

SOUTH WALES FIRE & RESCUE SERVICE – OVERVIEW OF TRAINING & DEVELOPMENT DEPARTMENT 2020/2021**THIS REPORT IS FOR INFORMATION ONLY**

REPORT PRESENTED BY AREA MANAGER BRIAN THOMPSON, HEAD OF TRAINING

SUMMARY

This report provides an overview of the Training & Development department's performance during 2020/2021, which was a significantly challenging year due to the Covid pandemic. Also attached to the report is a new 5 Year Strategic Plan 'Preparing Firefighters for today's risk and tomorrow's challenges'. This new plan will ensure that the Service is achieving a new vision for the Training Department.

RECOMMENDATIONS

That Members consider the contents of the report and accompanying 5 Year Strategic Plan which supports the organisation's future training needs.

1. BACKGROUND

- 1.1 In July 2020 Area Manager Garry Davies provided Members with a report on the structure and composition of the Training department, and details on the training provided to the Service's frontline operational staff. The purpose of this report is to provide Members of the HR & Equalities Committee with an update on the Training department's performance during a challenging Covid dominated year. Also attached to the report is a new 5 Year Plan that will ensure the Service's firefighters are prepared for today's risks and tomorrow's challenges, for Members to consider and support.
- 1.2 It is the Training 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 respond to emergencies wherever and whenever they occur, and that the Service's firefighters are trained according to 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. ISSUES

- 2.1 The Training department has faced significant challenges in delivering risk critical training to all our operational staff during the Covid pandemic. It is imperative both morally and legally that our staff maintain their competence and skills in line with national guidance and legislation. This protects us as a Service, protects our operational staff, and indeed our communities at their time of need.
- 2.2 The data detailed in Item 3 below will show that not only did the team in Cardiff Gate adapt to the changing environment but actually delivered more courses than pre-Covid years, in large due to the need to reduce numbers on courses and the subsequent need to provide additional courses. All courses were delivered in a Covid secure environment supported by our partners 'Babcock'.
- 2.3 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.
- 2.4 The Training & Development department delivered a wide range of operational activities which ensured that all operational personnel received the most current and up to date risk critical training skills and updates in a Covid secure training environment.
- 2.5 Training courses were provided 7 days a week.
- 2.6 Each course was supported by a policy that addressed:-
 - Covid Risk Assessments
 - Who must receive the training
 - When and how frequently the training takes place
 - The structure of the course (duration, maximum and minimum attendees, etc)
 - Appropriate activity risk assessments and course profiles
 - Informing legislation and documents
- 2.7 Training 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 Babcock International Group.

- 2.8 The department structure consists of three main functions which are Training Delivery, Operational Development Review & Incident Command.

3. PERFORMANCE OF THE TRAINING DEPARTMENT

- 3.1 The table below shows the Training department's overall achievement during 2020/2021:-

All Courses FY 20/21	
No. of Schedules	975
Actual Attendance	6,163
Attendance vs Capacity	78%

This can be broken down further to highlight the individual schools within Training.

	BA	Fire Trauma	Driver	Technical	Incident Command	Core Skills	Misc.
No. of Schedules	156	43	350	169	137	75	45
Actual Attendance	1,347	428	372	1,432	374	723	1,487
Attendance vs Capacity	83%	83%	62%	79%	85%	61%	87%

The overall commitment required from our instructors at Cardiff Gate was **5,093** instructor days; as a comparison to pre-Covid 2019/2020 year, **4,503** days were required, a 13% increase in instructor days.

- 3.2 Across the UK Fire & Rescue Services many such Services significantly reduced or stopped their training altogether during Covid. It is a testament to the culture and attitude of the staff in our Training department, supported by the leaders of this organisation, that we have been able to deliver in a Covid secure manner all our risk critical training. Not a single training event had to be cancelled during Covid, and as the figures show, more training days were provided by the staff to support the additional courses.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	Yes
Socio Economic Duty	Yes
Sustainability/Environment/Carbon Reduction	Yes

Safeguarding	No
Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

3.2 Regulatory, Strategy and Policy

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

3.2.1 Within the 5 Year Plan there is an investment required to support additional instructors for a finite period in the Training department, in delivering an increased demand for water rescue and flooding training to meet the new standards. This support has been previously agreed by the Senior Management Team.

