

COMMISSIONERS FOR FIRE & RESCUE SERVICE

Papers for the Board of Commissioners Committee to be held on:

Thursday 29 August 2024, 1000hrs

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

Or

Remotely via MS Teams

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

Meeting Link: <https://bit.ly/BoardOfCommissioners-29-08-24>

**Any issues please contact
01443 232000 and ask for Governance Support**

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

Commissioners 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 South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.

3. Chairperson's Announcements
4. To receive the minutes of;
 - a. Board of Commissioners for South Wales Fire & Rescue Service Meeting held on Thursday 06 June 2024
 - b. Board of Commissioners for South Wales Fire &

Rescue Service Meeting held on Friday 09 August 2024.

c. Finance and Audit Committee Meeting held on Friday 19 April 2024.

5. Update on Outstanding Actions
6. **REPORT FOR DECISION**
 - 6.i Proposed Strategic Themes and Objectives 2025/2026
7. **REPORTS FOR INFORMATION**
 - 7.i Health & Safety Annual Report 2023/2024
 - 7.ii Strategic Risk Report
 - 7.iii Update on Unwanted Fire Signal Response (*Verbal Update on the day*)
 - 7.iv Forward Work Programme for Board of Commissioners for South Wales Fire & Rescue Service 2024/2025
8. To consider any items of business that the Chairperson deems urgent (Part 1 or 2)

Signature of Monitoring Officer:



MEMBERSHIP

Commissioners:

C	Foulkes
V	Randeniya
Baroness	Wilcox
K	Williams

COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE MEETING HELD ON THURSDAY 6 JUNE 2024 AT 1000 HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

COMMISSIONERS PRESENT:

Baroness Wilcox of Newport, Chair
Mr Vij Randeniya
Mr Carl Foulkes
Ms Kirsty Williams CBE

OFFICERS PRESENT:

T/Chief Fire Officer S Millington, T/Assistant Chief Fire Officer D Loader – Director of Service Delivery, Assistant Chief Officer A Reed – Director of People Services, T/Assistant Chief Fire Officer B Thompson – Director of Technical Services, D Mika – Director of Strategic Change and Transformation, C Landeg-John – Advisor to Commissioners, T/Area Manager M Wyatt, GM S O’Connell, L Grogan – Lead Communications, Attraction and Engagement Officer, G Greathead – Interim Monitoring Officer

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. CHAIRPERSON’S ANNOUNCEMENTS

The Chairperson, Lady Wilcox welcomed Gabrielle Greathead as the newly appointed Interim Monitoring Officer to the meeting.

3. TO RECEIVE THE MINUTES OF THE BOARD OF COMMISSIONERS OF FIRE & RESCUE SERVICE MEETING HELD ON THURSDAY 28 MARCH 2024

The Commissioners agreed the minutes from Thursday 28 March 2024 as a true record of discussions and no matters arising.

4. UPDATE ON OUTSTANDING ACTIONS

The Interim Chief Fire Officer provided an update on the outstanding action. It was mentioned in the previous meeting to remove the action and an update will

be provided in a separate forum. There has been a development and while the Service is in a good position, there has been a national issue that has led to complications, as a result there is likely to be a change in the deadlines. The Service is in a good position for when it does change, but we are waiting for it to happen. It was agreed to remove this from the outstanding actions log and take it to other channels.

5. REPORTS FOR DECISION

5.1 SWFRS AUTOMATIC FIRE ALARM (AFA) RESPONSE CHANGE PROPOSAL

Group Manager Steve O'Connell presented a report on the significant uptrend of automatic fire alarms (AFA) over the last six years and explained that it is imperative that the time available in a firefighter's working day is utilised efficiently and effectively so that our staff are properly trained, improve their understanding of local risks, and undertake positive risk reduction activities.

At present the unnecessary attendance at AFA's is detrimentally impacting the firefighter's ability to undertake more meaningful work. Calls to AFA's rarely require action by the Service and are subsequently categorised as unwanted fire signals (UWFS), yet account for the highest proportion of calls.

Lady Wilcox stressed that it is important for us as a Service to engage and listen to stakeholders' opinions and be prepared to modify our approach based on feedback. Carl Foulkes added that early engagement with the Welsh Government Fire Advisor is key. Kirsty Williams noted that further education colleges should be subject to the same level of support and that the Service should explore how further education students are supported when looking at the exceptions.

Interim Chief Fire Officer Stuart Millington explained that there are arrangements in place where the organisation considers schools where intelligence suggests they may be at risk or have a history of deliberate fire setting and can work with the Arson Reduction Team to educate and reduce impact. It was discussed how the policy and change will be risk monitored. The Service is in the process of implementing a government structure, and a group will be performance monitoring this with a set of metrics that will be reported through the Senior Leadership Team and presented at the Board of Commissioners meeting for the Commissioners to be adequately briefed.

RESOLVED THAT

- 5.1.1 The Commissioners welcomed the report and noted the contents.

- 5.1.2 The Commissioners would like sight of the education and communications plan when this is prepared.
- 5.1.3 The Commissioners approved the report with the amendment to include the date 01/01/2025 of when the policy will be implemented.

5.2 STRATEGIC EQUALITY PLAN

Alison Reed, Director of People Services presented the Service's Strategic Equality Plan which outlines the current position relating to the Service's Strategic Equality Plan. This includes an overview of the recent Strategic Equality Plan annual review (2022-23) which closes off the Service's previous plan (2020-2023); the proposed changes to the current plan (2023-2026) and early indications of progress for 2023-24 which will be reported at the end of 2024-25.

Lady Wilcox stated it was good to include the previous report to reflect on where we have been, and it is important to see the new plan going forward for the next three years. Kirsty Williams is pleased to see the emphasis on training, education, support and suggested whether we can have a discussion what does success look like for the soft measurables and the qualitative and quantitative measures so we can map our success and suggested that some more granular stretching will really demonstrate our progress. Carl Foulkes echoed Kirsty's view and supports the journey ahead. Vij Randeniya agreed that the inclusive action plan and Morris report is good to track for the Commissioners to report back to Welsh Government. He included that there is work to be done on representation.

Dominic Mika, Director of Strategic Change and Transformation explained that there will be transformation work around reporting mechanisms and digital communication. Our system for data reporting is up for review and so he is looking at various options for data reporting and what data can be used for the Service's baseline data, and then at equality and diversity.

RESOLVED THAT

- 5.2.1 The Commissioners noted the contents of the report and agree the updated and revised Strategic Equality Plan.

5.3 REVISED SCHEME OF DELEGATIONS

As part of the review of the South Wales Fire & Rescue Service Constitution,

the revised Scheme of Delegations is presented for Commissioners consideration and approval. The Scheme of Delegations is in place to ensure decisions are in accordance with the law. The document has been amended to reflect the current governance change currently in South Wales Fire and Rescue Service. It will be subject to necessary amendments when the Commissioners leave the Service and move from one governance to another. The document has been amended to reflect the changes, and the additional changes to the Commissioners Terms of Reference.

Vij Randeniya queried whether it needs to be very granular if it needs to be redrafted. Carl Foulkes said that while this is fundamentally important to the organisation, removing or stripping it down at this point is not appropriate. Kirsty Williams's advice would be that it is fine for now, however there is an opportunity to improve it; Lady Wilcox suggested that this can be looked at by the Monitoring Officer as an ongoing piece of work and how we make it fit for purpose.

RESOLVED THAT

5.3.1 The Commissioners requested a slight amendment to the recommendation to state that they will commission the piece of work internally at a later date.

5.3.2 The Commissioners agree and adopt the proposed updated Scheme of Delegations with a requirement to overhaul the scheme, in preparation for handover to new governance arrangements.

6. REPORTS FOR INFORMATION

6.1 FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE 2023/24

There are four items that are planned to come to the next Board of Commissioners meeting in August; Welsh Language Standards, Health & Safety Annual Report, Review of Strategic Risk and the Audit Wales Plan 2024.

Carl Foulkes stated that due to the pace of work there may be other elements that come through that need to be brought to the meeting. Interim Chief Fire Officer Stuart Millington agreed and noted that the Forward Work Programme captures the statutory requirements they must report on by a certain time, and there is scope on the agenda to bring anything they feel they need to report on.

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

Lady Wilcox informed the meeting that the report “Sound the Alarm: The Governance of Fire and Rescue Services” had now been published by the Welsh Parliament’s Equality and Social Justice Committee. The Commissioners wish to note their thanks to the Committee and have replied with their comments to the report’s findings to the Chair of the Committee Jenny Rathbone MS and to the Cabinet Secretary Julie James MS.

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COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE MEETING HELD ON FRIDAY, 9 AUGUST 2024 AT 12:00HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

COMMISSIONERS PRESENT:

Kirsty Williams (Chair)
Baroness Wilcox of Newport
Carl Foulkes

APOLOGIES:

Vij Randeniya

OFFICERS PRESENT: T/CFO Stuart Millington, ACO Alison Reed – Director of People Services, T/ACFO Dean Loader – Director of Service Delivery, Lisa Mullan – Head of Finance, Procurement and Property, Gabrielle Greathead – Interim Monitoring Officer, Christian Landeg-John – Advisor to Commissioners, Suzanne Absalom – Culture Change Programme Manager, Wayne Thomas – Head of Corporate Support, Julie Snooks – Procurement Officer, Laura Grogan – Lead Communications, Attraction and Engagement Officer

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chair's announcements.

3. REPORTS FOR DECISION

3.1 HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICE BENCHMARK INSPECTION

The Culture Change Programme Manager presented a report on the His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Benchmark Inspection. The HMICFRS will carry out a full review of the Service which will provide the Commissioners, the Service and Welsh Government comprehensive and supporting data about the performance of the organisation that would build into the Morris Review findings, by adding further context and insight into the people elements, as well as contributing to the research arising from the three thematic reviews.

Suzanne Absalom drew the Boards attention to a correction on point 4.2 which states that a grade will be provided for the 11 topic areas. HMICFRS would provide the Service with a narrative report and recommendations in respect of any areas identified as a cause of concern or for improvement. As this is our first inspection, we would not be comparable to English FRs.

Suzanne Absalom advised the report will be published by HMICFRS. Lady Wilcox asked for clarification if it would be within the remit of SWFRA to publish the report. Suzanne Absalom confirmed it would be published on the HMICFRS website but as it is ours, we are able to publish it. There needs to be further discussion with HMICFRS around this, as there is a distinction to be made that the reports in England are published as statutory responsibility, however our inspection request is a different commission to obtain data and narrative that supports us.

Carl Foulkes commented on our capacity challenges around Senior Leaders supporting the HMICFRS with the inspection whilst delivering the change we have ongoing. It was noted that HMICFRS will work with us on a schedule of meetings to compliment the work commitments we have. CFO Stuart Millington explained that HMICFRS will have a point of contact in the Service to provide the resource of support.

The Head of Finance, Procurement and Property took the paper as read, and had no further comments on the procurement process or budget. Lisa Mullan wished to explicitly note the VEAT.

RESOLVED THAT

- 3.1.1 The Commissioners note the content of the report and the correction to paragraph 4.2.
- 3.1.2 The Commissioners note the Treasurers approval of finances to commission a HMICFRS inspection.
- 3.1.3 The Commissioners approved the direct award, through the publication of a Voluntary Ex-ante Transparency Notice (VEAT), of a contract to HMICFRS.
- 3.1.4 The Commissioners approve temporary resource to support the HMICFRS inspection and wider culture and transformation priorities.

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

CFO Stuart Millington wanted to make the Commissioners aware as a part of the stage 3 refurbishment program that work will begin at New Inn Fire Station. Staff and resources will be relocated to a temporary site and the lease will be signed this week for 2 years, and work will begin on the temporary site to allow staff to have appropriate accommodation during this time. They anticipate the construction to begin in November and this is planned for 2 years as it is a complete rebuild.

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**COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE
SERVICE**

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE
HELD ON FRIDAY, 19 APRIL 2024
IN MEETING ROOM 8 OR REMOTELY VIA TEAMS**

COMMISSIONERS PRESENT

Baroness Wilcox of Newport (Chair)
Kirsty Williams CBE

OFFICERS PRESENT:- CFO Stuart Millington, Mr G Thomas – Monitoring Officer & ACO Corporate Support, T/ACFO Dean Loader – Director of Service Delivery, T/ACFO Brian Thompson – Director of Technical Services, Mrs L Mullan – T/Head of Finance, Procurement & Property, Mr S Gourley – TIAA Internal Auditor

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements.

3. REPORTS FOR DECISION

3.1 COMMUNITY SAFETY FUNDING 2024-2025

The Temporary ACFO Technical Services reported on the Deputy Minister's announcement regarding the change in grants this year.

He advised the revenue grant funding has been reduced and approved for community fire safety programmes and the loss to the Service equates to £167k, with this funding directly impacting on the Arson Reduction Grant of £107k and the Innovations Grant of £60k. He further advised that this report was now for information purposes only as the funding has been secured since the writing the report.

RESOLVED THAT

3.1.1 The Commissioners for SWFRS approved the report following slight amendment to paragraph 1.4 and agreed to support funding of £20k for 6 months, for the continuation of two distinct arson reduction activities impacted by the loss of grant funding, these

being the out of hours services for Domestic Violence and Cylinder Retrieval. These projects will continue to be supported by the Commissioners for SWFRS and absorbed into business as usual work.

3.1.2 Lady Wilcox wished to note her thanks to the Cabinet Secretary for her reply to the correspondence relating to funding which will not now need to be sought from the Service's reserves.

3.1.2 A further review to take place in 3 months' time.

3.2 REVENUE MONITORING REPORT 2023/2024

The Head of Finance, Procurement and Property provided details on the annual revenue budget and associated information for the year ending 31 March 2024.

The Monitoring Officer explained 'modern.Gov' will assist the Service in moving to a paperless system and become in line with legislation. The stipulation is that Welsh Government can require FRS's to comply with this legislation, which will only be a matter of time. The Service will consider its implementation once the ICT department have the capacity to do so. It was noted that the Service does not need to comply to this legislation at present.

Kirsty Williams queried whether the Service carries out analysis on the capturing of information in relation to the foundation of the economy including purchasing power to demonstrate to Welsh Government the type of work that the Service carries out for the benefit of the economy, as a good news story as it is a very positive narrative. The Head of Finance, Procurement and Property advised that there is a NFCC toolkit in place for this.

