

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

## **FIRE & RESCUE AUTHORITY SUMMONS**

### **SOUTH WALES FIRE & RESCUE AUTHORITY**

You are required to attend a meeting of the HR and Equalities Committee to be held on:

**Monday, 11 September 2023 at 1030 hours**

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

**or**

**Remotely via Microsoft Teams, Link: <https://bit.ly/HR-Equalities-11-09-23>**

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

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

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

1. Apologies for Absence
2. Declarations of Interest

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

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

- HR & Equalities Committee held on 10 July 2023

## **REPORTS FOR INFORMATION**

5.	Review of Training & Development 2022/2023	11
6.	Firefighters Pension Schemes – Wales Government Circulars 2023/2024	17
7.	NJC for Brigade Managers Salaries and Numbers Survey 2022	25

## **REPORTS FOR DECISION**

8.	Independent Pay Review – Principal Officers' Remuneration.	41
9.	HR & Equalities Committee – Proposed New Terms of Reference	65
10.	Forward Work Programme for HR & Equalities Committee 2023/2024	69
11.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	75

Signature of Monitoring Officer:



## MEMBERSHIP

**Councillors:**

M	Hughes	Bridgend
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
D	Ali	Cardiff
K	Carr	Cardiff
S	Melbourne	Cardiff
D	Naughton	Cardiff
L	Wright	Monmouthshire
T	Watkins	Newport
G	Holmes	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
A	Best	Torfaen

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**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE HR & EQUALITIES MEETING  
HELD ON MONDAY, 10 JULY, 2023**

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

**1. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
A Roberts (Chair)		Rhondda Cynon Taff
K Carr (Deputy Chair)		Cardiff
G Holmes		Rhondda Cynon Taff
M Hughes		Bridgend
A Hussey		Caerphilly
S Melbourne		Cardiff
D Naughton		Cardiff
T Watkins		Newport
L Wright		Monmouthshire

**APOLOGIES:**

D Ali	Cardiff
A Best	Torfaen
C Elsbury	Caerphilly

**OFFICERS PRESENT:-** ACO A Reed – Director of People Services, ACO G Thomas – Monitoring Officer & Director of Corporate Services, Mrs L Shroll – Head of People Services, Mrs D Doel – HR Manager, Recruitment & Resourcing, Mrs K Davies – HR Manager, Absence Management, Mrs J Wells – HR Manager, Employee Relations, Mrs 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**

- **WELCOME ADDRESS TO THE NEW HEAD OF PEOPLE SERVICES**

The Chair extended a special warm welcome to Mrs Lisa Shroll, who had recently been appointed the new Head of People Services, and on behalf of Members wished her all the very best in her new role.

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

The minutes of the previous HR & Equalities meeting held on 27 February, 2023, were received and accepted as a true record of proceedings.

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

#### **5.1. RECRUITMENT & ATTRACTION 2022-2023**

The HR Manager, Recruitment & Resourcing, presented a report which provided Members with an update in relation to ongoing Recruitment Attraction & Engagement Strategies.

#### **RESOLVED THAT**

5.1.1 Following a lengthy question and answer session on recruitment challenges within deprived areas, and capturing under-represented groups, Members agreed to note the contents of the report.

5.1.2 With reference to capturing the 16 to 18 year old age group following the Fire Cadets process, Officers agreed to consider an Apprenticeship Programme, and to provide Members with a report in due course.

#### **5.2 ANNUAL REPORT ON SICKNESS DATA 2022-2023**

The HR Manager, Absence Management, provided Members with an update on the sickness absence data for 2022/2023, which

provided an overview of musculoskeletal and mental health absences, rehabilitation roles, and ill-health retirements.

## **RESOLVED THAT**

5.2.1 Following a question and answer session on the sickness statistics, Members agreed to note the contents of the report.

5.2.2 With reference to the increase in Mental Health Sickness cases and the number of related issues, Members agreed to note that further analysis would be carried out, and they would receive a report in due course.

## **5.3 OCCUPATIONAL HEALTH UNIT ACTIVITY REPORT – 1 APRIL 2022 TO 31 MARCH 2023**

The Occupational Health Nurse informed Members that the Occupational Health Unit Activity Report covered the period from 1 April 2022 to 31 March 2023. The report provided data on services and expenditure, updates on Occupational Health initiatives, as well as an outline of strategic development.

## **RESOLVED THAT**

Following discussion on the Occupational Health Unit and service delivery, it was noted that the Unit procures some of its services from the Private Sector in order to avoid delays in staff returning to the workplace, and the subsequent costs, Members agreed to note the content of the report.

## **5.4 FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2023-2024**

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

Welsh Government issued regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These emails and

circulars could cover a variety of areas, including all aspects of Firefighters Pension Schemes, and had to be noted or actioned as appropriate.

## **RESOLVED THAT**

5.4.1 Members agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and emails that had been received in the year 2023/2024.

5.4.2 Members agreed to note the actions that had been implemented for each of the circulars.

## **5.5 ANNUAL REPORT ON GRIEVANCE & DISCIPLINE ACTIVITIES FOR THE YEAR 1 APRIL 2022 TO 31 MARCH 2023**

The HR Manager, Employee Relations, provided Members with a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2022 to 31 March 2023.

## **RESOLVED THAT**

5.5.1 Following lengthy discussion, Members agreed to note the contents of the report.

5.5.2 With reference to concerns relating to the 13 grievances received from Corporate staff, Members highlighted the benefits of introducing a Hybrid Working policy for certain staff members,

## **5.6 FRS SPEAK UP**

The ACO People Services presented a report which informed Members of the introduction of 'FRS Speak Up', which was a new confidential reporting service that was available to all staff should they wish to report a concern in relation to inappropriate behaviours or practices in the workplace.

## **RESOLVED THAT**

5.6.1 Members agreed to note the launch of the new FRS Speak Up service that was launched on 6 April 2023.



- 5.6.2 Members confirmed that they were aware of the process for employees to raise a concern through the new service.
- 5.6.3 Members agreed to note the number of concerns raised since the service was launched.
- 5.6.4 Following a discussion on costs, Members agreed to note that they would receive a further report at the end of the year, which would include a breakdown on specific themes.

## **5.7 ANNUAL REPORT OF COMPLAINTS AND COMPLIMENTS RECEIVED 2023**

The ACO Corporate Services presented to Members the inaugural report of complaints and compliments received by the Service.

Members were informed that the report would be presented to the HR & Equalities Committee on an annual basis and would identify the complaints and compliments received by the Service for the relevant financial year. This report focussed on the year 2022/2023.

The Head of Corporate Support advised Members that due to the sensitive nature and GDPR considerations, the complaints and compliments had been anonymised.

### **RESOLVED THAT**

- 5.7.1 Members agreed to note the content of the report.
- 5.7.2 Following a question and answer on a breakdown of the 'Behaviours' category, Officers assured Members that all complaints were taken seriously, and a further report would be provided at the end of the year.

## **6. FORWARD WORK PROGRAMME 2023/2024**

The ACO People Services provided Members with the Forward Work Programme for 2023/2024.

**RESOLVED THAT**

- 6.1 Members agreed the content of the Forward Work Programme for 2022/2023.
- 6.2 Due to the increase in presenting several additional key reports, Members agreed that consideration would be given to a further HR & Equalities meeting would take place on 11 September, 2023
- 7. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIRPERSON DEEMS URGENT (PART 1 or 2)**

There were no items of urgent business to discuss.

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 5  
11 SEPTEMBER 2023**HR & EQUALITIES COMMITTEE**

REPORT OF THE HEAD OF TRAINING &amp; DEVELOPMENT

**REVIEW OF TRAINING & DEVELOPMENT 2022/2023****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY AREA MANAGER NEIL DAVIES, HEAD OF TRAINING

REPORT PRESENTED BY ACFO GARRY DAVIES DIRECTOR OF TECHNICAL SERVICES

**SUMMARY**

This report provides an overview of the Training & Development department's performance during 2022/2023, which includes the design & delivery of accredited Wildfire training packages, an update on the services Apprenticeship Scheme, and an electronic performance management system that outlines the centres course attendance vs capacity statistics and the service's operational assurance metrics.

**RECOMMENDATIONS**

That Members note the content of this report.

**1. BACKGROUND**

- 1.1 The purpose of this report is to evidence how the Training department has performed during the last calendar year.
- 1.2 Following the key theme of embracing technology, the training department now utilises the services BMIS platform to monitor operational competencies and course attendance capacities over the annual training year.
- 1.3 This years' focus has been on the operational development aspect of training. In particular improving our collaboration with Cardiff and the Vale College in delivering the apprenticeship scheme, but also constantly improving and quality assuring our extensive Skills for Justice (SFJ) range of courses.

## **2. ISSUES**

### **2.1 PERFORMANCE OF THE TRAINING DEPARTMENT**

2.1.1 The Training & Operational Development Department delivered a wide range of operational activities, which ensured that all operational personnel received the most current and up to date role critical training.