3.2.2 The 5 Year Plan is being presented to the Senior Management Team in November 2021. The main focus of this presentation is the resource needs for the next 5 years, with a review period built in after two years, and how we as a Training department are going to maximise our efficiencies.

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

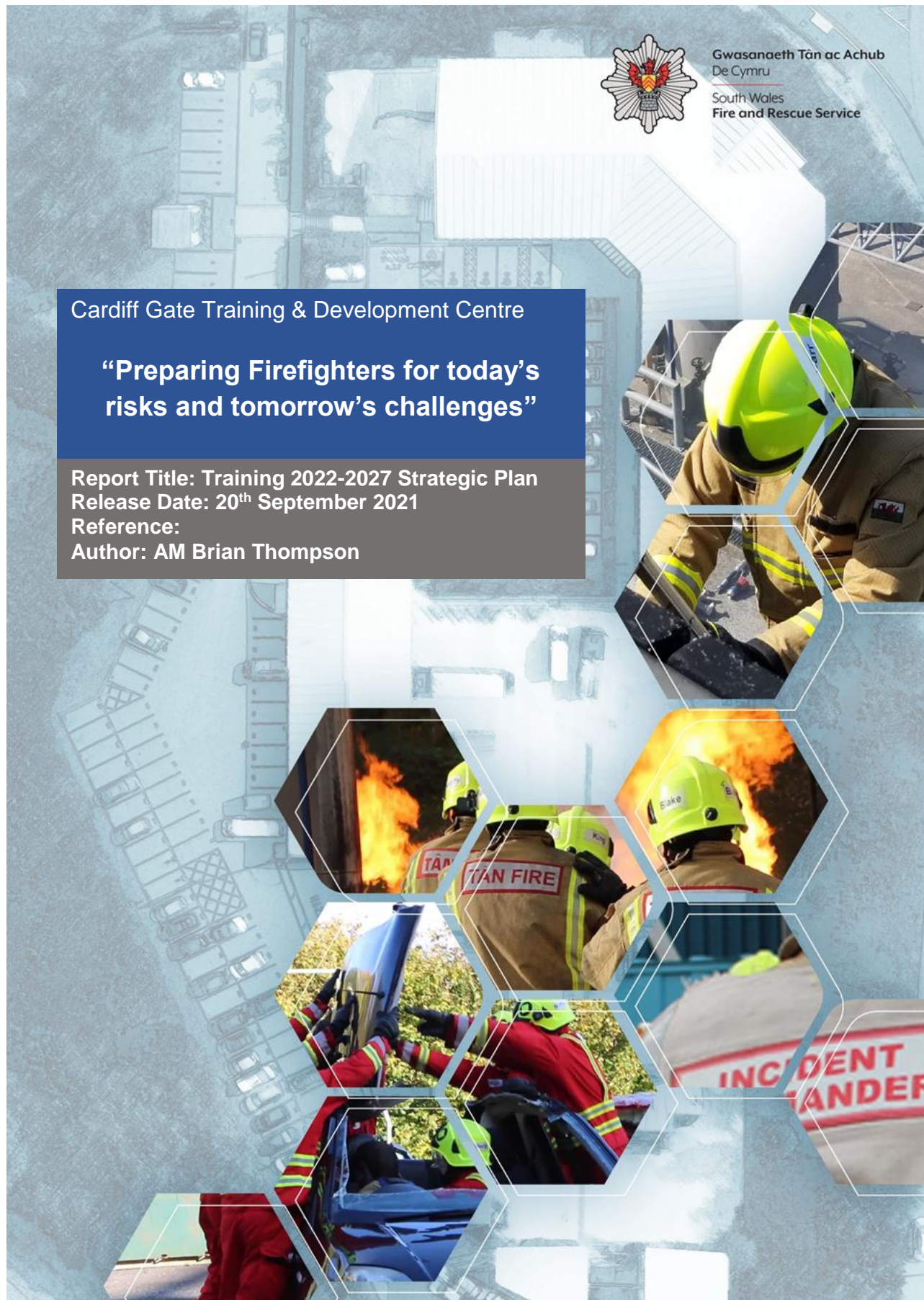
4.1 There are no Equality Risk Assessment issues arising as a result of this report.