Lady Wilcox stressed that increasing costs will be carefully discussed by the Commissioners of SWFRS who will be mindful not to infringe on the public purse. Further, Lady Wilcox advised that Welsh Government need to understand the seriousness of the changes that need to be made, costs are not cost-neutral and the Commissioners of SWFRS will not spend rashly. If there is a need for extra resources, this will be for the need to improve the Service by delivering the transformation programme in order to make the Service better.

Kirsty Williams stressed the Service requires a plan and governance structure around this as it seems a little piecemeal. She advised of the need to work with colleagues to consider what the implementation plan is and what other resources need to be allocated to the plan and some de-

prioritised. She further advised that although the Head of Finance, Procurement and Property is well placed to support the Commissioners of SWFRS to allocate resources appropriately however a clear plan is required, in governance structure form, together with an audit trail.

Lady Wilcox reiterated that a clear audit trail is essential in all that the Service carries out and there will be a cost to the huge transformation task given.

The Chief Fire Officer explained he had to respond swiftly and make decisions quickly, which was demand led. The Service is now at a time of reflection and will devise a governance structure, going forward. The Monitoring Officer reported that, in relation to prioritising, there is a need on occasion to pump-prime projects for medium to longer term results for transformation projects and decide what will drop off. Lady Wilcox stressed that the Commissioners of SWFRS are aware of the strains upon the public purse however this is being carried out appropriately.

RESOLVED THAT

3.2.1 The Commissioners for SWFRS noted and agreed the report content, following slight amendment to paragraph 2.2.2.

3.2.2 The Commissioners of SWFRS requested that a 'Scrutiny' column be added to the reserve statement table at Appendix 3 for future reporting.

3.2.3 The Commissioners for SWFRS requested the grant monitoring table at Appendix 4 be enlarged for reporting at future meetings.

3.2.4 The Head of Finance, Procurement and Property to provide Kirsty Williams with additional information on University Health Boards.

3.3 CAPITAL MONITORING REPORT 2023/2024

The Head of Finance, Procurement and Property provided details on the capital budget, transactions to date and the forecast year end position for the year ending 31 March 2024.

Lady Wilcox wished to note that the figures contained within this report will always increase and raised concern with budget lines.

RESOLVED THAT

3.3.1 The Commissioners for South Wales Fire and Rescue Service noted the budget and progress of capital schemes and approved

the alterations identified in Appendix 1 and associated movements in funding.

3.3.2 Lady Wilcox requested regular updates in relation to New Inn Station.

3.3.3 Lady Wilcox requested regular updates in relation to operational equipment.

3.3.4 Lady Wilcox requested an update on the RAAC survey.

4. REPORTS FOR INFORMATION

4.1 REGISTER OF GIFTS AND HOSPITALITY

The Monitoring Officer provided an overview of the gifts and hospitality recorded on the Register of Gifts and Hospitality for the 2023-2024 financial year.

RESOLVED THAT

4.1.1 The Commissioners for South Wales Fire and Rescue Service noted the contents of the Register of Gifts and Hospitality in line with internal audit recommendations.

4.1.2 Lady Wilcox requested that, in future, an electronic version of the register be produced to include an open forum, for the purposes of transparency to the public.

4.2 INTERNAL AUDIT PROCESS REPORT & AUDIT ACTION UPDATE

The Monitoring Officer and Internal Auditor provided an update on progress being made against the Internal Audit Plans for 2022/23 and 2023/24.

The Monitoring Officer wished to report that he has nominated the Accountancy Team at the Finance Wales Awards scheduled to take place on Thursday, 16 May at Mercure Holland House Hotel, Cardiff.

Lady Wilcox wished to take the opportunity to thank the internal auditor on behalf of the Committee for the work being undertaken for the Service which is greatly appreciated.

RESOLVED THAT

- 4.2.1 The Commissioners of SWFRS noted the internal audit recommendations and work completed to date.
- 4.2.2 An invite to be extended to Lady Wilcox and the Chief Fire Officer for attendance at the Finance Wales Awards Ceremony.
- 4.2.3 Lady Wilcox to be involved in the Annual Audit Programme, going forward.

4.3 BUSINESS PLAN ACTIONS REPORT 2023-2024 QUARTER 3

The Chief Fire Officer and Monitoring Officer reported on the business plan actions health check 2023-2024 Quarter 3 (1 October-31 December 2023).

The Chief Fire Officer reported that the Service does need to identify a more robust process to meet gains and highlight areas where there are issues. Improvements are being made and the report does present a clear picture of challenges that are not being achieved.

Kirsty Williams suggested devising a more performance/policy type report and highlight areas causing difficulties and cause for concern. She further noted the need to give consideration to continuous improvement and the need for floor to board clear reporting. Further, she highlighted the need to create a culture of psychological safety, for staff to feel comfortable asking for help. The organisation's approach is to improve its culture. Departments are struggling to report to Commissioners, therefore, a process of continued learning is also required. Staff need to know how to respond when being told things are going badly, and consideration be given to what process is in place. Staff are to be assured they can raise concerns and the Service will provide the support without fear.

The Chief Fire Officer raised the importance of the Service moving to a position where all staff have the confidence to raise issues without fear of repercussions, he stressed the importance of doing so to avoid situations getting any worse.

The Monitoring Officer took a forward view on how the Service will compile the report going forward to identify more robust processes in capturing ongoing work.

RESOLVED THAT

- 4.3.1 The Commissioners for SWFRS noted and agreed the content of the report following slight wording amendment to the Bariatric update at page 152.
- 4.3.2 Chief Fire Officer to keep Lady Wilcox regularly updated on the position on unwanted fire signals.

5. FORWARD WORK PROGRAMME

Lady Wilcox provided a brief update and explained the Forward Work Programme for 2024/2025 is a working document.

RESOLVED THAT

- 5.1 The Commissioners for SWFRS agreed to note the content of the Forward Work Programme for 2024/2025.

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

There were no further items of business to consider that Lady Wilcox deemed urgent.

AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS
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Minute No	Item	Action	Leading Officer	Current Status:
21/22 – 17.3.3	Firefighter Pensions – Remedying Age Discrimination : McCloud Exercise	Progress exercise to implement the wider remedy work as described in the outcome of the HMT consultation on public service pensions for implementation by October 2023 at the latest.	ACO PS	The new pensions regulations came into force on 1 October 2023. The resourcing for the internal pensions team has been increased to support the implementation of the new pensions regulations and the team are working with our Pensions Administrator to process all cases in line with the new legislation. All cases processed under Immediate Detriment will be revisited and the team are working to a project plan to implement McCloud in full and within the 18 month timeframe that has been set.

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AGENDA ITEM NO 6

Report for Decision

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.i
29 AUGUST 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND
TRANSFORMATION**PROPOSED STRATEGIC THEMES AND OBJECTIVES 2025/2026****THIS REPORT IS FOR DECISION**REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE AND
TRANSFORMATIONREPORT PRESENTED BY - TEMPORARY HEAD OF CORPORATE
SUPPORT, WAYNE THOMAS**SUMMARY**

The organisation must include draft improvement objectives for 2025/2026 and long-term Strategic Themes within the Service's Annual Improvement Plan Stage 2, in preparation for a period of formal statutory consultation.

RECOMMENDATIONS

It is recommended that Commissioners:

1. Approve the proposed draft Strategic Themes and objectives in Appendix 1 for engagement events and publication in the "Consultation Document" – Stage 2 of the Annual Improvement Plan on the SWFRS Internet site by 31 October 2024.
2. Approve delegation to the Director of Strategic Change and Transformation and Temporary Head of Corporate Support to review and refine the draft Strategic Themes and objectives as necessary for the public consultation.

1. BACKGROUND

- 1.1 The purpose of this report is to propose the long-term Strategic Themes and objectives for the upcoming year 2025/2026 that can be formally consulted on.

- 1.2 Commissioners will be aware of the requirement to publish the second stage of the Annual Improvement Plan by the statutory deadline of October 31st, in accordance with the requirements of the Local Government (Wales) Measure 2009. The final document will be based on a similar style and format to previous years.
- 1.3 While reporting on performance for the preceding financial year 2023/2024, the Annual Improvement Plan is also a consultation vehicle for reviewing the long-term Strategic Themes for the Service as well as the objectives for the upcoming financial year 2025/2026. The document will outline how these themes and objectives support the achievement of Wellbeing Goals as part of the Wellbeing of Future Generations (Wales) Act 2015. It will also meet our statutory obligations as per the Local Government (Wales) Measure 2009 and the Welsh Governments Fire & Rescue National Framework.

2. ISSUE / PROPOSAL

- 2.1 To ensure that the content for the upcoming 12-week statutory consultation, which will commence upon the publication of the Annual Improvement Plan, will be approved by Commissioners and they will help shape the long-term Strategic Themes and identify the objectives we should consult upon for the upcoming year 2025/2026.
- 2.2 Strategic Themes are our top-level plan and have been considered in accordance with our contribution toward the Wellbeing of Future Generations (Wales) Act 2015 and the Welsh Governments Fire & Rescue National Framework. These are supported by the delivery of objectives. These objectives meet our statutory obligations under the Local Government (Wales) Measure 2009 and provide greater clarity and focus on what we will do as a Service.
- 2.3 A pre-consultation process, where the organisation undertook an engagement process with SWFRS staff, the Service's stakeholder register, and identified partners was undertaken between 23rd May to 17th June 2024. Stakeholders were asked to rate the importance of each of the organisation's Strategic Themes and provide feedback to two open questions. The evaluation of this engagement consultation process is Appendix 2.
- 2.4 Delegation to review and refine the draft Strategic Themes and objectives as necessary, prior to the publication of the Annual Improvement Plan, is being sought for the Director of Strategic Change and Transformation and Temporary Head of Corporate Support. This will enable Commissioners views and the final views from the pre-consultation and further engagement exercises to be incorporated.

- 2.5 The results of the 12-week public consultation will be reported to the Commissioners before publication of the annual update to the Strategic Plan 2020/2030 in March 2025.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity and Inclusion - Equalities outcomes were considered in the development of our Strategic Themes. In determining relevant team actions to deliver the objectives and themes, equalities and well-being outcomes will be considered.

3.1.2 Well-Being Of Future Generations (Wales) Act 2015 – Monitoring our progress in meeting our objectives, and effectively implementing planned improvement strategies as necessary, enable us to continue to reduce the number of non-emergency incidents we attend. This contributes to the well-being goal of “A Prosperous Wales”.

3.1.3 Consultation and Communications: Public consultation influences our planning activities for the upcoming financial year. These activities are then used to demonstrate our compliance with the various laws, regulations and standards that we are required to adhere to.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal - Section 5 of the Local Government (Wales) Measure 2009 requires Fire and Rescue Authorities to consult citizens and communities about their general duty to improve and their improvement objectives.

3.2.2 Financial - Delivery of these strategic themes are primarily addressed within the commitments of the Medium-Term Financial Strategy or will be met as part of the financial planning for subsequent years.

3.3 Resources, Assets and Delivery

3.3.1 Consultation feedback is considered in setting the Service’s objectives and priorities, but resources are not directly allocated or impacted.

4 EVALUATION & CONCLUSIONS

- 4.1 In addition to reporting on performance for the preceding financial year 2023/2024, the Annual Improvement Plan is a consultation vehicle for reviewing the long-term Strategic Themes for the Service as well as the objectives for the upcoming financial year 2025/2026.
- 4.2 The organisation's long-term Strategic Themes have been reviewed to consider the objectives identified as part of the Service's Transformation Programme, objectives which could be mapped effectively (Appendix 1). A pre-consultation exercise also demonstrated that there was a predominantly positive response to the organisation's Strategic Themes (Appendix 2). It is proposed that the organisation's current long-term Strategic Themes are consulted upon as they currently stand.
- 4.3 Objectives that will underpin these themes have been outlined in Appendix 1 and will be consulted upon. Delegation to review and refine the draft Strategic Themes and objectives as necessary, prior to the publication of the Annual Improvement Plan, is being sought for the Director of Strategic Change and Transformation and Temporary Head of Corporate Support. This will enable Commissioners views and the final views from the pre-consultation and further engagement exercises to be incorporated.

5 RECOMMENDATIONS

- 5.1 It is recommended that Commissioners:
 - 5.1.1 Approve the proposed draft Strategic Themes and objectives in Appendix 1 for engagement events and publication in the "Consultation Document" - Stage 2 of the Annual Improvement Plan on the SWFRS Internet site by 31 October 2024.
 - 5.1.2 Approve delegation to the Director of Strategic Change and Transformation and Temporary Head of Corporate Support to review and refine the draft Strategic Themes and objectives as necessary for the public consultation.

Contact Officer:	David Canning Planning, Performance and Risk Manager	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	Report on draft proposed Strategic Themes and objectives 2025/2026
Appendix 2	Safer Together - Have Your Say. Pre-consultation evaluation

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Appendix 1: REPORT ON DRAFT PROPOSED STRATEGIC THEMES AND OBJECTIVES 2025/2026

1. Introduction:









The Annual Improvement Plan is a consultation vehicle for updating the long-term Strategic Themes for the Service as well as the objectives for the upcoming financial year 2025/2026. An overview of our current long-term Strategic Themes is provided within the plan and further context around areas that we will consider prioritising during the upcoming financial year will be provided. We consider forthcoming legislation or other external or internal forces which are likely to impact the organisation in terms of: -

- our service delivery.
- the functions of the Service.

A 12-week consultation process will begin upon publication of the Annual Improvement plan in October 2024. We have an obligation to consult with the public and other key stakeholders, partners and staff, in respect of any changes we are considering. We must involve stakeholders early in the decision-making process and allow them to provide their opinion on our proposals, which in turn may cause the Service to amend decisions accordingly.

2. Our long-term Strategic Themes

These have been set out in our ten-year Strategic Plan 2020/2030 and are as follows:

Strategic Theme	What we will do	Strategic Theme	What we will do
Keeping you safe 	Focussing on prevention work to help reduce the need for you to call us	Protecting and enhancing our environment 	Carrying out our activities in a way that helps sustain the planet for our future generations
Responding to your emergency 	Ensuring we respond quickly and effectively when you need us	Using technology well 	Continually look to use the latest technology where it can improve our service to you
Working with partners 	Working with the South Wales PSBs and other partners to deliver a Fire and Rescue Service that meets your needs	Valuing our people 	Supporting a diverse workforce that represents your community, is well trained and motivated to deliver our service
Involving and communicating 	Ensuring all our communities and staff are involved in helping us provide an excellent service	Continuing to work effectively 	Ensuring our service provides value for money and is clearly accountable

These themes have been created to ensure that the Service can follow the sustainable development principle contained in the Well-being of Future Generations Act (WFGA). The Service plans and operates according to the five Ways of Working, inherent in the WFGA which are, long-term, preventing, integration, collaboration and involvement. The long-term Strategic Themes have also been mapped against the objectives published within the Fire and Rescue Service National Framework for Wales.