2.1.2 As well as this core delivery, our driver training team have designed and are now delivering a new All-Terrain Vehicle and off-road awareness driving course. This unique driving qualification allows the organisations specialist wildfire teams traverse unmade surfaces safely. The department also delivers a wildfire awareness session to all new wholtime trainees, to allow them an appreciation of the incidents the service responds to due to the changing climactic conditions.

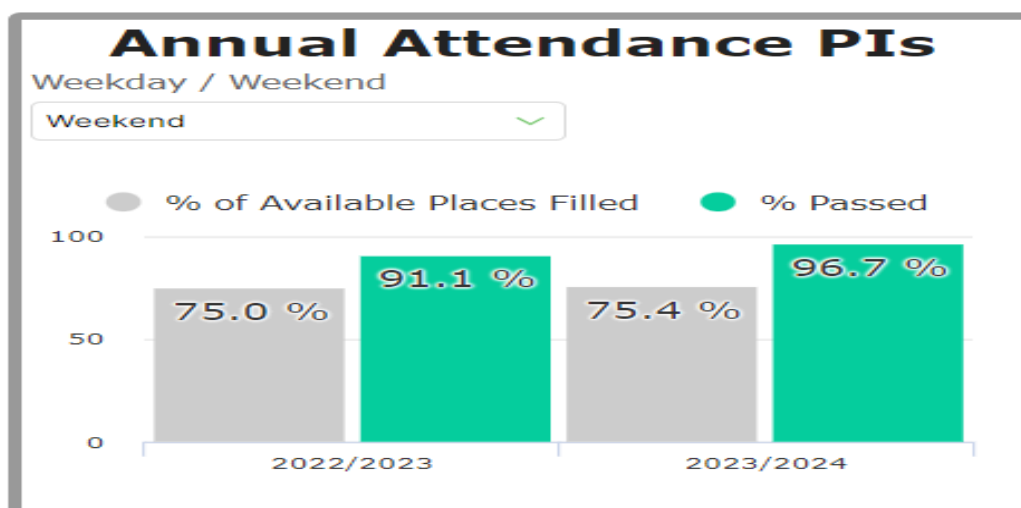
2.1.3 All of our wildfire courses, along with the specialist equipment operator accreditation has now been accredited by Skills for Justice (SFJ). Cardiff Gate has 'Accredited Centre' status, this allows the service to award/assess/verify wildfire qualifications internally. SFJ have informed SWFRS that we are the first FRS in UK to achieve this accreditation.

2.1.4 The start of the year saw the centre increasing our delivery in preparation for industrial action. Following the approval of the Military Aid to the Civil Authority (MACA) request, the centre staff designed bespoke core skills courses in conjunction with the Joint Regional Liaison Officer (JRLO), training 60 MOD personnel to respond to emergency incidents on behalf of the service during any potential periods of industrial action.

2.1.5 Training for our Auxiliary cadre saw SWFRS' incident command team design bespoke Incident command courses, to allow them to act as team leaders, when deployed at defensive firefighting tactic incidents, during any potential periods of industrial action. These additional training courses were delivered over a series of non-operational weekends (centre closed), supported by network instructors and Babcock International.

2.1.6 The centre trained an additional 112 Auxiliary FF's over a 6 week period in core skills, BA courses, technical skills, and Emergency Driving Response Training. All this was completed whilst we continued to maintain all other planned training for both WDS & RDS operational crews.

- 2.1.7 Ensuring the centre delivery is efficient is a key focus for the management team, this not only yields quality training for operational personnel but also reduces fatigue for a training team that in 22/23 had an unusually high workload.
- 2.1.8 The 21/22 report showed a 15.6% decrease in course attendance, the management team have concentrated on reversing this trend by means of separating duty systems to identify root causes.
- 2.1.9 As a result of interrogation of data and collaboration with Operations, training's new performance management dashboard on BMIS clearly shows, a measurable improvement overall of attendance and pass rates on all courses.
- 2.1.10 Although it is recognised that we still have work to do in addressing weekend attendance, with 75% attendance v capacity, this year's data to date has improved slightly, as seen below.



- 2.1.11 Whilst courses delivered were reduced to 876 due to re-engineering of courses, for efficiencies and instructor welfare. Training did increase capacity on certain courses which resulted in offering 5,775 places to operational personnel, an increase of 573 places on the 21/22 training year.

## 2.2 APPRENTICESHIP UPDATE

- 2.2.1 SWFRS deliver the apprenticeship scheme in collaboration with Cardiff and Vale College (CAVC).
- 2.2.2 The apprenticeship not only focusses on the 3 Essential Skills at Level 2; Application of number, Communications and Digital

Literacy, but also fosters inclusivity, promotes career aspirations, and ensures readiness for the ever-evolving demands of the modern-day fire and rescue service.

2.2.3 The partnership between SWFRS and CAVC has yielded unparalleled success through their apprenticeship scheme during academic year 21/22, achieving a remarkable 100% performance. An 8.7% increase on academic year 20/21. All the more impressive when the national comparator is 71%.

2.2.4 This has been achieved by identifying how the training team can develop and assist apprentices when they have left the training centre. Embracing technology through setting up e-platforms for each cohort. This has allowed learners to be kept up to date, creating opportunities for those who may not see each other frequently due to their station locations.

2.2.5 This has also proven to be an effective communicative tool for assessors and our Internal Quality Assurance team when it comes to programming and providing feedback before and after assessments.

2.2.6 Learner feedback is an important tool for the training centre and a requirement of the apprenticeship scheme. Overall feedback data for Academic year 22/23 shows 91% of our learners enjoy the apprenticeship, whilst 98% of learners said – that access to the appropriate digital tools helped them complete their qualification.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

#### 3.2 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	No
Financial	Yes	Health, Safety and Wellbeing	Yes

Procurement	Yes	Governance & Audit	Yes
Corporate Risk	Yes	Service Policy	Yes
Information Management	Yes	National Policy	Yes

### 3.3 Resources, Assets and Delivery

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

## 4. EVALUATION & CONCLUSIONS

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

## 5. RECOMMENDATIONS

5.1 That Members note the content of this report.

<b>Contact Officer:</b>	Area Manager, Neil Davies
<b>Background Papers</b>	None

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6  
11 SEPTEMBER 2023**HR & EQUALITIES COMMITTEE**

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS  
2023/2024****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY ASSISTANT CHIEF OFFICER, PEOPLE SERVICES  
REPORT PRESENTED BY ASSISTANT CHIEF OFFICER, 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 Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2023/2024.
- 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 2023/2024 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. In future non-shaded rows will indicate 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
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### 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 Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the year 2023/2024.
- 5.2 Members note the actions that have been implemented for each of the circulars.

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

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## HR & EQUALITIES COMMITTEE

### WELSH GOVERNMENT CIRCULARS – THE FIREFIGHTERS’ PENSION SCHEME (WALES) 2023/2024

CIRCULAR NO.	TITLE	DATE ISSUED	SUMMARY
<b>W-FRSC(2023)09</b>	<b>Firefighters’ Pension Schemes (Wales) – Revised Consolidated Factory Guidance 2023 – Trivial Commutation, Annual Allowance and Lifetime Allowance</b>	28 July 2023	<p>Firefighters Pension Schemes (Wales) – Revised Consolidated Factor Guidance – Batch 3: -</p> <ul style="list-style-type: none"> <li>• Trivial Commutation – x-501 to x-504</li> <li>• Annual Allowance – x-603 and x-621 (Scheme Pays)</li> <li>• Lifetime Allowance – x-622 to x-627 (Scheme Pays)</li> </ul> <p>This circular required immediate action.</p> <p><b>Action: Circulated to SMT, RCT Pensions and SWFRS Pensions Team</b></p>
<b>W-FRSC(2023)08</b>	<b>Firefighters Pension Schemes (Wales) – Revised Consolidated Factory Guidance 2023 – CARE TV ins, Early Retirement Factors, Late Retirement Factors, Non club TV ins for 2007 Scheme</b>	29 June 2023	<p>Firefighters Pension Schemes (Wales) – Revised Consolidated Factor Guidance – Batch 2:-</p> <ul style="list-style-type: none"> <li>• CARE TV ins – x-220 to x-221</li> <li>• Early Retirement Factors – x-401 to x-403</li> <li>• Late Retirement Factors – x-404 to x-407</li> <li>• Non-Club TV ins for 2007 scheme – x-216 to x-219 (Factors withdrawn)</li> </ul> <p>This circular required immediate action.</p> <p><b>Action: Circulated to SMT, RCT Pensions and SWFRS Pensions Team</b></p>