5. RECOMMENDATIONS

5.1 That Members consider the contents of the report and accompanying 5 Year Strategic Plan which supports the organisation's future training needs.

Contact Officer:	Area Manager Brian Thompson
Background Papers	5 Year Strategic Plan - 'Preparing Firefighters for today's risk and tomorrow's challenges'

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Cardiff Gate Training & Development Centre

“Preparing Firefighters for today’s risks and tomorrow’s challenges”

Report Title: Training 2022-2027 Strategic Plan

Release Date: 20th September 2021

Reference:

Author: AM Brian Thompson

Table of Contents.

Foreword.....3

1.0 What we do.....4

2.0 Training and the Law.....5

3.0 Strategic Plan.....6-18

Appendices

Risk Register.....19-22

Training structure.....19

Foreword:

Welcome to SWFRS Training Department's Strategic Plan for 2022–2027. This plan outlines the Training Department's strategic direction over the next 5 business planning years and explains how we intend to continue to deliver high quality operational training that meet the needs of both our firefighters and our communities. The plan will assist us in achieving our vision of 'preparing firefighter's for today's risks and tomorrow's challenges' and will also contribute to SWFRS 10 year Strategic Plan. We are confident our priority actions will enable us to deliver a sustainable training program by having a dynamic, agile and fit for purpose training team that are ready to meet new challenges.

Our Vision within the Training Department remains our key focus; "preparing firefighter's for today's risks and tomorrow's challenges"; and we will continue to strive the achieve this to ensure there is continued improvement in the training we provide. This will ensure our operational staff are equipped with the skills to meet the challenges they face. We recognise that this can only be achieved by challenging and improving the way we work by effectively and efficiently managing resources and collaborating with our partners and customers, to deliver services in a sustainable and effective manner. Whilst there will continue to be pressures on SWFRS budget, we will focus on how we can improve the way we work in an effort to maximise training efficiencies and our effectiveness by embracing, utilising and harnessing the potential of IT, multimedia and digital platforms, to meet current and emerging needs.

This plan outlines our intentions for 2022-2027 and will be focused on delivering against our priority actions.

ACFO Richard Prendergast

AM Brian Thompson

GM B Simon Roome

GM Sean Jenkins

GM Steve Richards

1.0 What we do.

SWFRS training department's primary objective is to ensure that we train our operational staff from their point of entry into the service and throughout their whole career. This will be in the form of initial training and thereafter in requalifying staff in critical areas to ensure their skill sets remain at the cutting edge, so crews can perform safely, efficiently and effectively to current and emerging risks.

Primarily training is delivered at the Training Centre situated at Cardiff Gate which is a highly successful PFI partnership between SWFRS and Babcock.

The department has a number of key schools split into two functions; Training Delivery and Training Development. Essentially the Department is centred on:

Training delivery -

Responsible for technical skills training that include Initial Firefighting, Breathing Apparatus, Positive Pressure Ventilation, Light Goods Vehicle, Hazardous Materials, Response Driving, Technical Rescue (water, boat and rope), Animal Rescue, Incident Command, Road Traffic Collision training, National Resilience and Fire Trauma training.

Re-qualification training assesses the maintenance of competence of workforce skills and the quality assurance of training delivery. Re-qualification training includes, Breathing Apparatus, Road Traffic Collision, Emergency Fire Appliance Driver, Fire Trauma and Technical Rescue.

Training development -

Responsible for the programme of Skills for Justice (SFJ) and Modern Apprenticeships in line with the SFJ qualification. The team is also responsible for the verification element of the development to competent process.

Develops training materials, multimedia resources, and provides innovative training packages to support trainers within the SWFRS. It is at the forefront of providing interactive multimedia training facilities in a blended learning approach supporting all members of the organisation. The team operates within a quality management system (ISO 9001:2015) to ensure all publications are produced to the highest of standards.

The team is also responsible for the development of the Operational Skills Programme and PDRpro Cymru which is the Electronic Recording System for training.

ODRT (Operational Development and Review Team) provides impartial ops assurance to measure the effectiveness of policies, procedures, hazards and risks to ensure improved future service delivery.

2.0 Fire & Rescue Service Training and the Law

There are several legal frameworks that provide us with rules and guidelines on what services we must provide. These include, but are not limited to, those listed below. They enable us to train our operational workforce in a safe and effective manner so in turn, they can keep the people, communities and the environment of Wales safe from floods, fires and other hazards as effectively and efficiently as possible, while improving social, economic and cultural wellbeing.