The Service has identified the need to prioritise various major areas of work during 2025/2026 in addition to those identified during previous years – the Service will prioritise its “Step Forward – One Programme – Nine Projects” transformation model in the delivery of Service-wide lasting change. The nine projects are below.

- Governance and strategy
- Leadership
- Communication and engagement
- Ethics, values and behaviours
- Policies and procedures
- Talent management
- Diversity, Inclusion, Cohesion and Equality
- Digital transformation
- A safe and positive environment

The organisation’s long-term Strategic Themes remain fit for purpose, as the major project areas can be mapped appropriately to one (or more) of the eight Strategic Themes.

3. Our Objectives for 2025/2026:

In relation to each strategic theme, we have proposed various objectives.

We need to consider the following key questions, in relation to each set of objectives, as set out below:

Key Questions:

1. Do these objectives represent the work of SWFRS in 2025/2026?
2. Are there any upcoming legislative changes that impact the current objectives and necessitate a change to the objectives?
3. What do we need to change, delete, and add to any of the objectives?

Taking each theme in turn and the theme's set of objectives, we will include the objectives below when launching the annual consultation.

Strategic Themes	Proposed Objectives
Keeping You Safe	<ul style="list-style-type: none"> • Reducing the impact of false alarms on our resources • Reducing the number of fires in the home and understanding the causes and behaviours of them • Reducing the number of Road Traffic Collisions (RTCs) • Reducing the number of deliberate fires • Improving safety in and around water • Improving fire safety in high-rise buildings in our communities
Responding To Your Emergency	<ul style="list-style-type: none"> • Responding effectively when you need us • Doing all we can to make sure that our On-Call Duty System (OCDS) crews are available • Training our firefighters, Joint Fire Control staff and other staff to respond to current and future risks in our communities
Working With Our Partners	<ul style="list-style-type: none"> • Working with PSBs to support our communities • Working with our partners to deliver our services where they are needed • Continually reviewing and building on our existing partnerships, embedding principles of social partnership and further developing open and transparent relationships with stakeholders.

Strategic Themes	Proposed Objectives
Involving and Communicating	<ul style="list-style-type: none"> • Involving our communities, making sure they have their say in what we do • Ensuring that we engage with our staff and make sure they are engaged with the Service and have their say in what we do • Helping to keep our communities safe by delivering safety education and attending community events • Ensuring we develop and promote communication channels within the Service
Protecting and Enhancing Our Environment	<ul style="list-style-type: none"> • Reducing the usage of single use materials • Expanding the use of electric vehicles • Reducing our energy use and our carbon footprint • Considering how our activities impact on the environment • Reducing the amount of waste produced
Using Technology Well	<ul style="list-style-type: none"> • Using the most suitable technology and equipment to improve our services • Reviewing the standard and use of technology and equipment across the Service via the Digital Transformation Programme.
Valuing Our People	<ul style="list-style-type: none"> • Delivering fundamental change in our culture, responding to the recommendations of the Independent Culture Review • Attracting a workforce that reflects and represents our communities • Developing our people by identifying training and development opportunities • Supporting our people to feel well, healthy, and happy at work • Delivering on the recommendations of the Investors in People (IiP) report • Encouraging and supporting a bilingual culture across the Service

Strategic Themes	Proposed Objectives
Continuing To Work Effectively	<ul style="list-style-type: none">• Being clear and publicly accountable by reviewing the organisation's governance structures.• Maximising value for money while improving our service• Developing new ways of working• Undertaking a wholesale review of the organisation's performance

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Appendix 2 - Safer Together - Have Your Say

Pre-consultation Evaluation

June 2024

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Introduction

This is an evaluation of the pre-consultation and engagement process with SWFRS staff, those interested parties listed on the Service's stakeholder register, and other identified partners. People were asked to rate the importance of each SWFRS Strategic Theme and provide their opinions in answering the following two questions:

- What matters to you, your team, or your organisation, around our shared aim to make South Wales safer by reducing risk?
- Please provide any additional comments about what we do, how we can reduce risk and how we can improve as a Service?

The pre-consultation was open between 23rd May to 17th June 2024.

Feedback from the pre-consultation will help inform future planning and what our priority actions will be for 2025/2026. These will be published in our next Annual Improvement Plan in October 2024. We will conduct a 12 week public consultation on that plan, feedback from which will influence our finalised priority actions for 2025/2026.



Fig.1: The 10 most used words and within stakeholder feedback



Executive Summary

- There was less engagement in the pre-consultation survey this year.
 - This was primarily driven by fewer responses from staff, while the number of responses from external stakeholders is comparable to last year.
- Respondents agreed that all eight Strategic Themes were important/very important. There was little change in how the eight Strategic Themes were rated this year compared to last year.
 - There was a slight strengthening of support for 'Valuing our people' (4.3 to 4.5 out of 5) and 'Keeping you safe' (4.5 to 4.7 out of 5).
 - There was a slight waning of support for 'Protecting and enhancing our environment' (4.1 to 3.9 out of 5), 'Responding to your emergency' (4.7 to 4.6 out of 5) and 'Working with our partners' (3.8 to 3.7 out of 5). The latter was the lowest rated theme.
 - Members of the Public provided the highest average rating across all themes.
 - Public Service Body representatives provided the lowest average rating of any cohort.
 - Corporate staff provided a higher average rating than Operational staff.
- When asked what matters to you, your team, or your organisation, around our shared aim to make South Wales safer by reducing risk, the main feedback themes were as follows:
 - Service delivery – working effectively and investing in prevention and response services (26 comments)
 - Cultivate a positive working environment by displaying some key behaviours and enabling and supporting staff to work effectively (16 comments)
 - Communication, engagement, relationship building and education (13 comments)
 - Effective governance, leadership, investment, and transformational change (6 comments)
- When asked to provide any additional comments about what we do, how we can reduce risk and how we can improve as a Service, the main feedback themes were as follows:
 - Communication, engagement, relationship building and education (11 comments)
 - Value and invest more in staff (11 comments)
 - Effective governance and leadership (9 comments)
 - Working effectively together and with partners (4 comments)



Overview of Responses

Engagement with the pre-consultation has declined this year. Responses decreased by 40% from 2023 to 2024. There were 53 responses in 2024, down from 88 responses in 2023. The decline was primarily a result of less engagement from both Operational and Corporate SWFRS staff.

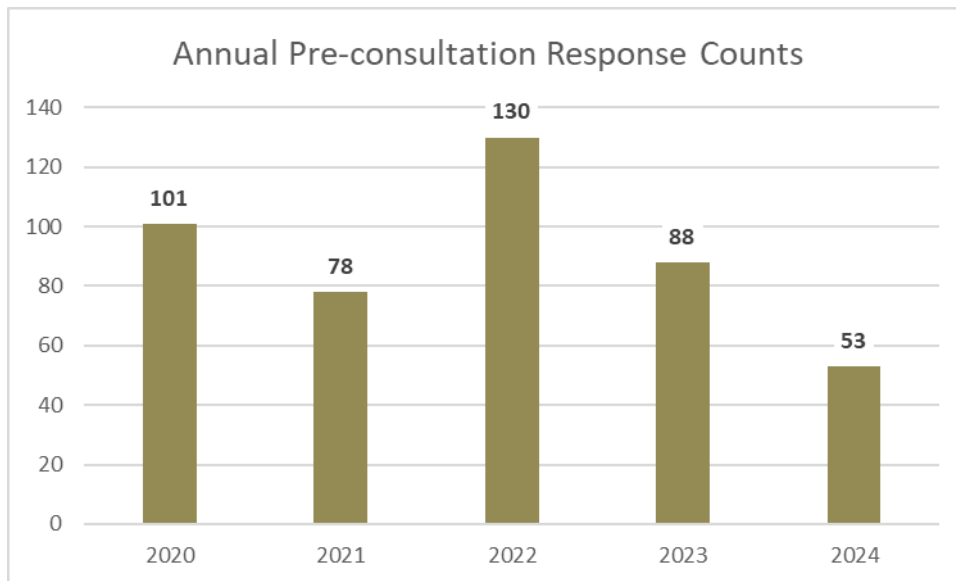


Fig 2: Count of pre-consultation responses in the last five years

2% of SWFRS staff (32 people) responded to this year's survey, which is a drop from 3% in 2023 and 7% in 2022. There was less engagement from both uniform and non-uniform staff this year. Nobody from Control responded this year, and only one On-Call firefighter responded.

Engagement from Public Service Body representatives and members of the public did, however, remain consistent with last year's pre-consultation.

We received no responses to the Welsh version of the survey for the second year in succession.

There were no dropouts, with all 53 respondents answering all questions. All but one respondent also provided answers to the demographic questions.

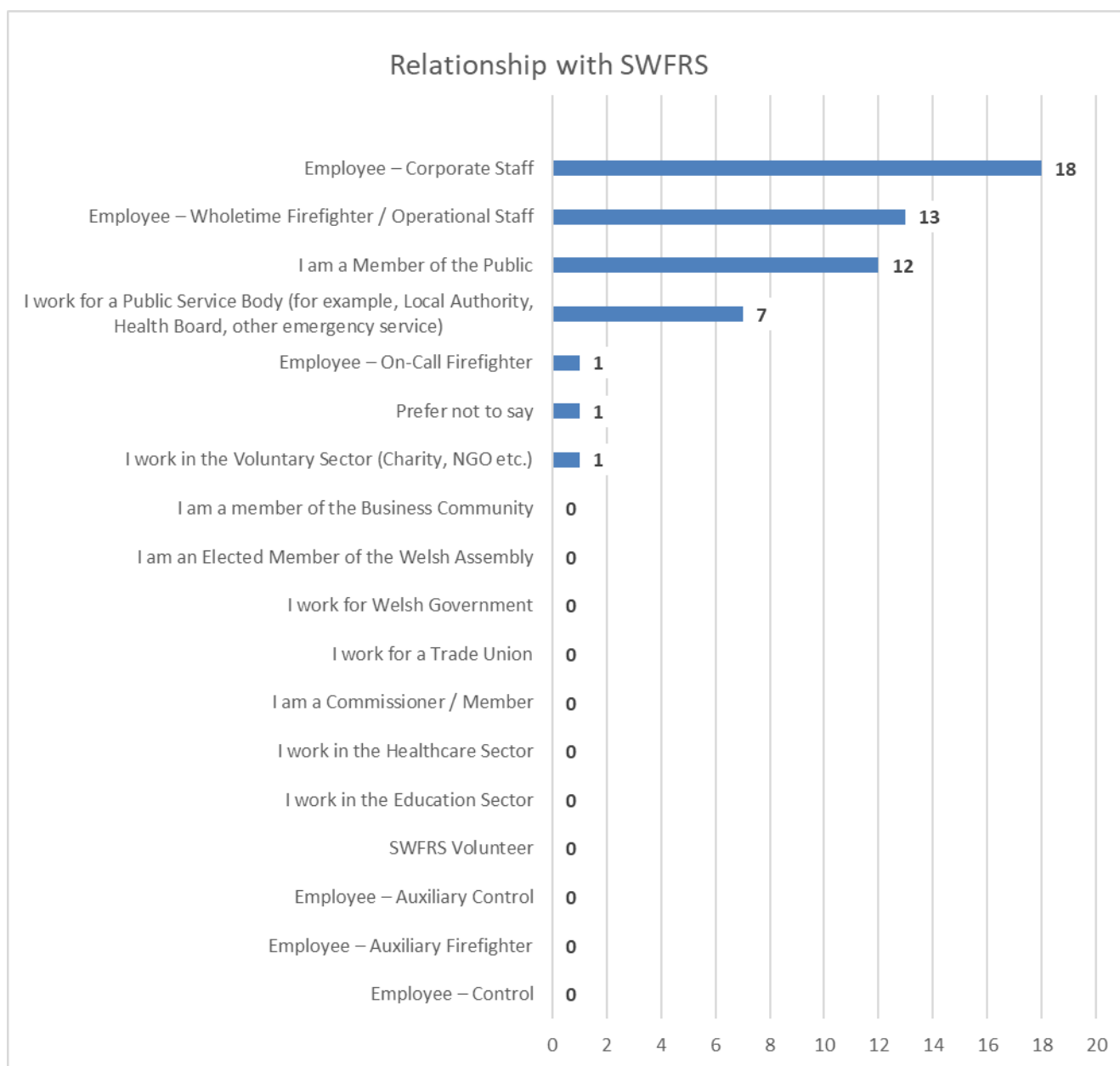


Fig 3: Count of responses by respondent's primary relationship with SWFRS

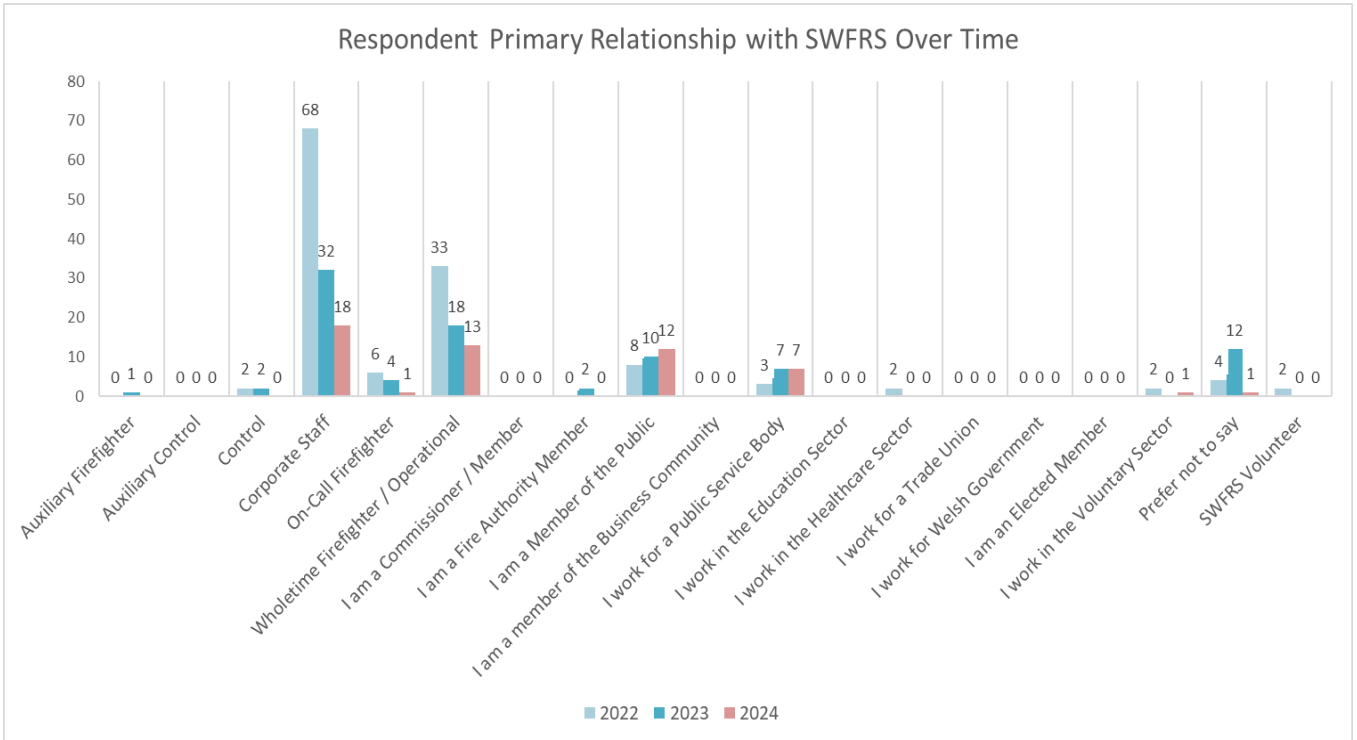


Fig 4: Respondent’s primary relationship with SWFRS (alphabetical order) during the last 3 periods of pre-consultation



Rating our Strategic Themes

The pre-consultation asked respondents on a scale of 1 (low) to 5 (high), how important do you think our Strategic Themes are in delivering an effective 21st Century Fire & Rescue Service?