<b>W-FRSC(2023)07</b>	<b>Firefighters Pension Schemes (Wales) – Revised Consolidated Factory Guidance 2023 – CETVs, Pensioner Cash Equivalents, Pension Credits and Debits</b>	25 May 2023	<p>Firefighters Pension Schemes (Wales) – Revised Consolidated Factory Guidance – Batch 1:-</p> <ul style="list-style-type: none"> <li>• CETV's (x-201 to x-215)</li> <li>• Pensioner cash equivalents (x-301 to x-312)</li> <li>• Pension Credits (x-313 to x-317)</li> <li>• Pension Debits (x-318 to x-328)</li> </ul> <p>This circular required immediate action.</p> <p><b>Action: Circulated to SMT, RCT Pensions and SWFRS Pensions Team</b></p>
<b>W-FRSC(2023)06</b>	<b>Fire and Rescue Authorities Performance Indicators 2023-24</b>	21 April 2023	<p>Following the introduction of the Fire and Rescue Authorities (Performance Indicators) (Wales) Order 2015, FRAs are under a legal duty to collect and report on three statutory indicators.</p> <p>This circular advises FRAs that the statutory Performance Indicators that apply for 2023-24 remain unchanged.</p> <p><b>Action taken: Circulated to SMT and shared with Stats &amp; Performance team.</b></p>
<b>W-FRSC(2023)05</b>	<b>Fire and Rescue Operational Statistics Arrangements 2022-23</b>	21 April 2023	<p>This circular sets out the operational statistics collection arrangements for the period 1 April 2022-31 March 2023. Data for this period should be submitted by 9 June 2023.</p> <p><b>Action taken: Circulated to SMT and shared with Stats &amp; Performance team.</b></p>

W-FRSC(2023)04	<b>Firefighters' Pension Schemes (Wales) – Change to SCAPE Discount Rate and Resulting Changes to Actuarial Factors – Suspending CETV Calculations – Revised 1992 Scheme Retirement Lump Sum Commutation Factors.</b>	3 April 2023	This circular provides revised advice on immediate handling of Actuarial Factors as a result of the change to the SCAPE discount rate confirmed on 30 March 2023. This includes the suspension of CETV calculations and revised guidance and factors for 1992 scheme commutation calculations. <b>Action taken: Shared with SMT, RCT Pensions and SWFRS Pensions team.</b>
W-FRSC(2023)03	<b>Public Service Pension Indexation and Revaluation 2023</b>	31 March 2023	This circular informs FRAs of the increase in Public Service Pension Indexation which will take effect from 10 April 2023 and Revaluation from 1 April 2023. <b>Action taken: Shared with SMT, RCT Pensions and SWFRS Pensions team.</b>
W-FRSC(2023)02	<b>Firefighters' Pensions – Employer and Employee Contribution Rates 2023-2024</b>	29 March 2023	This circular confirms that both the employee and employer contribution rates for 2023-24 remain unchanged from 2022-23. The employee contribution rates remain the same as those that came into effect in April 2018. The employer contribution rate remains the rate that came into effect in April 2019. <b>Action taken: Shared with SMT, RCT Pensions and SWFRS Pensions team.</b>

<b>W-FRSC(2023)01</b>	<b>Financial Arrangements for Firefighter Pensions: Top-up Grant Forms 2023-24</b>	9 March 2023	<p>This circular requests each Fire &amp; Rescue Authority (FRA) to complete the attached pension forms (FPF2 and FPF3), and confirm estimates already provided for 2023-24 onwards (FPF1) by 3 April 2023.</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2021/22 (FPF3) and 2022/23 (FPF2) and interim payment for 2023-24 (FPF1).</p> <p><b>Action taken: Shared with SMT, RCT Pensions and SWFRS Pensions team.</b></p>
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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7  
11 SEPTEMBER 2023**HR & EQUALITIES COMMITTEE**

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**NJC FOR BRIGADE MANAGERS SALARIES AND NUMBERS SURVEY 2022****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY ASSISTANT CHIEF OFFICER, PEOPLE SERVICES  
REPORT PRESENTED BY ASSISTANT CHIEF OFFICER, A. REED**SUMMARY**

This report shares the 2022 NJC for Brigade Managers Salaries and Numbers survey results. It is for information purposes.

**RECOMMENDATIONS**

That Members note the content of the report.

**1. BACKGROUND**

- 1.1 The salaries and numbers survey includes information from 48 Fire and Rescue Authorities in the United Kingdom at September 2022. The survey collected information relating to pay, covering basic salary and gross total pay, and salary schemes in use at 31 March, 2022, for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates. The survey also collected information on working status and some personal characteristics of these senior managers.

**2. ISSUES**

- 2.1 There are no issues to report in relation to the content of the 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

### 3.2 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 The information contained within the document provides useful data when considering pay levels and other terms and conditions for Brigade Managers across the whole of the United Kingdom.

## 5. RECOMMENDATIONS

- 5.1 That Members note the content of the report.

<b>Contact Officer:</b>	Alison Reed Director of People Services
<b>Background Papers</b>	NJC for Brigade Managers Salaries and Numbers Survey 2022.

Employers' Secretary, Naomi Cooke  
18 Smith Square,  
London, SW1P 3HZ  
Telephone 020 7664 3000  
e-mail: [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk)

Staff Side Secretary, Simon Shilton  
Fire Leaders Association  
Email: [REDACTED]  
Website: [www.prospect.org.uk/fla](http://www.prospect.org.uk/fla)

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

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

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5 July 2023

**NJC FOR BRIGADE MANAGERS PAY SURVEY REPORT - 2021 & 2022**

1. We write to inform you that the Brigade Managers Pay Survey report covering 2021 & 2022 is attached (**Appendix A**).
2. Recognising the pressure on resources due to the COVID-19 pandemic, the NJC agreed to postpone running the 2021 annual pay survey.
3. Accordingly, this most recent pay survey sought data from FRSs on two separate collection dates, 31st March 2021 and 31st March 2022.

Yours faithfully,

**NAOMI COOKE  
SIMON SHILTON**  
Joint Secretaries

# NJC for Brigade Managers Salaries and Numbers Survey 2022

July 2023



## Summary

### Background

The salaries and numbers survey was sent to Chairs and clerks of all 48 fire and rescue authorities in the United Kingdom at December 2022. The survey collected information relating to pay, covering basic salary and gross total pay, and salary schemes in use at both 31 March 2021 and 31 March 2022 for Brigade Managers within the scope of the NJC, including those who pay managers on locally agreed rates. The survey also collected information on working status and some personal characteristics of these senior managers. By December, responses had been received from all 48 authorities.

When comparing results from year to year, it should be noted that the numbers of staff covered by the survey are relatively small, and results can therefore be influenced by a small number of responses.

A copy of the survey notes of guidance is provided in Annex A

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### Key findings

- The survey found a total of 48 chief fire officers, 43 deputy chief fire officers and 84 assistant chief fire officers in 2022.
- The average basic pay for chief fire officers in all fire and rescue authorities in 2022 was £149,156 and average gross pay was £149,752. Among deputy chief fire officers, average basic pay was £122,452 and average gross pay was £124,744, and for assistant chief fire officers the average basic pay was £109,865 and average gross pay was £110,076.
- Average basic pay for chief fire officers changed negligibly between 2021 and 2022, while for deputies and assistants it fell by 1.3 per cent and 0.7 per cent respectively. Gross pay followed a similar pattern<sup>1</sup>.
- In 2022 seven chief fire officers, three deputy chief fire officers and fifteen assistant chief fire officers were female.
- The survey found that one deputy chief fire officer and one assistant chief fire officer were from a minority ethnic background.

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<sup>1</sup> It should be noted that this is not necessarily a like-for-like comparison due to, for example, changes to pay structures.

## Survey findings

### Number of posts

At 31<sup>st</sup> March 2021 there were a total of 170 brigade manager posts in all fire and rescue authorities, at 31<sup>st</sup> March 2022 there were a total of 175. Each authority had one chief fire officer post. Between 2020 and 2021 the number of deputy chief fire officer posts increased slightly from 40 to 43, and the number of assistant chief fire officer posts increased from 82 to 84. Table 1 illustrates these findings.

At 31<sup>st</sup> March 2021, three DCFO and four ACFO posts were vacant, and in 2022 two DCFO and three ACFO posts were vacant.

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2021	2022	2021	2022	2021	2022
1	2	2	2	2	1	2
2	21	21	16	18	25	26
3	13	13	10	11	18	20
4	11	11	11	11	32	30
London	1	1	1	1	6	6
Total	48	48	40	43	82	84

Base: All respondents (48).

In 2021, a total of 27 postholders were recorded working at ACFO level or above who were not within the scope of the Brigade Managers NJC and therefore not employed on Gold Book terms and conditions. This equates to 16 per cent of all posts. The corresponding number in 2022 was 31 (18 per cent of all posts). A breakdown of the numbers is given in Table 2.

	2021	2022
Chief Fire Officer	5	5
Deputy Chief Fire Officer	5	5
Assistant Chief Fire Officer	17	21

Base: All respondents (48).

### Pay

The average basic pay of chief fire officers in all fire and rescue authorities at 31<sup>st</sup> March 2022 was £149,056, an increase of 0.1 per cent since 2021. Among deputy chief fire officers, average basic pay fell by 1.3 per cent to £122,452. The average basic pay of assistant chief fire officers fell by 0.7 per cent to £109,865. A breakdown by population band is shown in Table 3.