Fire and Rescue Services Act (2004) is the main legislation for all Fire and Rescue Services (FRS). It sets out what is expected of us and how we must act.

The Fire and Rescue Services (Emergencies) (Wales) Order 2007

The Fire and Rescue Services (Emergencies) (Wales) (Amendment) Order 2017; which amended the 2007 Order to introduce a statutory flood and water rescue duty for Fire & Rescue Services in Wales.

The Civil Contingencies Act (2004) establishes a framework for emergency planning and response, ranging from local to national levels.

Wellbeing of Future Generations Act (2015) aims to improve the social, economic, environmental and cultural wellbeing of Wales now and for future generations to come.

Fire and Rescue National Framework (2016) sets out the Welsh Government's vision and priorities for the Fire and Rescue Authorities in Wales. It describes what the Welsh Government expects of Fire and Rescue Authorities and creates the foundation on which to build and promote improvement, efficiency and innovation.

Health & Safety Work Act 1974

The provision of training for operational staff is also designed around supporting documentation including:

- National Occupational Standards;
- National Operational Guidance;
- SWFRS Training policy documents;
- SWFRS policies & procedures;
- H&S Guidance notes;
- SWFRS SOP's

3.0 Training Departments 5 year Strategic Plan

The strategic plan for 2022-2027 is summarised below. There are four training priority actions that link into SWFRS Strategic Themes.

SWFRS Strategic Themes	Training Priority Actions (PA) will enable us to achieve this by;	To deliver this we plan to;
<p>Keeping you safe</p> <p>Ensuring we respond quickly and effectively when you need us</p> <p>Using Technology well</p> <p>Continuing to work effectively</p>	<p><u>TNG PA 01</u></p> <p>Develop and evolve sustainable training programmes that deliver efficient and effective training across all schools that meet and prepare our operational staff for current and emerging risks</p>	<p>Develop and nurture a highly, motivated, competent, effective and resilient training team</p> <p>Maintain effective governance arrangements for training</p> <p>Re-engineer courses to maximise student attendance and maximise corporate efficiencies by migrating theory training to instructor led on-line training</p> <p>Align courses with NOS, NOG's and where there are internal standards through training policy documents, challenge those standards to ensure they are effective and efficient</p> <p>Ensure the completion of LearnPro and its integration into PDRPRO and CMS</p> <p>Review the apprenticeship programme to identify improvements</p> <p>Introduce a Training Assurance Team within Training to support quality assurance across all schools</p>
<p><u>SWFRS</u></p> <p>Protecting our environment</p> <p>Engaging and communicating</p> <p>Using technology well</p>	<p><u>TNG PA 02</u></p> <p>Improve training facilities and ensure sustainability is a key component of modernisation of the training estate</p>	<p>Conduct a site review to identify opportunities for maximising sustainability</p> <p>Produce a report for SMT on the longer-term facilities management of the real fire training facility (RFTF)</p> <p>Work with Babcock's and our estates</p>

<p>Working with our partners</p>		<p>team to improve site facilities for training delivery</p> <p>Identify suitable storage arrangements to improve the RFTF</p>
<p><u>SWFRS</u></p> <p>Valuing our people</p> <p>Continuing to work effectively</p>	<p><u>TNG PA 03</u></p> <p>Ensure the training establishment is fit for purpose for current and future delivery</p>	<p>Conduct a comprehensive review of the training establishment, using an evidence based approach to identify likely instructor needs for the next 5 years</p> <p>Maintain an effective training governance structure</p> <p>Create a Cardiff Gate Well-being Group</p>
<p><u>SWFRS</u></p> <p>Using technology well</p> <p>Continuing to work effectively</p> <p>Protecting our planet</p>	<p><u>TNG PA 04</u></p> <p>Ensuring the effective management of training assets and the timely replacement of vehicles and equipment that fall within under the responsibility of Cardiff Gate</p>	<p>Develop a comprehensive training site asset plan, with predicted end of life replacement needs</p> <p>Work with our partners (fleet, ORM and Babcock) to ensure training resource needs are met</p> <p>Work with the Sustainability Officer to identify more environmentally friendly equipment replacement when required</p>

<p>SWFRS Strategic Theme's</p> <p>Keeping you safe</p> <p>Ensuring we respond quickly and effectively when you need us</p> <p>Using Technology well</p> <p>Continuing to work effectively</p>	<p>Training Priority Action 01</p> <p>Develop and evolve sustainable training programmes that deliver efficient and effective training across all schools that meet and prepare our operational staff for current and emerging risks</p>
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Statement of intent

The leadership team within the Training Department will seek to continuously review all aspects of the training schools to ensure consistent improvement of our products, policies, procedures and performance to ensure a high standard of training delivery for extant and emerging risks.