The average rating across all eight Strategic Themes was **4.2** (from 53 responses), which is the same as in 2023 (from 88 responses).

'Valuing our people' and 'Keeping you safe' rated higher in 2024 than in 2023. All other themes either rated the same or slightly lower this year. 'Working with our partners' continues to rate lowest in importance.

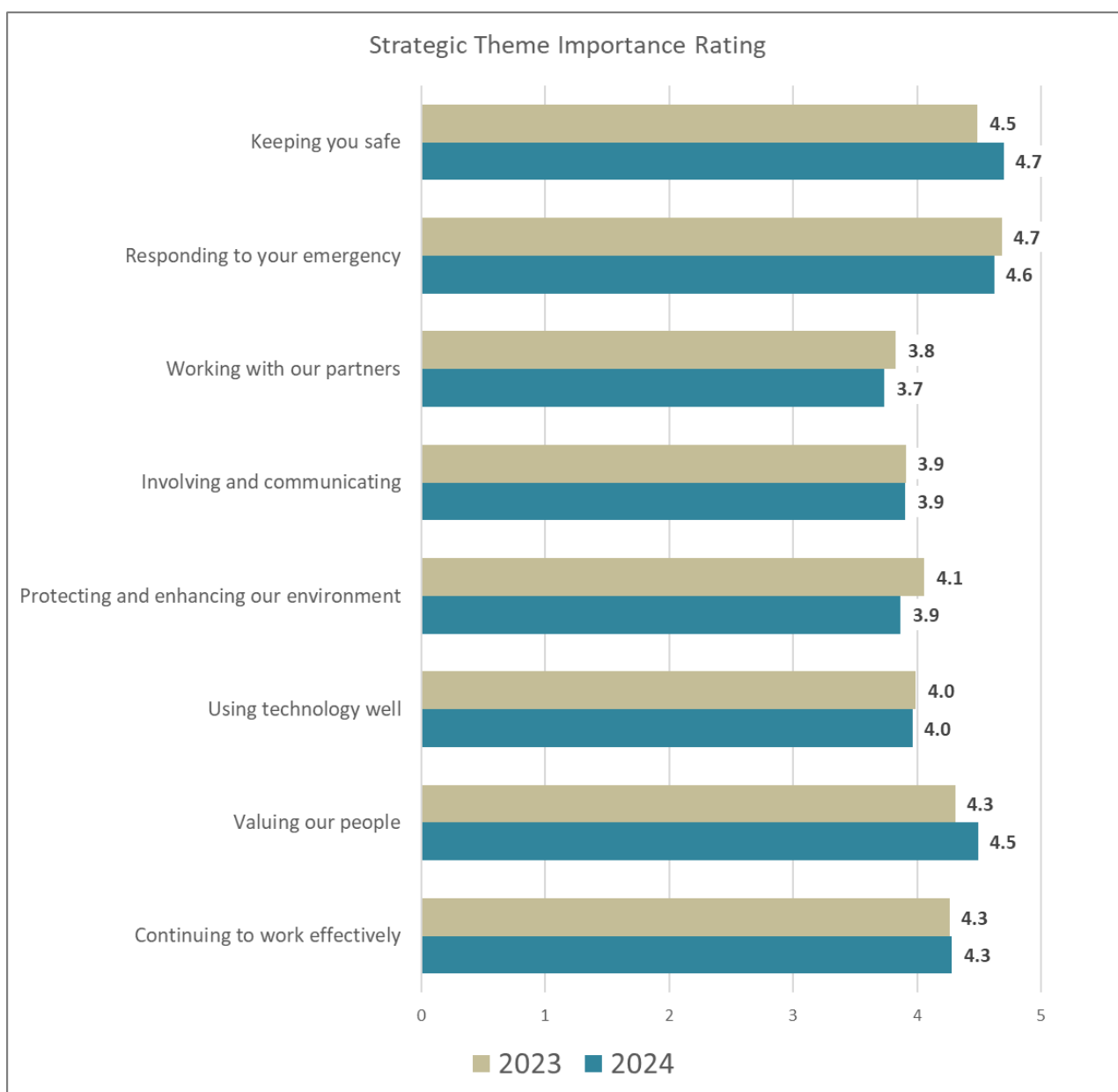


Fig.5: Strategic Theme Importance to Respondents (on a scale of 1-5, with 5 being very important and 1 being not important at all). Based on 53 responses in 2024 and 88 responses in 2023.

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Of the groups with more than one respondent, Members of the Public provided the highest average rating across all themes of 4.4. Corporate staff provided a higher average rating than Wholetime firefighters / Operational staff, 4.3 and 4.0 respectively. Public Service Body representatives provided the lowest average rating of any cohort, with 3.7. 'Working with our partners' was rated lowest in importance by Public Service Body representatives, with 3.4.



What matters to you, your team, or your organisation, around our shared aim to make South Wales safer by reducing risk?

The feedback we received is grouped into the following four umbrella themes.

Service delivery – working effectively and investing in prevention and response services (26 comments in total, 10 from Members of the Public, 6 from Public Service Body representatives, 4 from Corporate Staff, 4 from Wholetime Firefighters / Operational Staff, 1 from someone in the Voluntary Sector, and 1 from an On-Call Firefighter)

- Availability and resources that ensure an effective response meeting the demand across the whole region 24/7
- Ensure appliances can efficiently gain access to the whole road network
- Invest in people and resources
- Employs modern, effective working practices demonstrating value for money
- On-Call recruitment, retention, and availability
- Focus on prevention - keep people safe and make our communities safer through targeted prevention activity. Be visible within our communities
- Work towards shared aims and objectives with our partners
- Be professional, trustworthy, and reliable
- Widen the role of the firefighter
- Keep existing 'family friendly' duty system rotas
- Continued support to help reduce unwanted false alarms

Cultivating a positive working environment by enabling and supporting staff to work effectively. Value staff by showing the following behaviours (16 comments in total, 11 from Corporate Staff and 5 from Wholetime Firefighters / Operational Staff)

- Fairness
- Honesty
- Openness / transparency
- Integrity
- Safety in work
- Consistency
- Respect
- Trust
- Praise good work
- Make staff feel supported in the work they do
- Support employees mental and physical health
- Work and communicate together
- Adequate staffing
- Recruiting the best people
- More training opportunities and up-skilling



Communication, engagement, relationship building and education (13 comments in total, 8 from Corporate Staff, 3 from Wholetime Firefighters / Operational Staff, 1 from a Member of the Public, 1 from a Public Service Body representative)

- Public engagement that ensures safety messages effectively reach our communities to minimise risk
- Build relationships to reduce risk at a local level with involvement from the community
- Communication through the Service, top-down, bottom-up, between teams and departments
- School visits

Effective governance, leadership, investment, and transformational change (6 comments in total, 3 from Corporate Staff, 1 from a Wholetime Firefighter / Operational Staff, 1 from a Member of the Public, and 1 from someone who preferred not to provide their connection with SWFRS)

- A measured approach to the restructure of the Service and the implementation of Culture Review recommendations - publish the outcomes
- A strong leadership team that implements clear strategies
- Communication from the Commissioners and Transformation teams
- Hold managers accountable
- The Service should have modern, effective working practices demonstrating value for money
- Evidence-based decision making
- Facilitate a positive environment for continuous improvement



Additional comments about what we do, how we can reduce risk and how we can improve as a Service

The feedback we received is grouped into the following four umbrella themes.

Communication, engagement, relationship building and education (11 comments in total, 6 from Members of the Public, 3 from Corporate Staff, 1 from a Wholetime Firefighter / Operational Staff, and 1 from a Public Service Body representative)

- More / better communication throughout the Service
- More / better communication with the public
- Promote the Service. Inform the public about what is being done to positively affect change both regarding reducing risk and improving the culture within the Service
- Continue to promote safety at home and in the workplace
- More engagement with young people e.g. RTC prevention work for young drivers, and fire safety messaging
- Ensure concerns are raised with regards to new builds and the impact traffic congestion has on emergency response
- Build relationships with community groups and councils so that information can be disseminated down to residents
- Be more visible e.g. more station open days
- More focus on prevention

Value and invest in staff more (11 comments in total, 5 from Corporate Staff, 3 from Wholetime Firefighters / Operational Staff, 1 from a Member of the Public, 1 from a Public Service Body representative, and 1 from someone who preferred not to provide their connection with SWFRS)

- Consult staff / listen to staff – use their ideas to improve risk reduction activities
- Put staff first
- Improve trade union relations
- Give staff the best chance to perform – through skill acquisition, training, best use of resources
- Ensure that talent management and succession planning processes are in place

Effective governance and leadership (9 comments in total, 6 from Corporate Staff, and 3 from Wholetime Firefighters / Operational Staff)

- More effective leadership – better planned, thoughtful decision making
- Improve confidence in the Senior Leadership of the Service
- Have confidence to drive change, brining all staff with them
- Adequate talent management and succession planning processes



Working effectively together and with partners (4 comments in total, 2 from Corporate Staff, 1 from a Wholetime Firefighter / Operational Staff, and 1 from a Public Service Body representative)

- Improve information sharing
- Work more closely together and stop working in silos
- Be clear on our objectives
- Improve efficiency of technology
- Better use of risk reduction data

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Positive stakeholder testimonials

“Showcase and publicise the good work that [you] undertake more often” (Employee – Corporate Staff)

“Proud to play a role in the Service and serving the communities of South Wales” (Employee – Wholetime Firefighter / Operational Staff)

“Having read your five year update of your strategic plan there is nothing to add” (Public Service Body E.G. Local Authority, Health Board, other emergency service)

“Thank you for the work you do” (Public Service Body E.G. Local Authority, Health Board, other emergency service)

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AGENDA ITEM NO 7

Reports for Information

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South Wales

Fire and Rescue Service

Health, Safety and Wellbeing Annual Report 2023-24



Summary Statement from Director - ACFO Dean Loader

The annual report involves the financial year 2023 to 2024 and includes evidence to support the Service's commitments towards Wellbeing, Health and Safety. The Service has continued to invest in appliances, equipment, wellbeing initiatives and training to support service delivery.

Through our Health, Safety and Wellbeing (HSW) Team, the Service continually strives to identify opportunities to evolve, ensuring we build on the work we have completed in recent years around Health, Safety and Wellbeing. We have recently undertaken external audits and consultation on our Health, Safety and Wellbeing provision and are committed to learn, improve and build on those recommendations for the future.

In relation to accidents and investigation, we are committed to investigating all Injuries and Near Misses, with a view to delivering timely recommendations to mitigate any future issues.

I would like to thank all who have participated in the Health and Safety Committee. We have worked closely with representatives from across the Service to ensure the safety of all staff. The Service is fully committed in delivering ways to reduce risk to our firefighters, through innovation and improvement including the national workstream around contamination.

Our risk assessments across our fifty-one buildings that make up South Wales Fire & Rescue Service estate, ensure that we provide a safe place to work for all our employees. Additionally, with continued support we provide the right equipment to train physically and against scenarios that may be faced by our crews, which ensures that we are prepared to protect the communities we serve when called upon.

I am extremely proud of the performance of the Service in continuing to improve our Health, Safety and Wellbeing arrangements and the continuous drive to serve our communities in the safest way.



Assistant Chief Fire Officer
Dean Loader
Director of Technical Services

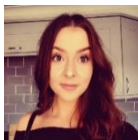
Your Health, Safety and Wellbeing Team



Dave Cottrell
Station Manager, Health, Safety and Wellbeing



Joanna Wilcox
Health, Safety and Wellbeing Officer



Jessica Davies
Health, Safety and Wellbeing Officer



Loraine Dowsett
Health, Safety and Wellbeing Administrative Officer



Mike Nash
Watch Manager, Health, Safety and Wellbeing

Executive Summary

The South Wales Fire and Rescue Service Health, Safety and Wellbeing (HSW) Team, submit this report to the Commissioners based on Health, Safety and Wellbeing across the organisation. This report is a summary of Health and Safety activities and performance measures from across the Service for the period of April 1st 2023 to March 31st 2024.