**Table 3: Average basic pay**

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2021	2022	2021	2022	2021	2022
1	130,956	131,918	117,023	107,504	92,376	93,170
2	139,618	138,623	111,717	111,117	98,837	101,333
3	152,038	153,181	131,075	131,980	110,716	109,198
4	161,353	162,472	132,658	129,847	116,838	115,420
Total (inc. London)	148,986	149,156	124,044	122,452	110,666	109,865

Base = All respondents (48).

Overall average gross total pay of chief fire officers changed negligibly between 2021 and 2022 when it stood at £149,752. For DCFOs, gross pay fell by 0.9 per cent to £124,744 and for ACFOs it fell by 1.4 per cent to £110,076. A full breakdown by population band is shown in Table 4.

**Table 4: Average gross total pay**

Population band	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2021	2022	2021	2022	2021	2022
1	127,793	130,956	113,414	112,584	92,376	87,459
2	141,046	139,252	114,124	114,543	100,826	102,804
3	153,667	154,922	131,196	132,193	112,151	111,549
4	162,110	163,840	133,156	130,475	117,009	115,107
Total (inc. London)	149,695	149,752	125,818	124,744	111,593	110,076

Base = All respondents (48).

## Workforce characteristics<sup>2</sup>

Overall, 85 per cent of postholders were male and 15 per cent female in 2022, little different to 2021 when the proportions were 84/16 per cent. The number of female chief fire officers increased by one in 2022 to seven. At deputy chief fire officer level, the number of females reported decreased by two to three, while the number of female assistant chief fire officers increased from 14 in 2021 to 15 in 2022. These findings are shown in Table 5.

**Table 5: Number of officers by gender**

Gender	Chief Fire Officer		Deputy Chief Fire Officer		Assistant Chief Fire Officer	
	2021	2022	2021	2022	2021	2022
Male	41	39	31	36	59	63
Female	6	7	5	3	14	15
Not known	1	2	1	2	5	3
Total	48	48	37	41	78	81

Base = All respondents (48).

<sup>2</sup> All information on gender, ethnicity and age relates to postholders only so the findings can be affected by vacancies at the time the survey was conducted.

In 2022, one deputy chief fire officer and one assistant chief fire officer were from a minority ethnic background, little changed from the picture in 2021. A breakdown of these figures is shown in Table 6.

<b>Table 6: Number of officers by ethnic background</b>						
	<b>Chief Fire Officer</b>		<b>Deputy Chief Fire Officer</b>		<b>Assistant Chief Fire Officer</b>	
	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>
White	45	45	33	38	71	73
Mixed	0	0	1	0	0	0
Asian / Asian British	0	0	0	0	0	0
Black / Black British	0	0	1	1	0	1
Arab / Other Ethnic Group	0	0	0	0	1	0
Not known	3	3	2	2	6	7
<b>Total</b>	<b>48</b>	<b>48</b>	<b>37</b>	<b>41</b>	<b>78</b>	<b>81</b>

Base = All respondents (48)

Overall, brigade managers most commonly were in the 45-49 and 50-54 age groups, accounting for almost two-thirds of postholders in 2022 (102), compared with almost three-quarters in 2021. Twenty-six postholders were aged under 45 (18 in 2021) and 33 were aged 55 or over (23 in 2021). A full breakdown of these findings is shown in Table 7. (Note: no information was provided for 21 postholders.)

<b>Table 7: Number of officers by age</b>						
<b>Age group</b>	<b>Chief Fire Officer</b>		<b>Deputy Chief Fire Officer</b>		<b>Assistant Chief Fire Officer</b>	
	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>
Up to 39	1	1	0	0	0	1
40-44	1	4	3	6	13	14
45-49	12	13	14	16	25	15
50-54	21	16	14	11	24	31
55+	10	11	4	7	9	15
<b>Total</b>	<b>45</b>	<b>45</b>	<b>35</b>	<b>40</b>	<b>71</b>	<b>76</b>

Base = All respondents (48).

## Terms and Conditions

The number of fire and rescue authorities using local agreed pay rates at one or more Brigade Manager levels stood at 22 out of 48 in both 2021 and 2022. In total, these covered 76 of all 173 posts recorded by the survey in 2022 (44 per cent). There is a breakdown of these findings in Table 8.



**Table 8: Authorities using local pay agreements**

Population band	2021	2022
1	1	1
2	11	11
3	6	6
4	3	3
London	1	1
Total	22	22

Base = All respondents (48).

The survey asked a series of questions about fire and rescue authorities' use of NJC (Gold Book) terms and conditions when setting contracts of employment and salary levels<sup>3</sup>. In 2022, 38 applied NJC terms and conditions when setting the contracts of employment for chief fire officers (39 in 2021), 35 used them for deputy chief fire officers (31), and 33 did so for assistant chief fire officers (35). These findings are shown in Table 9.

**Table 9: Terms and conditions of brigade managers**

Role	Apply NJC		Do not apply NJC		Base*	
	2021	2022	2021	2022	2021	2022
CFO	39	38	6	6	47	47
DCFO	31	35	5	5	36	40
ACFO	35	33	6	6	40	43

Base = All respondents (46). \*FRSs who employ officers within this level

A total of 26 fire and rescue authorities reported that they determined chief fire officers' basic salary levels in accordance with the guidance and minimum salaries set out in the NJC Gold Book in both 2021 and 2022, 24 did likewise for deputy chief fire officers in 2022 (20 in 2021) and 22 did so for assistant chief fire officers (23 in 2021). These figures are shown in Table 10.

**Table 10: Determination of basic salary levels for brigade managers**

Role	Apply NJC		Do not apply NJC		Base*	
	2021	2022	2021	2022	2021	2022
CFO	26	26	19	18	47	47
DCFO	20	24	16	16	36	40
ACFO	23	22	18	17	40	43

Base = All respondents (46). \*FRSs who employ officers within this level

The fire and rescue authorities who reported that they do not use the NJC guidance and minimum salaries were asked whether they linked their local pay arrangement to the periodic pay awards agreed by the NJC. Of those who answered the question, 14 applied it for chief fire officers in 2022, 15 did so for DCFOs and 16 did so for ACFOs. A breakdown of these findings is shown in Table 11.

<sup>3</sup> There is a two-track approach for determining levels of pay for Brigade Manager roles within the NJC for Brigade Managers (Gold Book) - (1) Agreement on any annual pay awards, which are applicable to all. (2) All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles which are taken by the local Fire and Rescue Authority.

**Table 11: Pay awards for brigade managers with non-NJC salaries**

Role	Apply NJC		Do not apply NJC		Base*	
	2021	2022	2021	2022	2021	2022
CFO	16	14	7	8	23	22
DCFO	14	15	6	7	20	22
ACFO	15	16	7	8	22	24

Base = All respondents (46). \*FRSs who answered the question and employ officers within this level

## SURVEY FORM AND NOTES OF GUIDANCE

### 1. **Scope and timing of survey**

This survey relates to the salaries of brigade managers (i.e. Chief Fire Officers, Deputy Chief Fire Officers and Assistant Chief Fire Officers and equivalents) across two collection dates, 31st March 2021 and 31<sup>st</sup> March 2022.

**Information from all brigades is required, including those who determine salaries without reference to the NJC pay levels.**

The current minimum salary points for chief fire officers is attached as *Appendix A page 6*.

### 2. **Population**

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

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

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

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

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

### 4. **Post**

Enter one of the following codes:

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

### 5. **Points**

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

6. **Non-Gold Book Posts**

Please enter a 1 in this column if the post is non-Gold Book, i.e. if the postholder is working at Assistant Chief Fire Officer level or above and is not employed on Gold Book terms and conditions.

7. **Actual Basic Salary**

Please note: Basic salary is the standard rate of pay before additional payments such as allowances and bonuses. Please enter the postholder's actual basic salary in whole pounds per annum as at 31st March 2021 and 31<sup>st</sup> March 2022. (If the post was vacant at either date please enter the actual basic salary (or minimum point if there is more than one) and advise that it is vacant by entering a 1 in the Vacancies column). For part-time postholders please enter their actual salary and provide the full-time equivalent salary in the description column.

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

8. **Gross Total Pay**

Please enter the postholder's gross salary in whole pounds per annum as at 31st March 2021 and 31<sup>st</sup> March 2022. Please leave blank if the post was vacant at either date and advise that it is vacant by entering a 1 in the Vacancies column. For part-time post-holders please enter their actual salary and provide the full-time equivalent salary in the description column.

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

9. **Locally Agreed Pay Rates**

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

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

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

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

11. **Vacancies**

If the post was temporarily vacant at 31st March 2021 or 31<sup>st</sup> March 2022. Please insert the actual basic salary (or minimum point if there is more than one) in the column 'actual basic salary' and enter a 1 in this column. The gender, ethnic origin and age columns should then be left blank.