To achieve this we will:

Develop and nurture a highly motivated, competent, effective and resilient training team

- Ensure the recruitment, retention and development of training staff
- Identify opportunities for training staff CPD
- Promote opportunities for training staff to be multi-skilled to ensure resilience
- Identify opportunities for training staff to contribute to the wider service objectives through participation in projects and working groups
- Identify opportunities for training staff to move into different roles within training
- Have retirement forecasts and replacement plans in place.

Maintain an effective governance structure

- Re-design the training structure to support the GM B head of centre function
- Re-design the training structure to support a training delivery / training development components

- Hold weekly CRM meetings to ensure the effective use of resources, identify issues and solutions and to ensure 70% take up on courses planned
- Hold monthly meetings with GM's from Ops to support course uptake
- Hold quarterly meetings with the HR and L&D team to ensure shared awareness of planned courses, recruitment activities and profiling of WT courses
- Maintain All Wales links through a variety of meetings.

Re-engineer courses to maximise customer attendance and maximise efficiencies by migrating theory training to instructor lead on-line training

- Work with Operations to ensure there is always a minimum of 70% attendance on courses
- Proactively identify gaps in attendance through CMS
- Align course requalification's with statutory duties, national standards, or when there are SWFRS standards, to use an evidence based approach to justify those standards
- Harness and utilise digital technology by migrating theory training to instructor led on-line training
- The use of digital media platforms, combined with the attainment of the objectives on alignment below, will create 'efficiencies' in-terms of instructor days. At least 50% of those efficiencies will be reinvested into the service to focus on emerging and existing risks. These efficiencies and reinvestment into the service will be taken to SMT in October 2021 for approval. This will include investing in training days at the RFTF and generally within the BA team to support stations, particularly on-call with BA training at CG; introducing on-going working at height packages for all staff; develop ongoing High Rise Training within the Training Dept.

Align courses with NOS, NOG's and where there are internal standards through training policy documents, challenge those standards to ensure they are effective and efficient

- Align course requalification's with statutory duties, national standards, or when there are SWFRS standards, to use an evidence based approach to justify those standards and make changes as necessary to ensure they remain attainable, reasonable and proportionate

- ODRT to review health and safety injuries and trends to ensure identified themes are being driven by data and evidence, which will ensure that lessons learned elsewhere are proactively actioned upon in advance
- ODRT to quality assure performance against standards at incidents and provide evidence to training and Ops to influence best practice.

Ensure the completion of LearnPro and its integration into PDRPRO and CMS

- Provide support to project lead for LearnPro and ensure the project is delivered on time and to budget
- Provide effective oversight on the progress of the project and report back to ELT on progress each quarter.

Review the apprenticeship programme to identify improvements in student / college / internal FRS relationships

- GM A to initiate a review of the apprenticeship programme to ascertain if it is delivering value for money for the time and effort in its administration
- Review to include all internal and external stakeholders
- Paper and options to be produced for SMT to consider in March 2022

Introduce a Training Assurance Team within Training to support quality assurance across all schools

- GM B to establish a team dedicated to the quality assurance of all training delivered
- The team will and act as a link to the various Working Groups operating across the Service, to proactively identify risks, threats and opportunities for improving training content and delivery
- The team would also serve to support the existing teams within Training to address any quality issues and periodically feed back to the Training Management team with relevant recommendations to support continuous improvement.