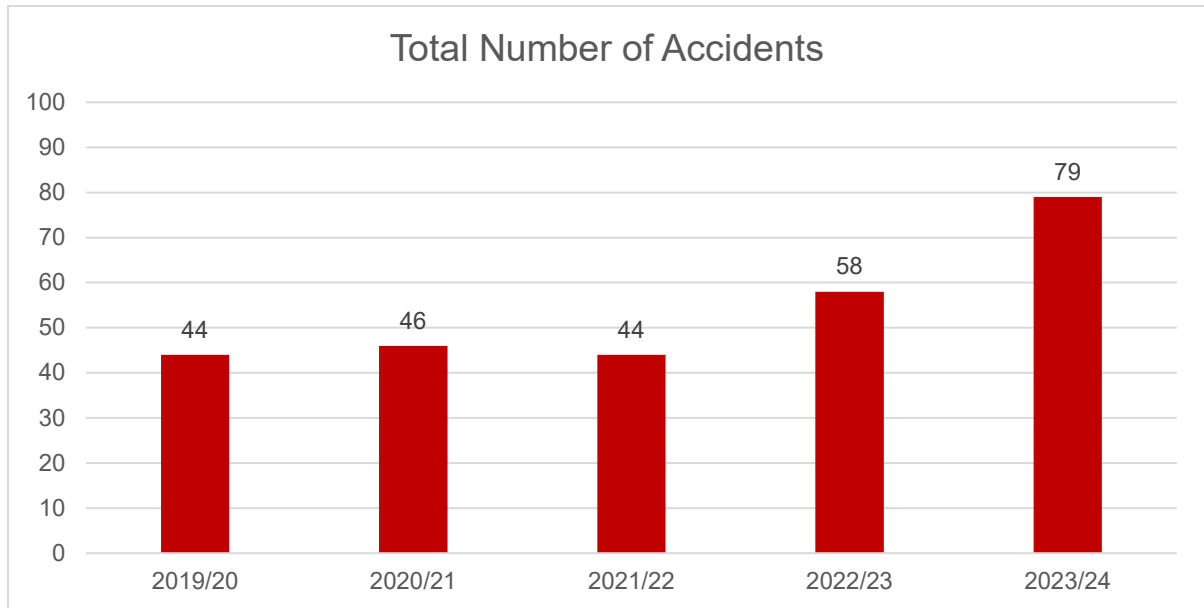
The Health and Safety performance of South Wales Fire and Rescue Service continues to be of a high standard and the number of accidents remains at a low level.

In addition to the provision of statistical information, the report contains reference to other work streams within the Health and Safety discipline. Equal to historic years, challenges have been placed upon the HSW Team, which has determined the paths taken to ensure a consistent and robust approach to the Health, Safety and Wellbeing of everyone across the Service. Despite these challenges, the HSW Team have continued to progress and adapt work streams to accommodate new challenges and build stronger and more resilient working relations with other internal departments.

Continuous improvement and upskilling in specialist areas is at the forefront of what the HSW Team continues to deliver. The team has provided internal training on procedures and processes which affect the wider organisation, confirming a streamlined approach to new ways of working, collaborating with stakeholders for best practice, industry standards and expectations.



Accident and Injury Figures

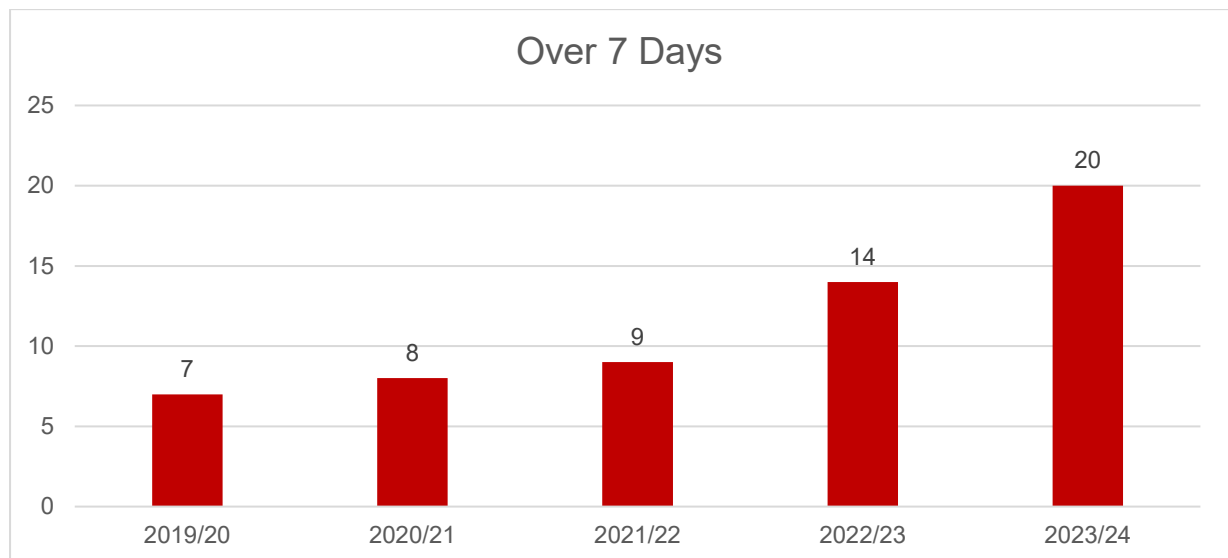


During 2023-24 there have been a total of 79 recorded accidents on duty, this is an increase of 21 reports in comparison with the previous year. This can be attributed to the ongoing injury investigation training provided by the HSW Team where it has been highlighted that minor injuries such as aches and pains must be reported. The annual statistics show an increase in minor injury reports submitted by Cardiff Gate Training and Operational Personnel for station-based activities.

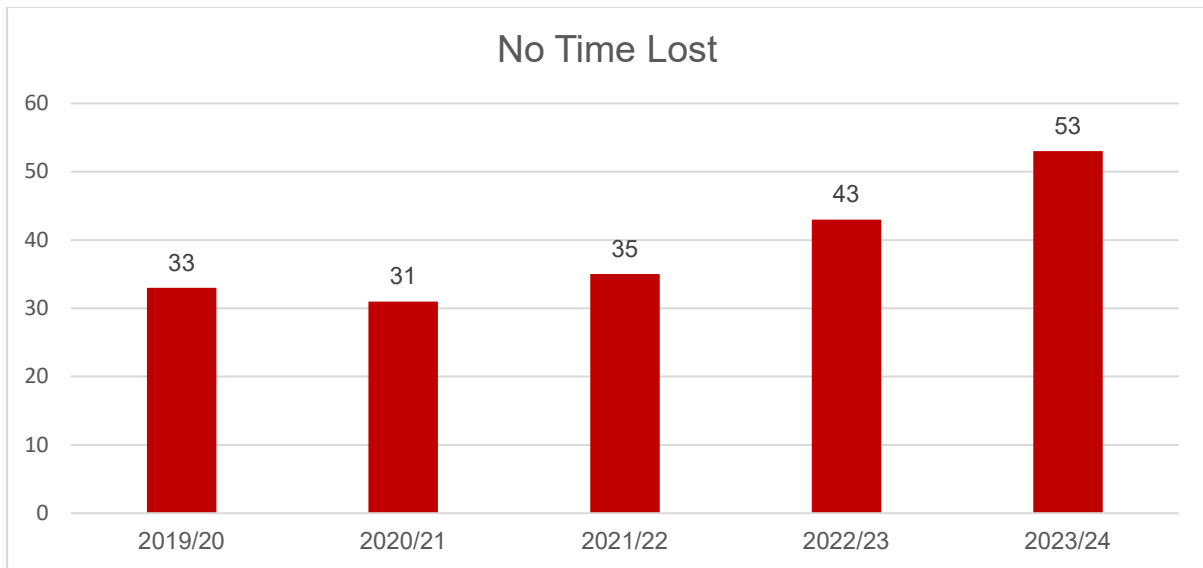
Time Lost Categories



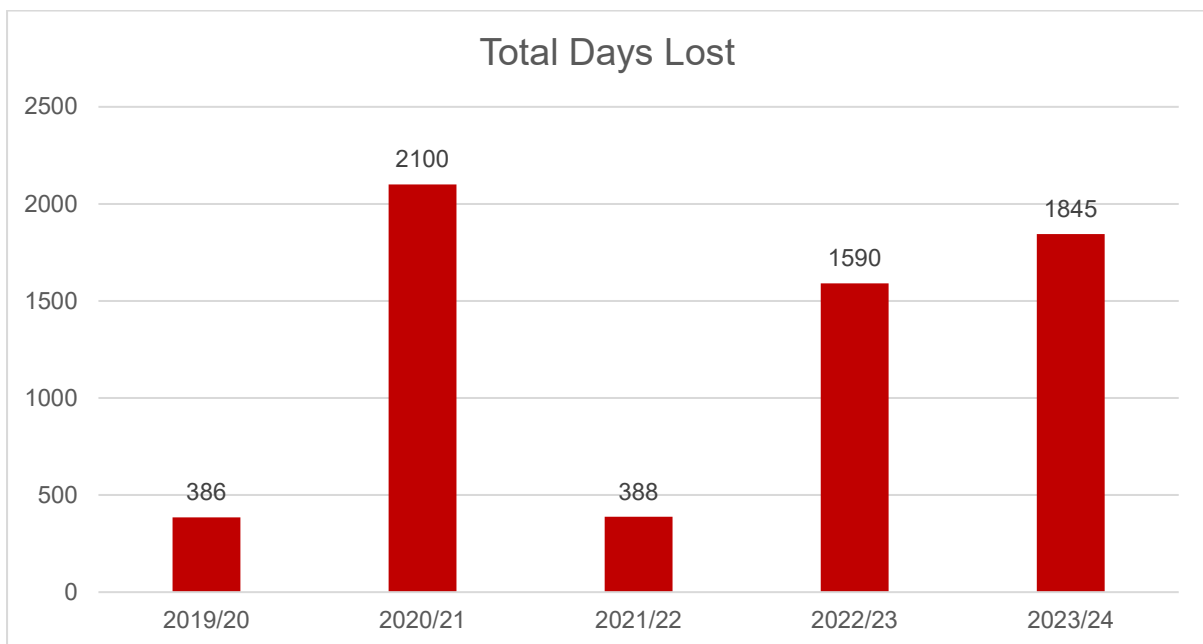
There have been 2 Specified Injuries (Major) reports for 2023-24, the first injury was where an operational member staff tripped over their own fire kit in the appliance bay resulting in a fractured foot - this injury was attributed to a lack of care and attention on the individual's part and poor housekeeping. The second injury; two operational members of staff were participating in horseplay on station, resulting in the injured person sustaining ligament damage to their knee - this injury was attributed to inappropriate/incorrect procedures or technique. These issues associated with horseplay have been addressed through other means.



During 2023-24 there have been 20 'Over 7 Days' injuries which have subsequently been reported to the HSE under RIDDOR. Between 1st April 2023 and 31st March 2024, the largest amount of Time Lost attributed to one individual was 323 days. This relates to an injury sustained whilst responding to an incident where the appliance was involved in a Road Traffic Collision. It is important to note that three individuals who sustained an injury during 2023-24, remain absent due to sickness after 31st March 2024.

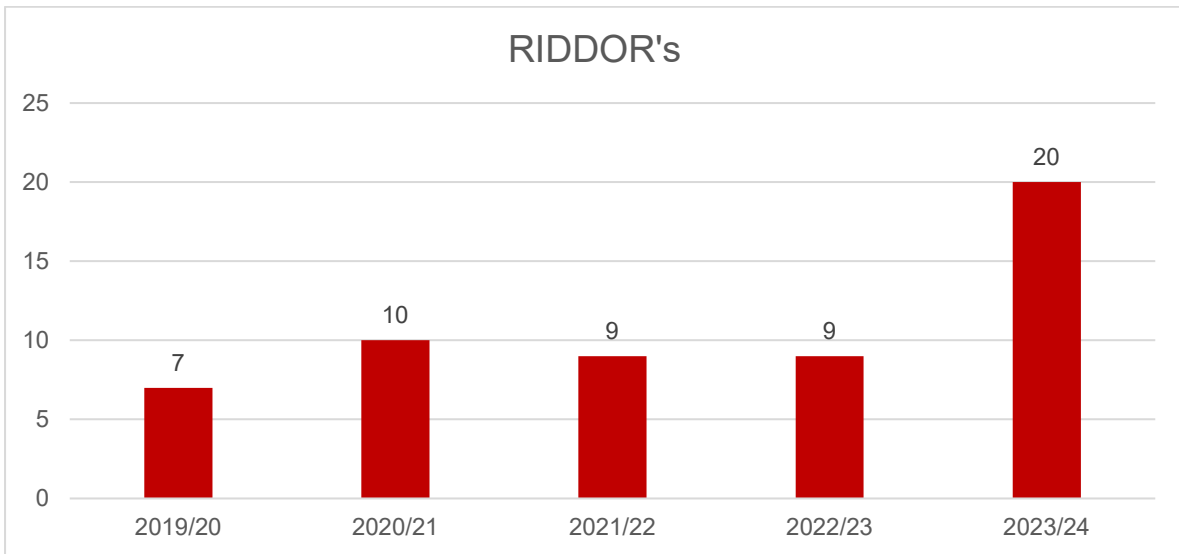


The majority of accidents (67%) resulted in no time being lost from work. This suggests that most injuries sustained by staff were minor in nature and did not impact on the individual's ability to carry out their duties as normal.



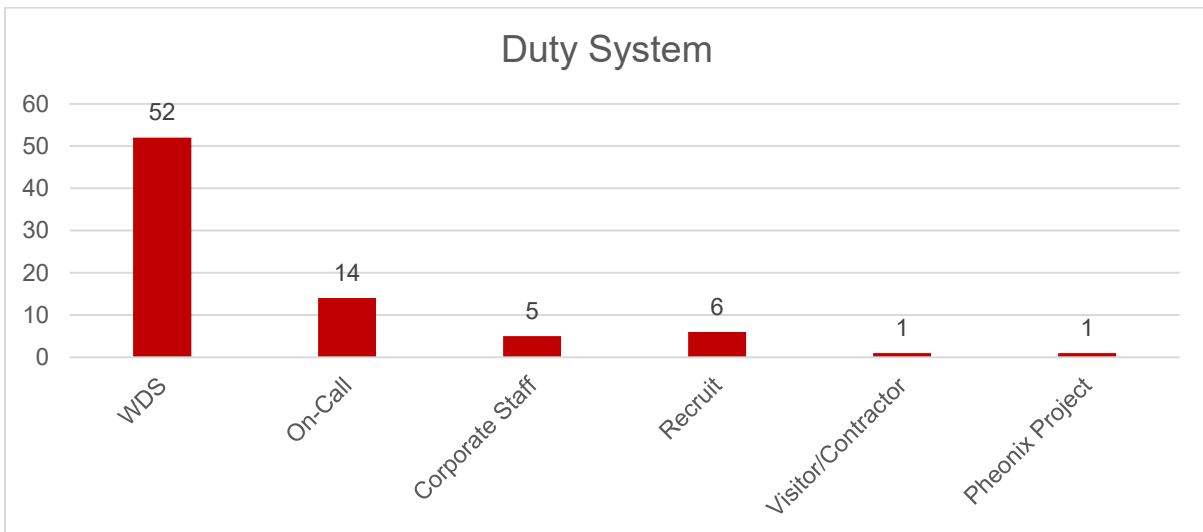
**Between 1st April and 31st March of each financial year for reporting and comparative purposes.*

The total days lost in this period stands at 1845. This is an increase of 14% in comparison to the previous reporting year. In this period, 6 of the reported injuries accounted for individuals being absent from work for more than 100 days; one of these injuries was a specified injury (Major), the others with more of a minor injury such as sprains/strains.