12. **Gender**

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

13. **Ethnic group**

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

**White**

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

**Asian or Asian British**

J Indian  
K Pakistani  
L Bangladeshi  
M Chinese  
N Any other Asian background

**Mixed**

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

**Black or Black British**

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

**Other Ethnic Group**

R Arab  
S Other Ethnic Group  
T Not Known

14. **Age**

Please enter the current postholder's age in years as at 31st March 2021 and 31<sup>st</sup> March 2022.

15. **Description**

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

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

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

16. **Additional Questions**

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

## ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS

(from 1st January 2019)

<b>Population band 1</b>	Up to 500,000
<b>Minimum rate of pay</b>	£ 103,818*
<b>Population band 2</b>	500,001 to 1,000,000
<b>Minimum rate of pay</b>	£ 103,818
<b>Population band 3</b>	1,000,001 to 1,500,000
<b>Minimum rate of pay</b>	£ 114,412
<b>Population band 4</b>	1,500,000 and above (except London)
<b>Minimum rate of pay</b>	£ 125,748
<b>Population band 5</b>	London
<b>Minimum rate of pay</b>	£ 138,216

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

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



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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8  
11 SEPTEMBER 2023**HR & EQUALITIES COMMITTEE**

REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES

**INDEPENDENT PAY REVIEW - PRINCIPAL OFFICERS' REMUNERATION****THIS REPORT IS FOR DECISION**REPORT APPROVED BY ASSISTANT CHIEF OFFICER, PEOPLE SERVICES  
REPORT PRESENTED BY ASSISTANT CHIEF OFFICER, A.REED**SUMMARY**

In September 2022 the Fire and Rescue Authority received a report from external consultants The Resource Partners Ltd (TRP) on a review of Brigade Manager/Principal Officers' remuneration that had been requested by Fire Authority Members following the completion of the Job Evaluation exercise for Green Book employees. An uplift of 4.5% was agreed and It was also resolved that a further piece of work would be commissioned immediately on Principal Officer pay and that a review on Principal Officers' pay would be carried out on a yearly basis by an external consultant for a period of two years, followed by a review thereafter.

It is noted that the South Wales Fire & Rescue Authority (FRA) Pay Policy document states that Principal Officers' remuneration shall be reviewed annually by the local Fire & Rescue Authority and that the HR & Equalities Committee is assigned to consider PO remuneration and report findings to the Fire & Rescue Authority. The National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and scheme of conditions of service states there is a two-track approach to determining PO remuneration, as outlined above, one of these is a local review undertaken by the FRA.

**RECOMMENDATION**

1. That Members review the report attached at Appendix 1 which has been prepared and presented by an independent pay consultant.
2. Members consider the report and the Chair of HR&E make a recommendation to the Fire & Rescue Authority at the meeting scheduled for 25 September 2023.

**1. BACKGROUND**

- 1.1 The Fire and Rescue National Framework for Wales sets out the Welsh Assembly Government's vision and priorities for the three Fire and Rescue Authorities in Wales and confirms the statutory duties placed upon the Fire and Rescue Authorities and the wider role they have to play in ensuring continuous improvement of public services.
- 1.2 The National Joint Council (NJC) for Brigade Managers of Fire & Rescue Service Constitution and Scheme of Condition of Service (The Gold Book) outlines a two-track approach for determining levels of pay for Brigade Manager (BM) roles. The two track approach comprises, at national level, the NJC will undertake an annual review of the level of pay increase applicable to all those covered by the agreement. All other decisions about the level of pay and remuneration are to be undertaken by the local Fire & Rescue Authority.
- 1.3 Paragraph 4.3 of the South Wales Fire & Rescue Authority Pay Policy Statement states that "the Fire & Rescue Authority has assigned to the HR & Equalities Committee the review of Principal Officers' remuneration and to report its findings to the full Fire & Rescue Authority for final determination".
- 1.4 When determining the appropriate level of salaries for all Brigade Managers/Principal Officers, the Fire & Rescue Authority should refer to the relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data. Normally the Fire & Rescue Authority will wish to begin by determining appropriate salary for their most senior manager.
- 1.5 When deciding how these posts should be remunerated the following factors are to be considered:
  - The Chief Fire Officer's salary and that of any senior staff not covered by the Scheme of Conditions of Service (Gold Book);
  - The relationship of current salary to an appropriate illustrative national benchmark;
  - Any special market considerations;
  - Any substantial local factors not common to fire and rescue authorities of similar type and size e.g. London weighting; complex local, regional or national responsibilities which bring added value;
  - Comparative information to be supplied on request by the Joint Secretaries on salaries in other similar authorities;
  - Senior management structures and size of management team compared to those of other fire and rescue authorities of similar type and size;

- The relative job size of each post, as objectively assessed through an appropriate job evaluation process or otherwise; and
- Strategic Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond on a continuous duty system.

## 2. ISSUES

- 2.1 In September 2022 the Fire and Rescue Authority received a report from external consultants TRP (appendix 2) and approved an uplift to the CFO and linked posts of 4.5% for 2022. It was also resolved that a further piece of work would be commissioned immediately on Principal Officer pay and that a review on Principal Officers' pay would be carried out on a yearly basis by an external consultant for a period of two years, followed by a review thereafter.
- 2.2 The external consultants report with recommendations is attached at appendix 1 in accordance with the two-year review outlined above.
- 2.3 In determining senior officer remuneration, as outlined above, recruitment and retention issues should also be factored into considerations.

**Retention** - The Service has in recent years lost one of its senior managers to a Service where levels of remuneration are significantly higher than those currently offered in South Wales.

**Recruitment** – It is impossible to accurately predict the success or otherwise of future recruitment campaigns however, the Authority should be mindful that there is a risk of failure to attract suitably qualified and experienced staff if remuneration packages within South Wales are not comparable with other similar organisations.

- 2.4 It is not appropriate for any senior officer who could be affected by this report to play any part in its presentation or consideration. All such officers will therefore declare an interest and withdraw from the meeting until Members have completed their consideration and reached a decision.

## 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	Yes
Impact Assessment	Yes

3.1.1 Issues relating to pay and terms and conditions require consultation with the relevant representative bodies.

### 3.2 Regulatory, Strategy and Policy

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

3.2.1 The Localism Act includes the provision of general powers for stand-alone Fire and Rescue Authorities with a requirement to publish a Pay Policy Statement each year.

### 3.3 Resources, Assets and Delivery

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

3.3.1 There is no specific budget provision for salary increases outside the normal NJC arrangements in the current year. Should the Fire and Rescue Authority be minded to approve any changes to the remuneration package for the officers concerned, this would have to be accommodated within existing budget for 2023/23 and would be an additional requirement for 2024/25 onwards.

3.3.2 The total budget implications associated with the recommendations outlined in appendix 1 are as follows:

CFO and linked Principal Officers uplift at 7.81%	£46,587
Corporate Heads of Service aligned to Area Manager base pay (4 posts)	£28,916
Increase to remuneration of the Treasurer (contracted hours)	£4,843
<b>*Total</b>	<b>£80,346</b>

\*the above costs do not include on-costs

#### 4. EVALUATION & CONCLUSIONS

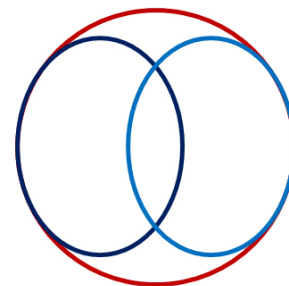
- 4.1 The Pay Policy Statement sets out the key principles that must be adhered to in establishing pay levels and in approving pay related allowances. It also sets the requirement for HR & Equalities Committee to review Brigade Manager/Principal Officer pay and report their recommendation to the Fire & Rescue Authority.
- 4.2 The Committee is asked to review the report at Appendix 1 which has been compiled by Total Reward Projects (TRP) Limited, who are independent experts on pay benchmarking.
- 4.3 There is no longer a requirement to consult with the Independent Remuneration Panel for Wales on conclusions reached in relation to Brigade Manager/Principal Officers' pay, however at the request of the Fire and Rescue Authority they would be informed of any decisions.

#### 5. RECOMMENDATIONS

- 5.1 That Members review the report attached at Appendix 1 which has been prepared and presented by an independent pay consultant.
- 5.2 Members consider the report and the Chair of HR&E make a recommendation to the Fire & Rescue Authority at the meeting scheduled for 25 September 2023.