Key achievement time line & Summary

Training Priority Action 01.	Responsible Person	Completion date
Develop and nurture a highly motivated, competent, effective and resilient training team	GM B	Annual review with GM's and AM
Maintain an effective governance structure	AM / GM B	Ongoing
Re-engineer courses to maximise customer attendance and maximise efficiencies by migrating theory training to instructor lead on-line training	AM / GM B	<p>Ongoing through governance above managing CMS and Ops meetings</p> <p>Re-engineer courses add Instructor led theory training:</p> <p>Trial Q1 2022 in each school</p> <p>Embed by March 2023 in each school</p> <p>Review in March 2025 (2 year cycle)</p> <p>Review Q4 2025 to predict instructor needs as per training priority action 3 below for the following years</p> <p>Develop High Rise refresher training package by Q2 23/24</p>
Align courses with NOS, NOG's and where there are internal standards through training policy documents, challenge those standards to ensure they are effective and efficient	AM / GM's & SM's	December 2022
Ensure the completion of LearnPro and its integration into PDRPRO and CMS	SM NRT	July 2023
Review the apprenticeship programme to identify improvements in student / college / internal FRS	GM A	March 2022

relationships		
Introduce a Training Assurance Team within Training to support quality assurance across all schools	GM B	Establish team in Q4 2022/23

<p>SWFRS Strategic Theme's</p> <p>Protecting our environment</p> <p>Engaging and communicating</p> <p>Using technology well</p> <p>Working with our partners</p>	<p>Training Priority Action 02</p> <p>Improve training facilities and ensure sustainability is a key component of modernisation of the training estate</p>
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Statement of intent

We will work with Babcock, Lion (RFTF) our Estates Team and Sustainability Officer to ensure that improvements to the Cardiff Gate site are made to ensure the continued development of training delivery.

To achieve this we will:

Conduct a site review to identify opportunities for maximising sustainability

- GM's to harness and gather ideas from the teams for improving sustainability
- Digitise instructor handbooks and student notes moving to a paperless training delivery across the schools
- Install charging points in car park
- Install two charging points in car park.

Produce a report for SMT on the longer-term facilities management of the real fire training facility (RFTF)

- Provide an options paper on the long-term facilities management of the RFTF for SMT to consider and advise on.

Work with Babcock's, Lion and our Estates Team to improve site facilities for training delivery

- Proactively identify estate improvements required for new and emerging risks to ensure the sites deliver realistic training environments
- Ensure the RFTF either delivers its intended purposes or is re-engineered to deliver
- Seek to reintroduce the lift in CG to support high rise training.

Identify suitable storage arrangements to improve the RFTF

- In collaboration with estates team procure storage for the RFRF for cylinders and equipment

Key achievement time line

Training Priority Action 02.	Responsible Person	Completion date
Conduct a site review to identify opportunities for maximising sustainability	GM B	September 2022
Produce a report for SMT on the longer-term facilities management of the real fire training facility (RFTF)	GM B	December 2021
Work with Babcock's, Lion and our estates team to improve site facilities for training delivery	AM / GM B / SM Partnerships	Annual review before course calendar finalising (July each year) Lift reinstated Q1 2024
Identify suitable storage arrangements to improve the RFTF	GM B / SM BA's	March 2022

<p>SWFRS Strategic Theme's</p> <p>Valuing our people</p> <p>Continuing to work effectively</p>	<p>Training Priority Action 03</p> <p>Ensure the training establishment is fit for purpose for current and future delivery</p>
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Statement of intent

We will ensure that an evidence based approach to instructor needs at Cardiff Gate that will enable us to have a resilient, agile and highly efficient workforce that also places welfare of staff at the forefront of our culture; is used to predict our resource needs now and the next 5 years.

To achieve this we will:

Conduct a comprehensive review of the training establishment, using an evidence based approach to identify likely instructor needs for the next 5 years

- Establish a planning assumption for identifying how many instructor days / year each instructor provides in relation to actual training delivery
- Compare the planning assumption to the pre-covid levels of service delivery
- Predict future training delivery changes (DEFRA/Driving) and build that into the planning process
- Establish the centres overall plus or minus position on instructor days based on the outcomes above
- Predict the efficiencies that can be made in training priority action 1 above and compare those to the plus or minus instructor position for an overall evidence driven base line for training delivery.