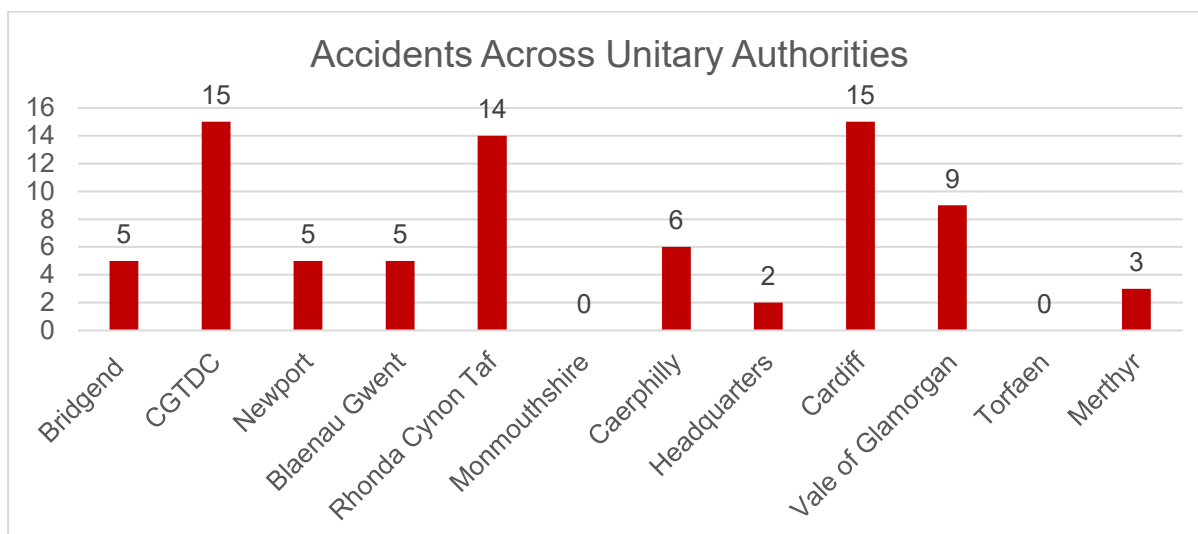


Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)

A total of 20 RIDDOR reports have been submitted to the Health and Safety Executive (HSE) for 2023-24, maintaining our compliance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

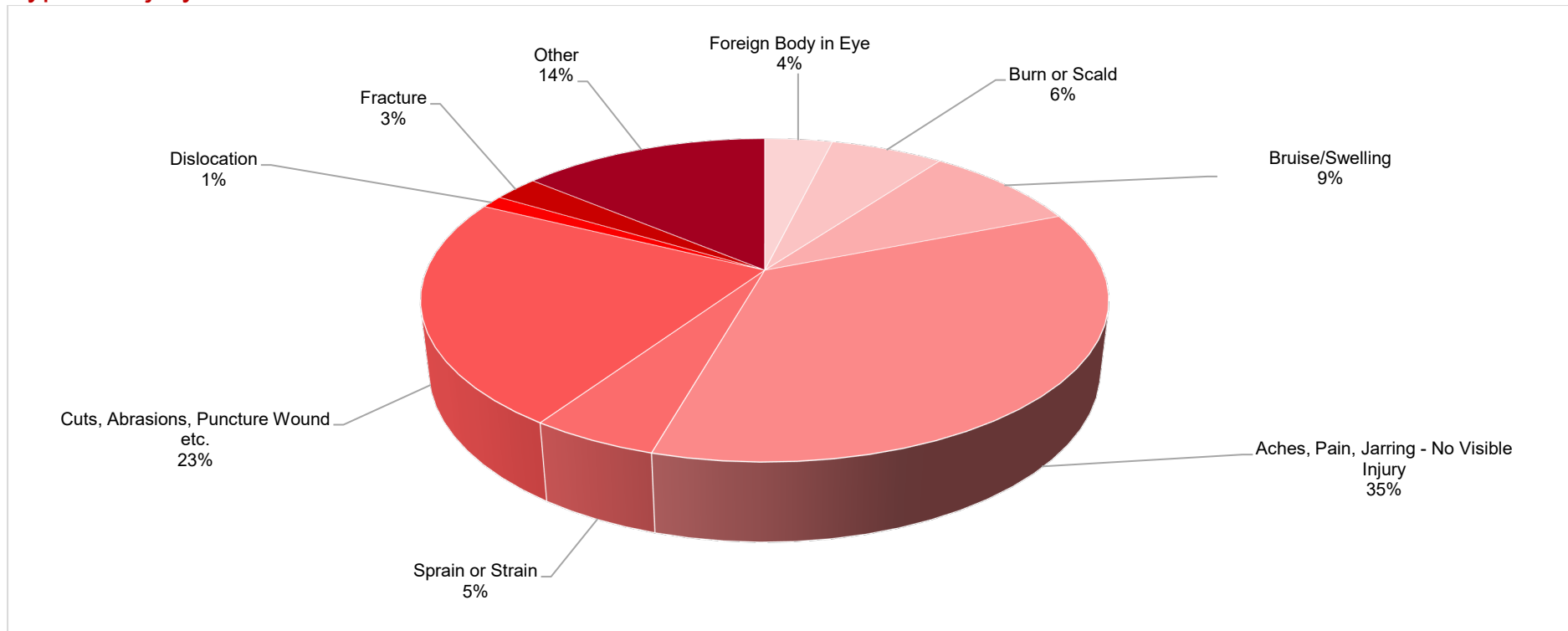


In line with the previous financial year, most accidents involved Wholetime (WDS) personnel, followed by On-Call personnel and Operational Recruits.



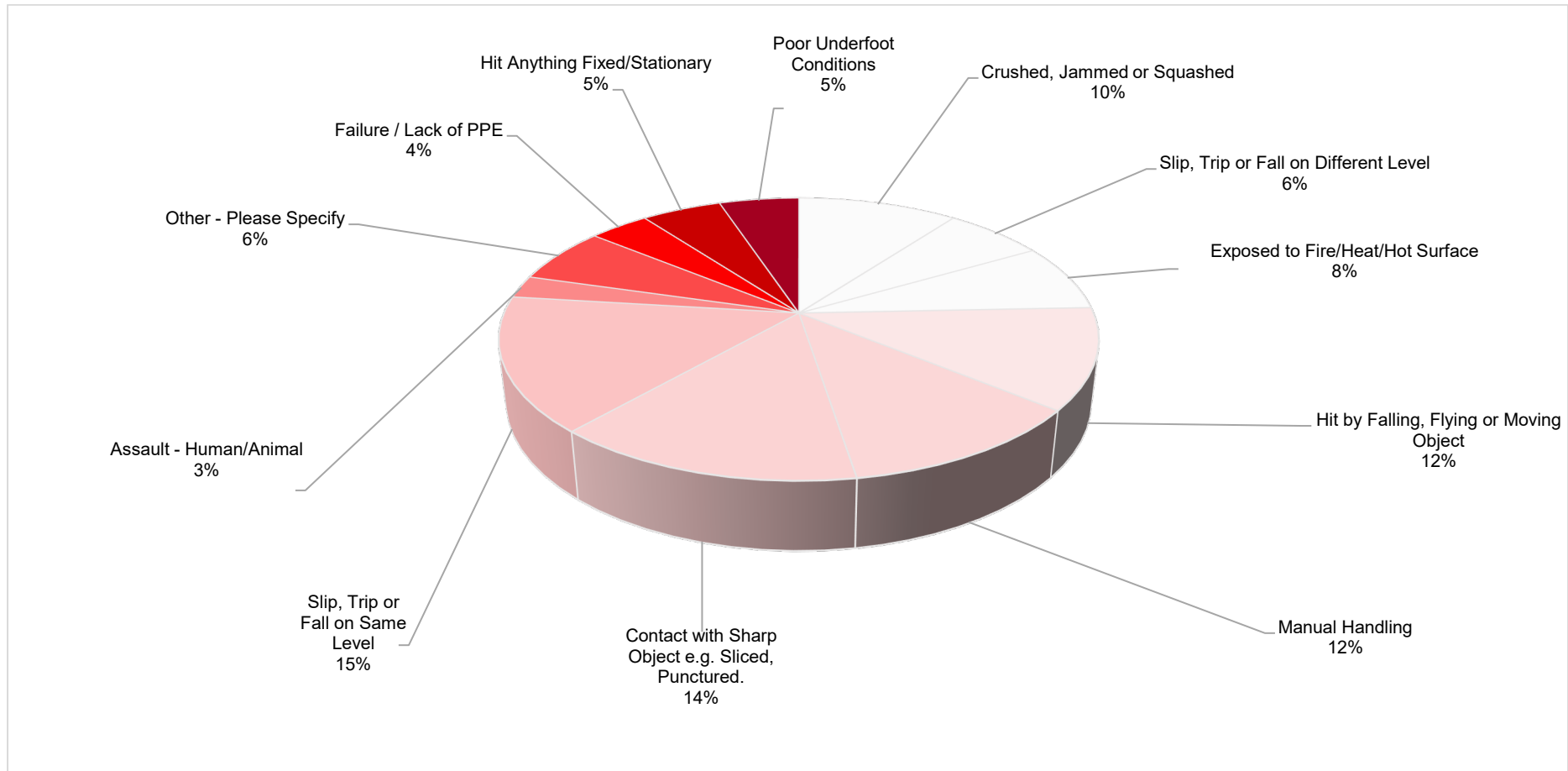
For the purposes of this report chart, Cardiff Gate Training & Development Centre (CGTDC) and Fire Service Headquarters (FSHQ) are categorised separately and are not recorded under their unitary authorities. The area with the highest number of accidents reported is CGTDC and Cardiff unitary authority (UA), followed closely by Rhondda Cynon Taf UA.

Type of Injury

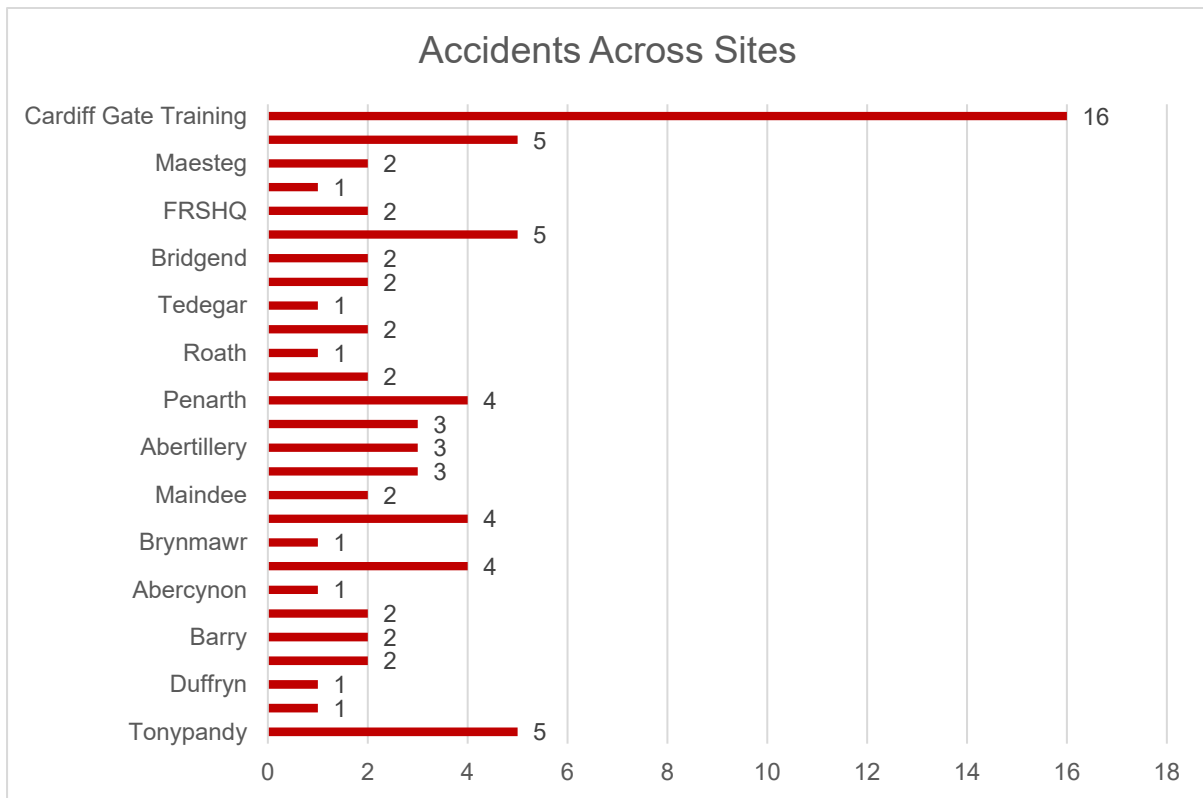


The most common type of injury is 'Aches, Pain, Jarring – No visible Injury' with 35% of injuries falling under this category. This type of injury corresponds with the increase in minor injury reports. This is followed by 'Cuts, Abrasion, Puncture wound etc' with 23% and 'Bruise/Swelling' with 9%.