<b>Contact Officer:</b>	Assistant Chief Officer, Alison Reed
<b>Background Papers</b>	Appendix 1 – Report – Principal Officers Remuneration  Appendix 2 – Principal Officers Remuneration

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**Total Reward  
Projects Ltd**

APPENDIX 1

**PRINCIPAL OFFICERS' REMUNERATION**  
**SOUTH WALES**  
**FIRE & RESCUE SERVICE**

**September 2023**

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## 1. Introduction

- 1.1 South Wales Fire and Rescue Authority (SWFRA) has once again commissioned Total Reward Projects Ltd (TRP) to provide independent advice and support as it seeks to carry out an annual review of pay for the principal officers of South Wales Fire and Rescue Service (SWFRS). The permanent structure of SWFRS comprises Chief Fire Officer, Deputy Chief Fire Officer, one Assistant Chief Fire Officer and two Assistant Chief Officers.
- 1.2 TRP is a remuneration consultancy that works extensively across the public and not-for-profit sectors and has for the last 12 years carried out many comprehensive pay reviews for customers such as local authorities, fire and rescue services, housing associations and charities. Current long-standing customers include the London Legacy Development Corporation, Portsmouth City Council, Imperial Health Charity, Dover District Council, Inspire North, the Scout Association and Mid and West Wales Fire and Rescue Service.

## 2. Requirement

- 2.1 The full requirement for this year's annual pay review is for TRP to:
- Benchmark salary levels and make recommendations for principal officers (CFO, DCFO, ACFO, ACO) covered by the Gold Book terms and conditions;
  - Review the pay matrix set out in the SWFRA's pay policy statement as per section 4.4 of the statement;
  - Review and make recommendations on a sustainable approach to pay for Corporate Heads of Service to achieve parity between all Heads of Service (corporate and uniformed). Pay for non-uniformed Corporate Heads of Service are currently agreed locally and link to principal officer pay, whereas pay for uniformed heads of service is set by the Grey Book terms and conditions;
  - Review, benchmark and make recommendations on pay for the role of Treasurer; and
  - Consider the pay differentials between area managers and principal officers to ensure the role of Principal Officer is seen as a positive step up and salaries levels are not perceived by uniformed Area Managers as a financial disincentive to advance their careers as non-uniformed principal officers.

## 3. Principal Officers - Pay Benchmarking

- 3.1 For the purpose of reviewing and benchmarking pay for the SWFRS principal officers it was first necessary to benchmark and establish pay for the Chief Fire Officer. This is because of its crucial role in setting pay for the other principal officers, which are determined by an agreed pay matrix.
- 3.2 For this purpose we drew on the pay data for chief fire officers contained in the National Joint Council Brigade Managers pay survey report 2021 – 2022 published by the Local Government Association in July 2023. We looked specifically at the pay data captured for all fire and rescue services placed in the survey's Population Band 4. SWFRS sits within this band, which represents the 11 largest fire and rescue services throughout the UK except of London, which sits alone in the highest band. Pay data drawn from the survey shows that average pay for chief fire officers of fire and rescue services in Population Band 4 is £163,840 per annum. Taking this figure we then applied the NJC annual pay award of 3.5% for principal officers in January 2023, which brings total pay

to an average of £169,574.(see **Table 1** below)

**TABLE 1**

Job Title	Current Base Pay (FTE) (£)	Proposed Base Pay (£)	Increase in Base Pay (£)	% Increase in Base Pay
<b>CFO</b>	157,287	169,574	12,287	7.81
<b>DCFO</b>	125,830	135,656	9,826	7.81
<b>DCO</b>	119,778	129,131	9,353	7.81
<b>ACFO</b>	118,201	127,435	9,234	7.81
<b>ACO</b>	97,516	105,136	7,620	7.81

#### 4. Principal Officers - Pay Matrix

- 4.1 We next turn to a review of the locally agreed pay matrix and note that the current matrix, whilst being very useful in setting pay for principal officers, is perhaps a little convoluted and could be simplified, which would aid transparency. We set out below in Table 2 the current pay matrix alongside our proposal for a revised matrix that links pay for all principal officer roles directly to the pay of the Chief Fire Officer. This proposed change is essentially cost neutral but would entail some minor adjustments to the current arrangement, e.g. the current matrix link of the ACFOs is 75.15% of the CFO's pay whereas under the proposed revised pay matrix this has been rounded to 75% of CFO pay (see **Table 2**).

**TABLE 2**

<b>Job Title</b>	<b>Current Pay Matrix (£)</b>	<b>Proposed Pay Matrix</b>
<b>CFO</b>	100%	100%
<b>DCFO</b>	80% of CFO	80% of CFO
<b>DCO</b>	95.19% of DCFO	76% of CFO
<b>ACFO</b>	75.15% of CFO	75% of CFO
<b>ACO</b>	82.5% of ACFO	62% of CFO

" \*The proposed pay matrix set out above is cost neutral. The proposed changes are purely presentational."

## **5. Area Managers and Corporate Heads of Service - Pay Parity**

- 5.1** SWFRA is keen to explore the current relationship and apparent imbalance between base pay for its 4 Area Managers compared with its 4 Corporate Heads of Service. Base pay and allowances for Area Managers are determined by the national terms and conditions contained in the Grey Book, whereas pay for the Corporate Heads of Service is determined by the FRA under a local agreement whereby base pay for the Corporate Heads of Service is set at 64% of the pay of ACOs.
- 5.2** TRP looked at and evaluated the job descriptions of provided by SWFRS and found that the level of individual responsibility for serving SWFRS by supporting the principal officers and leading their own work areas was broadly equal between the uniformed Area Managers and the non-uniformed Corporate Heads of Service such that the current difference in base pay is hard to justify. No account of the differences in service operational responsibilities and substantial allowances payable to the uniformed Area Managers was taken into account.
- 5.3** We propose that SWFRA equalises base pay between Area Managers and the Corporate Heads of Service. This would strengthen the organisation's defence against any future equal pay claim pursued by an individual Corporate Head of Service or group action. The pay equalisation is most readily achieved by changing the local agreement to remove the current link between ACO pay and that of the Corporate Heads of Service

and instead creating a new link that links the pay of Corporate Heads of Service to 100% of the base pay of the Area Managers. The effect of implementing the change is shown in **Table 3**.

**TABLE 3**

Job Title	Current Base Pay (FTE) (£)	Proposed Base pay (£)	Pay Increase (£)	% Increase
Area Manager	69,283	69,283	nil	nil
Corporate Head of Service	62,054	69,283 (100% of Area Manager)	7,229	11.65

## 6. Treasurer – Pay Assessment

6.1 The Treasurer is employed directly by SWFRA on a part-time basis and currently has pay set by linking it by local agreement to that of ACO (70.88%). This produces full-time equivalent pay of £69,118 per annum. Using the revised pay matrix set out in **Table 2** this would be linked at 43.95% of the Chief Fire Officer's pay, thus producing annual pay of £74,528 per annum on a full-time equivalent basis.

6.2 As the role of Treasurer is, however, for a senior finance professional independent of SWFRS we sought to benchmark pay for a suitably qualified accountant against the wider public sector in South Wales. Using Croner's pay database which provides pay data in real time, median pay for a senior accountant able to fulfil the role of Treasurer for SWFRA is **£79,788** per annum on a full-time equivalent basis.

## 7. Area Managers and Principal Officers - Pay Differentials

7.1 The final element of this year's annual pay review for SWFRS looks at the current pay differential between Area Managers and Principal Officers, more specifically the narrow gap between total pay for Area Manager and the more senior non-uniformed rank of Assistant Chief Officer, which is at director level. As noted above, pay and allowances for Area Managers are set nationally and contained in the Grey Book.

7.2 SWFRS has grown concerned that by virtue of the high level of allowances for being on-call and continuous duty paid to Area Managers, the differential in pay between the two ranks is now insufficient. The issue has been exacerbated in recent years by annual Grey Book pay awards, which have typically been more generous than those awarded

to principal officers. The objective is therefore to increase the pay differential between the two ranks, which currently sits at just **£2,736** per annum, whilst at the same time retaining a fair and reasonable differential between the rank of ACO the next higher rank of ACFO.

- 7.3 Table 4 below sets out the effect of increasing the pay of ACO and ACFO in line with the recommendations in paragraph 3.2 **Table 1**. This would create a pay differential between the rank of ACO and Area Manager of £10,357 per annum ( 9.86%), (currently £2,736, 2.89%).

**TABLE 4**

Job Title	Current Total Pay (FTE) (£)	Proposed Total pay (£)	Proposed Pay Differentials Between ACFO, ACO and AM (£)	% Differentials between ACFO, ACO and AM
ACFO	118,201	127,435	22,299	21.21
ACO	97,515	105,136	10,357	9.86
Area Manager	94,779	94,779		

## 8. Recommendations to SWFRA

- 8.1 On the basis of the evidence drawn from the work we have carried out for the annual pay review at SWFRS, subject to affordability and with effect from 1 July 2023 we make the following for recommendations to SWFRA:
- Increase pay of the Chief Fire Officer to **£169,574** per annum (see **Table 1**);
  - Adopt the new and simplified pay matrix (see **Table 2**);
  - Align and link base pay of Corporate Heads of Service to base pay of Area Managers (see **Table 3**);.
  - Increase pay of the Treasurer to **£79,788** (FTE) – (see **para 6**); and
  - Consider the impact on pay differential between the Area Managers and the Principal

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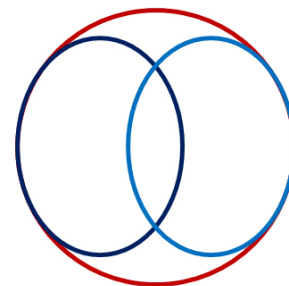
Officers if recommendation a) above is not adopted in full (see **Table 4**).