Maintain an effective training governance structure

- Re-design the training structure to support the GM B head of centre function
- Re-design the training structure to support a training delivery and training development components

- Hold weekly CRM meetings to ensure the effective use of resources, identify issues and solutions and to ensure 70% take up on courses planned
- Hold monthly meetings with GM's from Ops to support course uptake
- Hold quarterly meetings with the HR and L&D team to ensure shared awareness of planned courses, recruitment activities and profiling of WT courses
- Maintain All Wales links through a variety of meetings.

Create a Cardiff Gate Well-being Group

- Establish a Chair and terms of reference for the group
- Ensure corporate and Babcock's staff are represented
- Create a well-being area in CG.

Key achievement time line

Training Priority Action 03.	Responsible Person	Completion date
Conduct a comprehensive review of the training establishment, using an evidence based approach to identify likely instructor needs for the next 5 years	AM	October 2021 Review following efficiency gains in Q4 2024 to predict 2025 – 2027 needs
Maintain an effective training governance structure	AM / GM's	On-going
Create a Cardiff Gate Well-being Group	WM Lee Abdul	December 2021

<p>SWFRS Strategic Theme's</p> <p>Using technology well</p> <p>Continuing to work effectively</p> <p>Protecting our planet</p>	<p>Training Priority Action 04</p> <p>Ensuring the effective management of training assets and the timely replacement of vehicles and equipment that fall within Cardiff Gate's responsibility</p>
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Statement of intent:

The effective management of training assets and the timely replacement of vehicles and equipment will enable the training team to continue to deliver high standards of training whilst indenting opportunities for more efficient and sustainable use of resources.

To achieve this we will:

Develop a comprehensive training site asset plan, with predicted end of life replacement needs

- Collaborate with internal stakeholders to establish a comprehensive site asset plan (that SWFRS retain responsibility for)
- Ensure the plan is used to influence future budgets for training and/or with relevant internal stakeholders e.g. ICT equipment is captured locally or in ICT budgets.

Work with our partners (fleet, ORM and Babcock) to ensure training resource needs are met

- The training team will ensure that asset replacement/purchases will be fully cognisant of the emerging opportunities threats and challenges likely to be faced in training delivery.
- Ensure training are represented in projects that will have a bearing on training, such as appliances and equipment trails and purchases.

Work with the sustainability officer to identify more environmentally friendly equipment replacement when required

- Ensure sustainability is a key factor in addressing and replacing future equipment.

Key achievement time line

Training Priority Action 04.	Responsible Person	Completion date
Develop a comprehensive training site asset plan, with predicted end of life replacement needs	SM Partnerships	September 2022
Work with our partners (fleet, ORM and Babcock) to ensure training needs are met	SM Partnerships	On-going inline with vehicle and service level replacement programmes
Work with the Sustainability Officer to identify more environmentally friendly equipment replacement when required	SM Partnerships	On-going in-line with Cardiff Gate, vehicle and service level replacement programmes

Cardiff Gate Training Risk Register

Revision date	Previous revision date	Summary of Changes	Changes marked
04/06/2021		New document	NIL
04/10/2021	V2	Grammar	

The Training risk register should be reviewed in conjunction with the outcomes of training managers meetings, national changes to risks, threats, and guidance and internal policy documents.

001	Unable to fill vacancies within training	Schools unable to meet training commitments – impacting service delivery in operations	H	M	H	Recruitment via WM / CM processes. Building resilience within the current structure. Active recruitment of potential training staff.	SM's of schools GM's heads of departments	Open
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002	Crewing reduction due to pandemic's, and wide spread absence	Schools unable to meet training commitments – impacting service delivery in operations	H	M	M	Building resilience within the current structure. Focus on critical training delivery. Service BCM plans.	SM's; GM's and AM's -	Open
003	Loss of training real estate due to unplanned work disruptions and / or failure of current systems (RFTF)	Unable to deliver realistic and effective training	M	L	L	Contingency plans with alternate venues.' Contract management with Lion	SM Planning SM's heads of schools GM B & Estates team	Open

004	Ability to sustain the current demands on the department	Welfare issues for training instructors in particular Cancellation of courses adversely impacting operations	M	M	M	Re-engineer courses to maximise digital instructor lead training. Building resilience within the current structure. Secure the support instructors temporary on an ongoing basis. Review current delivery models and design sustainable courses for 2022/23 onwards	SM's and GM's AM AM	Open

Impact and Likelihood are both assessed in terms of Low (L), Medium (M) or High (H)

Current Status should indicate Open, Closed or Ongoing' and Ongoing Issues explained. Risks have been assigned for action to a risk owner or nominated person. The risk register should be discussed at the training managers meetings and updated accordingly.