Cause of Injury

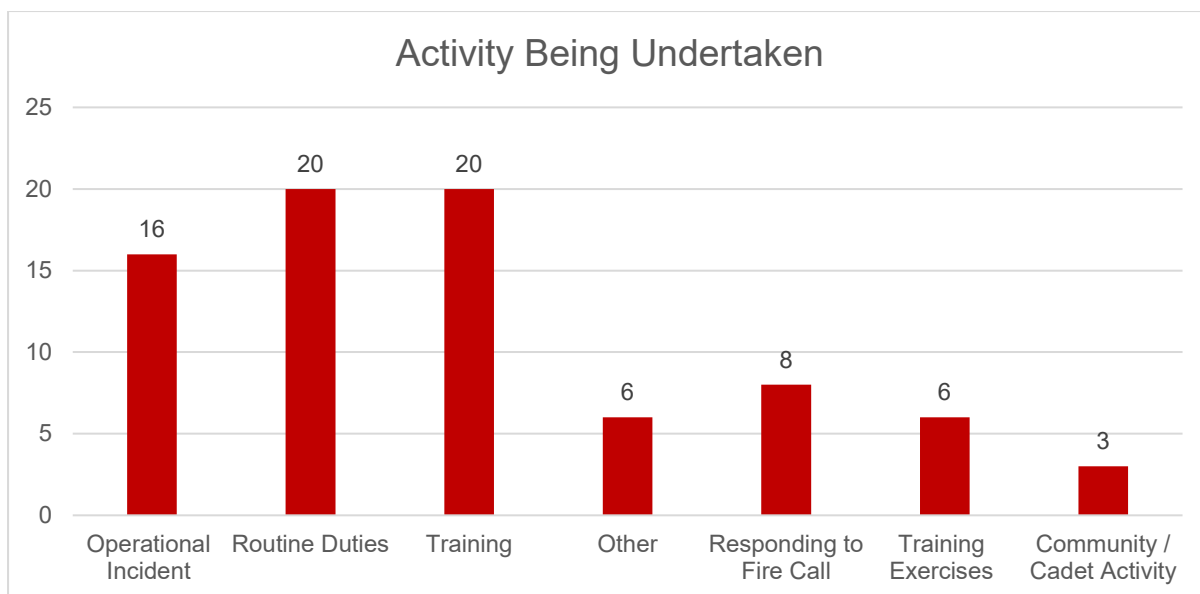


The largest immediate cause of injuries for 2023-24 is 'Slip, Trip or Fall on Same Level' with 15%, closely followed by 'Contact with Sharp Object e.g. Sliced, Punctured' with 14%. Statistics from the HSE show slipping and tripping to be the single most common cause of major injury in UK workplaces and is the most common cause of injuries for SWFRS for 2023/24.

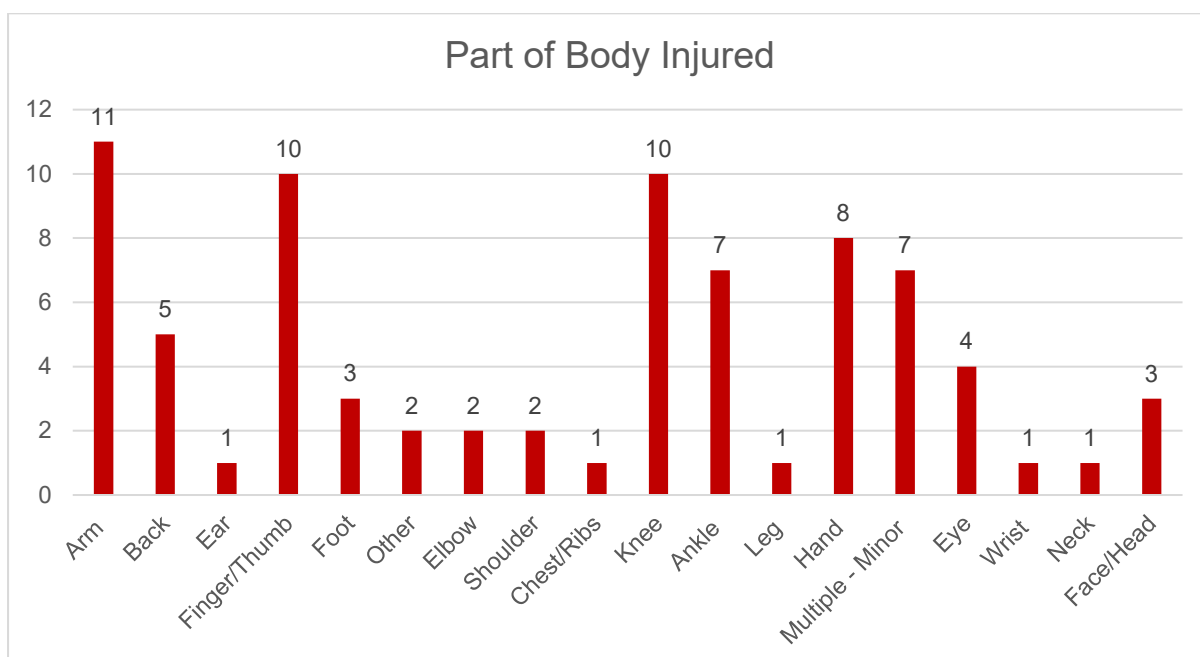


The largest number of injury reports took place in Cardiff Gate Training and Development Centre. Seven of these injuries involved Wholetime personnel, four involved RDS personnel, four involved individuals undertaking a recruit's course and the remaining incident involved a member of Control attending a corporate training event.

The remaining locations, except for FSHQ, are not necessarily the exact location of where the accident took place. They show which Station the injured person is based at.

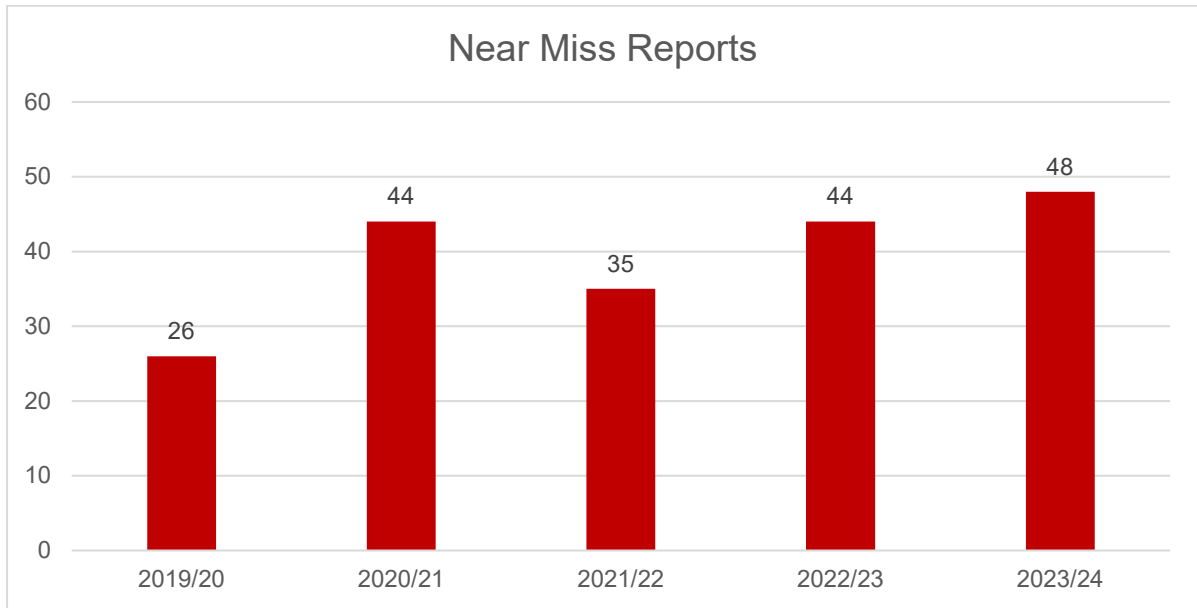


Similarly to previous reporting years, most accidents do not take place at the incident ground, but rather during other activities i.e., routine duties on station, training etc.



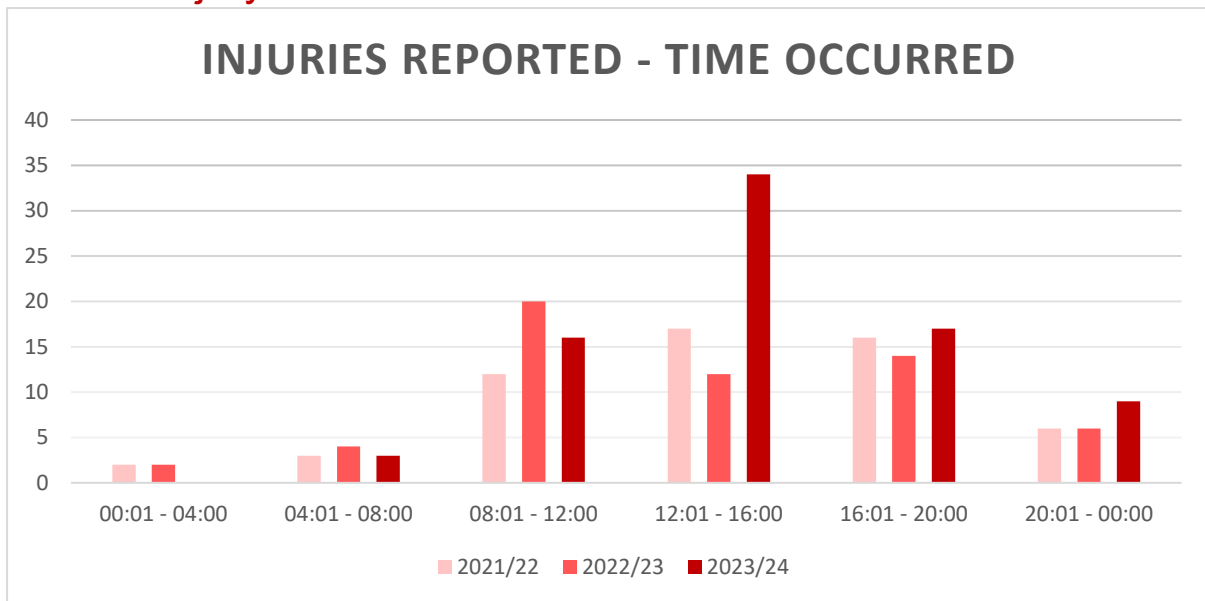
For 2023/24, the most affected areas of the body were the upper body i.e., 'Back / Head / Arm / Hands' with injuries such as muscular sprains, aches and pains and minor cuts and contusions.

Near Misses



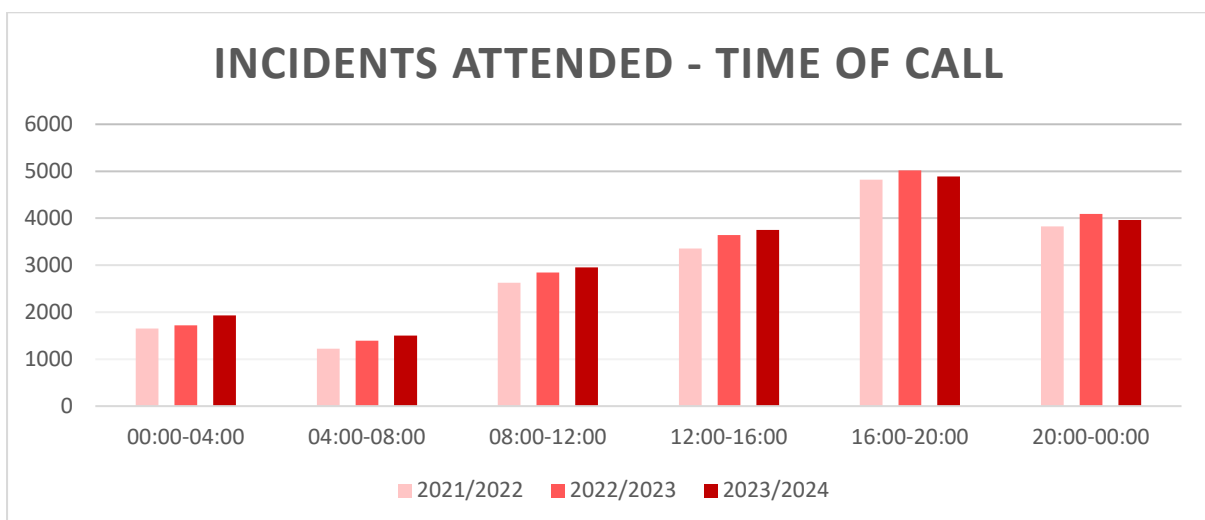
We received a total of 48 Near Miss reports during this period. The majority of Near Misses were reported online via our 24/7 support desk which has proved to be an efficient reporting tool. We will continue to promote Near Miss reporting across the Service as it remains an effective mechanism for improving safety and reducing the likelihood of accident and injury.

Time of Injury



The above chart identifies the time of day that reported injuries occurred. The below chart looks at the time of day we have attended operational incidents. By comparing both charts we can identify that over the last three years, the number of reported injuries increases at the same time of day as the number of incidents attended i.e. the greatest increase is between 12:01 and 20:00 hours.

There have been various research studies carried out across the UK with regards to injuries at work in relation to the time of day; a number of studies suggest that the likelihood of sustaining an injury at work increases during the time we have identified above as a result of this being the time of day we are most likely to consume a large meal, resulting in a dip in energy which in turn can create a lapse in concentration.