## 9. Summary

- 9.1 We believe that SWFRA would be best served by adopting the 5 recommendations set out in paragraph 8 of this report. We do, however, acknowledge that full implementation of the recommendations would result in a substantial additional costs to the SWFRS pay bill. It is therefore for the Fire Authority to decide what action, if any, to take on the recommendations..

Mark Fry and John Kirkwood

For and on behalf of Total Reward Projects Ltd



**Total Reward  
Projects Ltd**

**APPENDIX 2**

**PRINCIPAL OFFICERS' REMUNERATION**  
**SOUTH WALES**  
**FIRE & RESCUE SERVICE**

**January 2022**

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<b>4. Summary.....</b>	<b>5</b>

**Appendix A: Fire and Rescue Services in Rank Order by Chief Fire Officer Pay**

**Appendix B: Fire and Rescue Services in Rank Order by Employees (FTE)**

**Appendix C: Fire and Rescue Services in Rank Order by Population Served**

**Appendix D: Fire and Rescue Services in Rank Order by Size of Annual Revenue Budget**

**Appendix E: CFO pay level if ranked at point 7**



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## 1. Introduction

- 1.1 South Wales Fire & Rescue Authority (The Employer) has commissioned Total Reward Projects Ltd (TRP) to provide independent advice and support as it seeks to carry out a review of the current salaries of its principal officers: the permanent structure comprises Chief Fire Officer, Deputy Chief Officer, two Assistant Chief Fire Officers and one Assistant Chief Officer. We were also asked to include the salary of the Treasurer, a statutory post that reports directly to the South Wales Fire and Rescue Authority. The Employer particularly wants to know where current pay levels of the principal officers at SWFRS sit relative to a raft of comparator fire and rescue services across the UK.
- 1.2 TRP is a remuneration consultancy that works extensively across the public and not-for-profit sectors and has for the last 11 years carried out many comprehensive pay reviews for customers such as local authorities, fire and rescue services, housing associations and charities. Current long-standing customers include the London Legacy Development Corporation, Portsmouth City Council, Thurrock Council, Dover District Council, Southway Housing Trust, the Scout Association and Mid and West Wales Fire and Rescue Service.

## 2. Background

- 2.1 TRP has reviewed comparator data that comprised a range of reward and work demand data for 25 fire and rescue services across the UK, including SWFRS. The pay data related exclusively to the current base pay of Chief Fire Officers in each of the 25 fire and rescue services, and work demand data in each organisation covering: the number of full-time equivalent employees; the size of population served; the number of fire stations and the size of the annual revenue budget.
- 2.2 We have looked at and analysed the data set and, in our view, they are sufficiently extensive, representative and reliable for us to use as soundly based evidence upon which to determine and comment on the pay levels of the principal officers at SWFRS.

## 3. Methodology

- 3.1 We first looked at the current pay of the 25 Chief Fire Officers and put them into a descending rank order according to pay value (see **Appendix A**) to establish the relative positions on what we see as the reward side of the equation. Here it can be seen that with current base pay of £139,831 per annum, the Chief Fire Officer of SWFRS is paid less well than 20 of his peers from the other 24 fire and rescue services captured in the data set.
- 3.2 The next step was to look at in turn the data captured for each of the 3 factors comprising the work demand elements for each fire service, viz: number of full-time equivalent employees; size of population served; and size of annual revenue budget. Starting with the size of workforce as measured by the number of full-time equivalent employees, we find that in respect of a descending rank order SWFRS has the fifth largest out of the 25 fire and rescue services (see **Appendix B**). We next looked at the size of population served by each fire and rescue service and found SWFRS to serve 1.55 million people, the ninth largest population served of the 25 (see **Appendix C**). Finally, we looked at the size of each annual revenue budget, and with a revenue budget of £74.88 million SWFRS stands as eighth largest of the 25 (see **Appendix D**).
- 3.3 We next took the outcomes of each of the 3 work demand factors and combined them to produce an aggregated rank order position for SWFRS and found that it was seventh highest overall. From this finding we were then able to read across into the rank order of pay values to align the overall work demand outcome with the reward rank order. We therefore determined that pay for the Chief Fire Officer at SWFRS should be placed in seventh place in the pay value rank order. To achieve this objective we set pay the Chief Fire Officer of

SWFRS at the midpoint value between the Chief Fire Officer of Cleveland FRS with current pay of £162,088 per annum, which sits in sixth place in the pay rank order, and the Chief Fire Officer of Hampshire FRS with pay of £161,521 per annum, which sits in eighth place (see **Appendix E**). This produces an assessed pay value of £161,805 per annum if ranked at point 7.

- 3.4 Having determined the annual salary of the Chief Fire Officer drawn from the pay data available to us, we were then able to calculate the pay of the other principal officers. This was made possible because of the formulaic pay matrix adopted by South Wales Fire and Rescue Authority as set out in its Annual Pay Policy Statement. Set out below in **Table 1** are the current base pay levels of each principal officer rank and in column 3 the base pay derived from the comparator data used in this report.

**TABLE 1**

<b>Job Title</b>	<b>SWFRS Current Base Pay (FTE)  (£)</b>	<b>SWFRS Based on Comparator Pay Data  (£)</b>
<b>CFO</b>	139,831	161,805
<b>DCFO</b>	111,865 (80% of CFO)	129,444
<b>DCO</b>	106,484 (95.19% of DCFO)	123,218
<b>ACFO</b>	105,082 (75.15% of CFO)	121,596
<b>ACO</b>	86,693 (82.5% of ACFO)	100,308
<b>Treasurer</b>	61,453 (70.88% of ACO)	71,098

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#### 4. Summary

- 4.1 On the basis of the evidence drawn from the reward and work demand data used in this report, we conclude that the current pay levels of the principal officers at SWFRS are significantly out of kilter when compared with other fire and rescue services across the UK.
- 4.2 We believe that South Wales Fire Authority would therefore be best served by reviewing the pay levels of all principal officer ranks, though we realise and acknowledge that the outcome of any such review is likely to result in a substantial revalorisation of current base pay. It is therefore for the Fire Authority to decide what action, if any, to take in light of the findings set out in this report.

Mark Fry and John Kirkwood

For and on behalf of Total Reward Projects Ltd

### Fire and Rescue Services in Rank Order by Chief Fire Officer Pay

Fire & Rescue Service	CFO Pay
London	£223,366.00
West Midlands	£178,654.00
Scotland	£170,000.00
West Yorkshire	£169,579.00
Greater Manchester	£164,020.63
Cleveland	£162,088.00
Hampshire	£161,521.00
Nottinghamshire	£160,323.00
Kent	£157,904.00
South Yorkshire	£157,000.00
Bedfordshire	£154,079.00
Cheshire	£153,860.00
Derbyshire	£152,493.00
Mid & West Wales	£152,371.00
East Sussex	£150,150.00
Humberside	£149,548.00
Lancashire	£149,297.00
Avon	£146,047.00
North Wales	£141,060.00
Leicestershire	£139,999.00
<b>South Wales</b>	<b>£139,831.00</b>
Hertfordshire	£135,252.00
N Ireland	£135,000.00
Hereford & Worcester	£133,668.00
Surrey	£126,299.00

## Appendix B

### Fire and Rescue Services in Rank Order by Employees (Full Time Equivalent)

<b>Fire &amp; Rescue Service</b>	<b>Employees FTE)</b>
Scotland	7831
London	5708
N Ireland	1990
West Midlands	1832
<b>South Wales</b>	<b>1714</b>
Greater Manchester	1608
Kent	1,591
Hampshire	1386
Mid & West Wales	1350
West Yorkshire	1309
Lancashire	1106
Humberside	994
North Wales	857
South Yorkshire	852
Hertfordshire	832
Avon	825
Derbyshire	782
East Sussex	777
Cheshire	723
Nottinghamshire	720
Surrey	644
Leicestershire	601
Hereford & Worcester	583
Bedfordshire	566
Cleveland	517

### Fire and Rescue Services in Rank Order by Size of Population Served

Fire & Rescue Service	Population Served
London	9.00m
Scotland	5.46m
West Midlands	2.93m
Greater Manchester	2.84m
West Yorkshire	2.34m
N Ireland	1.89m
Hampshire	1.85m
Kent	1.85m
<b>South Wales</b>	<b>1.55m</b>
Lancashire	1.51m
South Yorkshire	1.41m
Hertfordshire	1.19m
Surrey	1.19m
Nottinghamshire	1.17m
Avon	1.16m
Leicestershire	1.10m
Cheshire	1.06m
Derbyshire	1.06m
Humberside	0.93m
Mid & West Wales	0.91m
East Sussex	0.85m
Hereford & Worcester	0.79m
Bedfordshire	0.68m
North Wales	0.67m
Cleveland	0.57m