**FORWARD WORK PROGRAMME FOR
HR & EQUALITIES COMMITTEE 2021/2022**

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Update on liP – Report and Presentation	To provide Members with an overview of the outcome of the latest liP Assessment	ACFO TS Contact Officer: Garry Davies	5 July 2021	Presented
Strategic Equality Plan Update 2020- 2025 & Annual Equality Report	To update Members	ACO PS Contact Officer: Andrew Jones	5 July 2021	Presented
Report on Personal Reviews	To update Members	ACO PS Contact Officer: Serena Ford	5 July 2021	Presented
Report on Annual Occupational Health Activity 2020/21	To provide Members with an update on the variety of services delivered by the Occupational Health Unit	ACO PS Contact Officer: Andrew Jones	5 July 2021	Presented

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	5 July 2021	Presented
Annual report on Absence Management	Purpose is to update Members on the incidents of sickness absence across the Service	ACO PS Contact Officers: Andrew Jones/Karen Davies	5 July 2021	Presented
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 Officers: Andrew Jones/Gill Goss	5 July 2021	Presented
Update on Mental Health Strategy	To update Members	ACO PS Contact Officer – Dave Crews	5 July 2021	Presented

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
NJC for Brigade Managers Salaries and Numbers Survey 2020	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS Contact Officer: Alison Reed	1 November 2021	<i>Deferred to the next meeting</i>
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	1 November 2021	On Agenda
Review of Training & Development Activities 2020/2021	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	ACFO TS Contact Officer: Brian Thompson	1 November 2021	On Agenda

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Report Real Living Accreditation	To update Members	ACO PS Contact Officer – Alison Reed	1 November 2021	On Agenda
NJC for Brigade Managers Salaries and Numbers Survey 2020	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles in terms of gender, ethnic origin, age, and the use of Gold Book terms and conditions.	ACO PS Contact Officer: Alison Reed	28 February 2022	<i>Deferred from last meeting</i>
Report on People Plan 2020-2023	To provide Members with an update on SWFR's People Strategy 2020-2023	ACO PS Contact Officer: Alison Reed	28 February 2022	
Establishment Structure Update	To update Members	ACO PS Contact Officer: Alison Reed/Andrew Jones	28 February 2022	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Recruitment & Attraction Strategy	To update Members	ACO PS Contact Officers: Andrew Jones/ Deb Doel	28 February 2022	
Learning Pathways	To update Members	ACO PS Contact Officers: Andrew Jones/Serena Ford	28 February 2022	
Update on Apprenticeships	To update Members on the current progress on the Apprenticeship Levy for SWFRS.	ACFO TS Contact Officer: Garry Davies	28 February 2022	
Annual Pay Policy Statement 2021/2022	Purpose is to inform Members and to enable the Service's Policy to be evaluated.	ACO PS Contact Officer: Alison Reed/Kim Jeal	28 February 2022	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
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	28 February 2022	
Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	ACO PS Contact Officer: Alison Reed	28 February 2022	
Gender Pay Gap Statement	Purpose is to update Members on the analysis of the gender pay gap across the Service.	ACO PS Contact Officer: Alison Reed/Kim Jeal	28 February 2022	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Review of Service response to the Socio Economic Duty	To update Members	ACO PS Contact Officer: Andrew Jones/Carey Wood	28 February 2022	

Dates of meetings – 5 July, 2021, 1 November, 2021, 28 February, 2022

ACO Alison Reed – Director of People Services

Andrew Jones – Head of Human Resources

AM Brian Thompson – Head of Training & Development

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AGENDA ITEM NO 10

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

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1. Apologies for Absence
2. 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 Monday 5 July 2021 3

Reports for Discussion

5. Living Wage Foundation Accreditation 9

Reports for Decision

6. Proposed Reforms and New Terms of Reference for Scrutiny Committee 25

Reports for Information

7. Firefighters Pension Schemes – Wales Government Circulars 2021/2022 31
8. South Wales Fire & Rescue Service – Overview of Training & Development Department 2020/2021 39
9. Forward Work Programme for HR & Equalities Committee 2021/2022 67
10. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 75