## Appendix D

## Fire and Rescue Services in Rank Order by Size of Annual Revenue Budget

Service	Revenue Budget
London	£ 401.50m
Scotland	£ 276.00m
West Midlands	£ 101.75m
Greater Manchester	£ 94.50m
West Yorkshire	£ 87.62m
Hampshire	£ 81.07m
<b>South Wales</b>	<b>£ 74.88m</b>
Kent	£ 71.57m
Lancashire	£ 58.20m
South Yorkshire	£ 54.85m
Mid & West Wales	£ 52.68m
Avon	£ 51.06m
Cheshire	£ 46.21m
Nottinghamshire	£ 45.30m
Hertfordshire	£ 43.03m (1)
Humberside	£ 45.16m
East Sussex	£ 40.70m
Leicestershire	£ 40.21m
Derbyshire	£ 39.50m
North Wales	£ 35.94m
Hereford & Worcester	£ 35.80m
Surrey	£ 33.80m (1)
Bedfordshire	£ 31.06m
Cleveland	£ 26.99m

### CFO pay level if ranked at 7

Service	CFO Salary
London	£223,366.00
West Midlands	£178,654.00
Scotland	£170,000.00
West Yorkshire	£169,579.00
Greater Manchester	£164, 020.63
Cleveland	£162,088.00
<b>South Wales</b>	<b>£161, 805.00</b>
Hampshire	£161, 521.00
Nottinghamshire	£160,323.00
Kent	£157,904.00
South Yorkshire	£157,000.00
Bedfordshire	£154,079.00
Cheshire	£153,860.00
Derbyshire	£152,493.00
Mid & West Wales	£152,371.00
East Sussex	£150,150.00
Humberside	£149,548.00
Lancashire	£149,297.00
Avon	£146,047.00
North Wales	£141,060.00
Leicestershire	£139,999.00
Hertfordshire	£135,252.00
N Ireland	£135,000.00
Hereford & Worcester	£133,668.00
Surrey	£126,299.00



**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 9  
11 SEPTEMBER 2023**HR & EQUALITIES COMMITTEE**

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**HR & EQUALITIES COMMITTEE – PROPOSED NEW TERMS OF REFERENCE****THIS REPORT IS FOR DECISION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES  
REPORT PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE SUPPORT**SUMMARY**

The report requests Members to consider and review the current Terms of Reference of the HR & Equalities Committee and to agree Terms of Reference going forward.

**RECOMMENDATION**

That Members review and agree the Terms of Reference of the HR & Equalities Committee to ensure they remain suitable and fit for purpose.

**1. BACKGROUND**

- 1.1 Terms of Reference define the purpose and structure of a project, committee, meeting, negotiation or any similar collection of people who have agreed to work together to achieve a shared goal.
- 1.2 Terms of Reference provide a documented basis for making future decisions and for confirming or developing a common understand of the scope among stakeholders.

**2. ISSUE**

- 2.1 The Terms of Reference of the HR & Equalities Committee, attached as Appendix 1, were last reviewed in 2012.

**3. RECOMMENDATION**

- 3.1 That Members review and agree the Terms of Reference of the HR & Equalities Committee to ensure they remain suitable and fit for purpose.

<b>Contact Officer:</b>	Sarah Watkins Head of Corporate Support
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<b>Background Papers:</b>	<b>Date</b>	<b>Source/Contact</b>
None		

<b>Appendices:</b>	
Appendix 1	Current Terms of Reference of the HR & Equalities Committee

## APPENDIX 1

**SOUTH WALES FIRE & RESCUE AUTHORITY****TERMS OF REFERENCE****HR AND EQUALITIES COMMITTEE****1. Purpose of Committee**

1.1 The Committee demonstrates the Authority's commitment to ensuring that the Service has a well-equipped, skilled and motivated workforce that is able to work safely and whose composition reflects the diverse communities it serves.

**2. Terms of Reference**

2.1 The Committee is authorised by the Fire and Rescue Authority to:

2.1.1 Monitor staff work/life balance, working conditions and wellbeing, including the monitoring of absence.

2.1.2 Monitor the implementation and operation by Service of Human Resources and Equality frameworks, policies and procedures, and ensure that action is taken where appropriate.

2.1.3 Where Service or statutory proceedings so provide for up to three members to act as an Appeals Committee at the request of the Director of People Services or Monitoring Officer.

2.1.4 Monitor the implementation and operation of the training and development function of the Service and Member training and development to include their implementation and achievement of the Member Charter.

2.1.5 To become familiar with the relevant Pension arrangements and requirements for the Service and to review scrutinise and challenge where necessary the arrangements the Service has in place to ensure Pension Scheme compliance.

2.1.6 To become familiar with the pay, remuneration and terms and conditions of employment utilized by the Service and to consider and make recommendations to the Fire and Rescue Authority on the statutory content of the Pay Policy Statement each year.

2.1.7 Set up working groups or task and finish groups to report to the Committee on specific matters within these terms of reference.

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**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2023/24**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
10 July 2023	Recruitment & Attraction 2022-2023	To update Members	I	ACO PS  Contact Officer: Head of HR	Presented
10 July 2023	Annual report on Occupational Health Unit sickness stats	Purpose is to update Members on Occupational Health Activity and sickness absence	I	ACO PS  Contact Officers: Karen Davies, Ruth Hazell	Presented
10 July 2023	Pension Circulars - Updates	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS  Contact Officer: Alison Reed	Presented
10 July 2023	Annual report on Grievance & Discipline Cases 2022-2023	Purpose is to update Members on disciplinary and grievance cases that have occurred through the Service	I	ACO PS  Contact Officer: Head of HR	Presented

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
10 July 2023	FRS Speak Up – cases and actions taken (April-June 2023)	To update Members	I	ACO PS Contact Officer: Alison Reed	Presented
10 July 2023	Complaints received by the Service – Complaints received and actions taken (Jan-June 2023)	To update Members	I	ACO PS Contact Officer: Sarah Watkins	Presented
11 Sept 2023	NJC for Brigade Managers Salaries and Numbers Survey 2021	To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles.	I	ACO PS Contact Officer: Alison Reed	
11 Sept 2023	Review of Training & Development Activities 2022/2023 & Apprenticeship Scheme	To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement.	I	ACO PS Contact Officer: Neil Davies	
11 Sept 2023	Principal Officers Remuneration	To receive a report from Total Reward project and make a decision.	D	ACO PS Contact Officer: Alison Reed	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 Sept 2023	Update on Pension Circulars	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS  Contact Officer: Alison Reed	
7 Nov 2023	Report on Personal Reviews 2022-2023	To update Members	I	ACO PS  Contact Officer: Serena Ford	
7 Nov 2023	Strategic Equality Plan 2023-2026 Update	To update Members	I	ACO PS  Contact Officer: Serena Ford, Charysse Harper	
7 Nov 2023	Gender Pay Gap Statement	Purpose is to update Members on the analysis of the Gender Pay Gap across the Service	I	ACO PS  Contact Officer: Kim Jeal	
11 March 2024	Annual Pay Policy Statement 2024-2025	Purpose is to inform Members and to enable the Service's Policy to be evaluated	I	ACO PS  Contact Officer: Alison Reed	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 March 2024	Update on Investors in People Update (IiP)	To update Members	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Job Evaluation – Phase 2	To update Members on Phase 2 of the Job Evaluation process	I	ACO PS  Contact Officer: Head of HR	
11 March 2024	Pension Circulars	Purpose is to inform Members on pension circulars received from Welsh Government	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Update on Learning Pathways & Learning Management System	To update Members	I	ACO PS  Contact Officer: Serena Ford	
11 March 2024	Report on People Plan & All Wales POD Strategy	To provide Members with an update on SWFRS's People Strategy & All Wales POD Strategy	I	ACO PS  Contact Officer: Alison Reed	



<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
11 March 2024	Structure Update	To update Members	I	ACO PS  Contact Officer: Head of HR	
11 March 2024	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.	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Annual Summary of HR & Training Reports	To update Members	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	FRS Speak Up – Annual report of cases and actions taken	To update Members	I	ACO PS  Contact Officer: Alison Reed	
11 March 2024	Complaints received by the Service – Annual report of complaints received and actions taken.	To update Members	I	ACO PS  Contact officer: Sarah Watkins	

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## AGENDA ITEM NO 11

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

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1.	Apologies for Absence	
2.	Declarations of Interest	
	Members of the Fire & Rescue Authority are reminded of their personal responsibility to 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:	
	<ul style="list-style-type: none"> <li>• HR &amp; Equalities Committee held on 10 July 2023</li> </ul>	5
	<b>REPORTS FOR INFORMATION</b>	
5.	Review of Training & Development 2022/2023	11
6.	Firefighters Pension Schemes – Wales Government Circulars 2023/2024	17
7.	NJC for Brigade Managers Salaries and Numbers Survey 2022	25
	<b>REPORTS FOR DECISION</b>	
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