Insurance Update

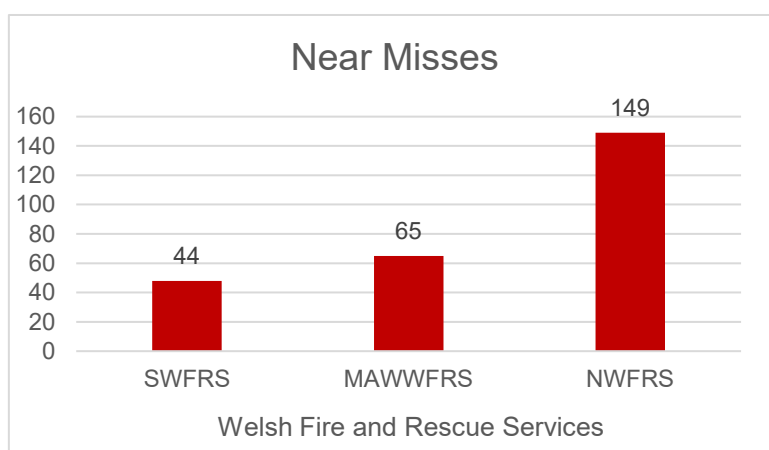
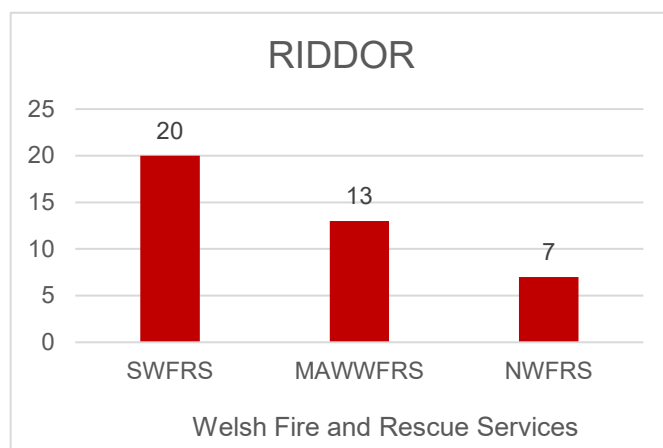
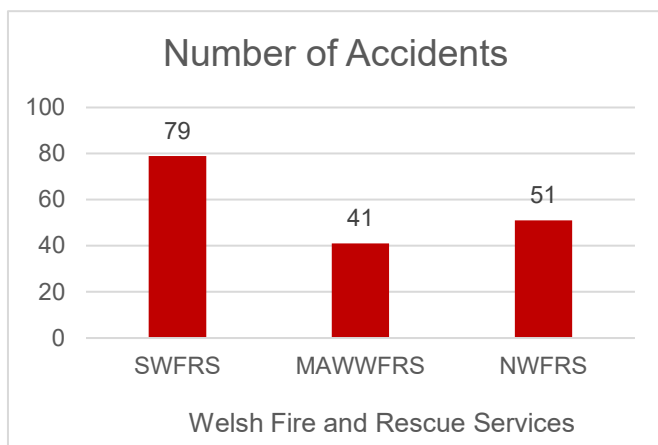
2023/24		
	Employer Liability (EL)	Public Liability (PL)
Total Number	3	0
Total Value (Anticipated)	£42,542	£0



Although there is a slight increase in EL claims in comparison to 2022/2023, it should be noted that the anticipated value of the claims has decreased by £19,224. There have been no PL claims for the financial year 2023/2024. These figures are dynamically revised in accordance with the frequent communication between the HSW Team and our Legal and Insurance Team as required.

All Wales Comparison 2023/24

As part of our collaboration with the other two Services in Wales, we collect data on Accidents and Near Misses. Below are three graphs which look at comparative figures.



It should be noted that both MAWWFRS and NWFRS include reports for Attacks on Crews with their Near Miss Data; SWFRS have a separate reporting system for such reports. Nevertheless, near miss reporting in NWFRS is far higher and through their HS&W Committee, we will be engaging with our Welsh neighbours to identify any learning as to why their reporting is higher – as near miss reporting prevents accidents from occurring. As of the new financial year (1st April 2024 – 31st March 2025) the HSW Team will be working closely with our Community Safety Team to merge these figures.

Programme of Work

Workplace Inspections

Our inspection programme ran from 1st April 2023 to 31st March 2024. During this period, 51 Health and Safety inspections were carried out across our sites. Due to staffing levels within the HSW Team over this period, all inspections were carried out by the Premises Manager. Collectively, 141 anomalies were identified most of which have been resolved or are in the process of being resolved. We have continued to work closely with the Building Maintenance and Facilities Team, amongst other teams to ensure that all anomalies are rectified where possible within an agreed timescale.

Risk Assessments

During 2023/24 we have assisted with writing and reviewing 179 risk assessments. A significant number of these have been reviews of current Risk Assessments for off-site Operational Training.

Inductions and DSE Assessments

The HSW Team developed an online Health and Safety Induction during COVID for Operational personnel, which we continue to utilise and update when necessary. This was originally delivered via PDRpro but will move to the E-Hyb learning area on the individual's Core profile. It is envisioned that this training package will also act as a Health, Safety and Wellbeing refresher training package and will be required to be undertaken annually. This year, the HSW Team has also developed an online Health, Safety and Wellbeing Induction package for new members of Corporate Staff, this is already live on CoreHR. The previous year, we delivered these inductions via one-to-one training to deliver key Health, Safety and Wellbeing information.

Noise and Vibration Assessments

During October 2023, the HSW Team conducted a noise-based assessment to identify where there may be a risk from noise exposure to the Driver Training Instructors at Cardiff Gate Training and Development Centre (CGTDC). This is a continuation piece of a monitoring programme to assess average exposure. Estimates were lower than previous assessments undertaken, demonstrating the improvements made in reducing the ill-health effects of noise induced hearing loss.

In an attempt to continue to reduce the likelihood of noise related hearing problems, the team worked closely with the Fleet and Engineering department and the CGTDC management team, to continue reviewing the risk control process.

Further exposure assessments were undertaken in February 2024 following the substitution of the current siren device on appliance WX17 VWD and replacing with an alternative device, which proved a further reduction in noise exposure.

Due to the unpredictable noise exposed by instructors on a day-to-day basis, and to support both instructor and student learning experiences, a strategic decision was made to procure additional PPE / Communications devices in the form of headsets - this has been well received by the instructors and students alike.

The HSW Team have collaborated with our Insurance Broker and our external subject matter expert (Cirrus) for continued feedback on this journey.

The HSW Team continues to support the need for provision of hearing tests as part of ongoing health surveillance monitoring of driver training instructors, to monitor risk.

Input from Training Centre Manager:

Enhanced Focus and Concentration: The primary benefit of these headphones is their ability to block out background noise. This allows our trainers and trainees to focus more effectively on the training sessions, leading to improved learning outcomes and better retention of important safety protocols.

Improved Communication: The noise cancelling technology significantly reduces ambient noise, making it easier for trainers and trainees to communicate clearly. This is particularly important during practical driving sessions where clear communication is crucial for safety and effective instruction.

Hearing Protection: Prolonged exposure to loud environments can potentially lead to hearing damage. These headphones provide an additional layer of protection, safeguarding our team's hearing health over the long term.

Increased Safety: With better focus, communication, and reduced fatigue, the overall safety of our training sessions is enhanced. Trainers and trainees can better concentrate on the tasks at hand, leading to fewer mistakes and a safer training environment.

HAVS Report

Following concerns regarding Hand Arm Vibration thought to be caused from the use of power tools within SWFRS, the HSW Team conducted a series of assessments to determine the dangers posed to individuals by vibration in the Fleet and Engineering department, with input from external Health and Safety consultants, Occupational Health professionals and Fleet and Engineering staff.

On receipt of the report, the HSW Team are currently looking at systems to monitor and prevent exposure to vibration through individual monitoring devices. This will identify tool time and ensure individuals do not exceed the exposure action value.

Consultation and Engagement

Detailed below are some of the main areas of consultation and engagement that we are involved in across the Service.

Health, Safety and Wellbeing Committee

Throughout 2023-24, our quarterly Health, Safety & Wellbeing Committee meetings continued to run successfully with representation from all departments. The delivery

of these meetings has been a blended approach between in-person attendance and those dialling in remotely via Microsoft Teams.

These meetings were held on the following dates:

- Q1 – 5th July 2023
- Q2 – 18th October 2023
- Q3 – 16th January 2024
- Q4 – 13th June 2024

All relevant meeting papers are accessible via the Health, Safety and Wellbeing intranet page.

Accident and Injury Review Group

Throughout 2023/24, this group has continued to meet on a regular basis to discuss recent accidents, near misses and insurance claims. The successful running of this group and continued input from members, plays an important role in the management of Health and Safety across the Service.

Wellbeing Steering Group

Following the successful start-up of this group in 2018/19, we have continued to engage with this forum by attending meetings monthly. The group continues to build on the Service's wellbeing programme following our successful Investors in People Award Wellbeing Assessment; The Service was the first organisation in Wales to achieve the Silver Award.

Plans and Objectives for 2024/25

Forward planning for 2024/25 we will continue to set new plans and objectives for the HSW Team, taking into consideration the long-term goals and succession plans.

These include:

1. Maintain a High Standard of Health and Safety Advice and Guidance

The HSW Team members' main objective for this coming year is to continue to provide a high standard of Health and Safety advice and support to the Service. This has been and will continue to be a challenge due to changing legislation and our commitments to protecting our staff and the organisation. New and enhanced specialist competencies will drive the HSW Team to steer into a becoming a more effective and resourceful specialist team.

2. Team Structure and Development

Following recent difficulties faced by the HSW Team, a plan is in place to look at the Team structure following the appointment of the new HSW Manager. Our aim will be to ensure we provide and deliver a more proactive Health, Safety and Wellbeing service for all our employees.

3. Risk Assessments.

This is a continuation of the previous year objectives, where we will be looking to implement an electronic recording/reporting system which will flag when risk assessments are due for review; this will allow a more efficient control and monitoring process. The HSW Team will be looking to develop new and easier ways to carry out risk assessments whilst still maintaining the legal requirements.

4. Development of Online Health and Safety Induction / Micro Teach

The HSW Team will identify new ways of delivering our services to the end user. This will include a range of changes, including delivery of a new online induction training session and a range of Health and Safety Micro Teaches on important Health and Safety topics such as Lone Working, Manual Handling etc. We will continue to work closely with the Learning and Development Team to implement these training packages into the CoreHR system.

5. Implementation of New Investigation Forms

New accident investigation forms have been developed and assured by our current insurance providers; the introduction of the forms throughout the Service will take place following the completion of the new Near Miss reporting form. The HSW Team will develop a training package for staff based on new style forms -this will be delivered

prior to publication. Training will also be arranged with Joint Control as they are the first point of contact for both investigations.

Closing Word

The 2023/24 reporting year has brought the HSW Team many new challenges which will continue into the 2024/25 reporting year. Despite this, we have continued to ensure that we provide available support and guidance to all staff members whilst they maintain service delivery across our communities.

On several occasions over the last year, the HSW Team have adapted ways of working and prioritising workloads due to the challenges presented by the, at times, reactive nature of the team. The future aspiration from the team is for it to improve prevention work in addition to reacting once the event has occurred. Additional, manageable responsibilities to the ever-changing environment of the Service have been met to support and maintain the Service's Health and Safety function.

The HSW Team will continue to identify opportunities to evolve, ensuring we reach our end users and continue the work we have completed over recent years, identifying changes in Health, Safety and Wellbeing culture to move in a decisive and clear direction.

In what has been a challenging year, the HSW team would also like to take this opportunity to express our thanks for the support and patience we have received from our colleagues throughout the Service.

The Health, Safety and Wellbeing Team



For further information please contact the HSW Team.

handsafety@southwales-fire.gov.uk

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.ii
29 AUGUST 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE TEMPORARY HEAD OF CORPORATE SUPPORT

STRATEGIC RISK REPORT 2024/2025 Quarter 1 (April – June 2024)**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

REPORT PRESENTED BY – TEMPORARY HEAD OF CORPORATE SUPPORT, WAYNE THOMAS.

SUMMARY

South Wales Fire and Rescue Service maintains a register of strategic risks, which includes a series of actions that act as risk controls, to ensure the robust management of potential occurrences that could adversely impact our ability to deliver our statutory duties.

RECOMMENDATIONS

That Commissioners note the risks contained within the Strategic Risk Report 2024/2025 Quarter 1 (Appendix 1), along with the associated risk controls.

1. BACKGROUND

- 1.1 The Fire and Rescue Service National Framework for Wales and the Local Government (Wales) Measure 2009 require fire & rescue services to consider risk management whilst discharging their statutory duties and consider the risks facing the Service when making strategic decisions.
 - 1.2 A strategic risk within this context is an event that has the potential to significantly hinder the achievement of a strategic objective or the delivery of core business.
 - 1.3 Members of the organisation attend local resilience forums along with various planning meetings with peer and partner organisations, to ensure that a broad spectrum of risks are considered within the organisation's risk management discussions.
-

- 1.4 Directors, department heads and team leaders are responsible for identifying risks during the business planning process, as well as for taking the appropriate actions to manage or mitigate risk within their areas. Only risks that impact upon the achievement of a strategic objective or delivery of core business are monitored via the Strategic Risk Register.
- 1.5 The Senior Leadership Team formally reviews the Strategic Risk Register on a regular basis and endorses the inclusion of any new or emerging risks identified.
- 1.6 At the end of each quarter, officers provide an update commentary for each risk and review the risk scores based on the current likelihood and impact for each risk. Risk control tasks are also updated at the same time.

2. ISSUE / PROPOSAL

- 2.1 Appendix 1 presents a summary of the information held on our Strategic Risk Register as of the end of Quarter 1 2024/2025 (i.e., 30th June 2024).
- 2.2 There are currently 16 risks on the Strategic Risk Register; of these 12 are rated “high” and four are rated “medium”.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Well-Being of Future Generations (Wales) Act – Maintaining a Strategic Risk Register ensures that the organisation can acknowledge and robustly manage potential significant events that could hinder our ability to deliver our statutory duties. Preventing problems before they occur is one of the five ways of working identified within the Act.

3.1.2 Risks that could significantly impact the organisation’s ability to provide the required level of service to their communities are included and managed within the Strategic Risk Register. There is a risk within the register that considers the environmental impact of the organisation’s service delivery.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal - The Fire and Rescue Service National Framework for Wales and the Local Government (Wales) Measure 2009 require fire & rescue services to consider risk management whilst discharging their statutory duties.

3.2.2 Financial – failure to effectively maintain the Strategic Risk Register and robustly manage strategic risks could result in significant financial intervention to rectify the effects of an event that could occur. E.g., a cyber-attack.

3.1.3 Health, Safety and Well-being – The safety and well-being of staff and members of the public is a primary consideration of our risk identification and management process.

3.3 Resources, Assets and Delivery

3.3.1 Service Delivery – The effective and regular management of strategic risks enables the organisation to regularly review the effectiveness of its service delivery, and to implement improvements wherever possible.

4 EVALUATION & CONCLUSIONS

4.1 During Quarter 1 of 2024/2025, two new strategic risks were raised. SR254 – Prolonged power disruption and SR255 – Exposure to contaminants.

4.2 Two existing Strategic Risks were downgraded to Departmental Risks. SR205 - Pensions Change and SR202 - Brexit.

4.3 No existing Departmental Risks were upgraded to Strategic Risks.

4.4 Two existing Strategic Risks were closed. SR222 - Fire Safety Act and SR253 - Inflationary Pressures.

5 RECOMMENDATIONS

5.1 That Commissioners note the risks contained within the Strategic Risk Report 2024/2025 Quarter 1 (Appendix 1), along with the associated risk controls.

Contact Officer:	Dave Canning Planning, Performance and Risk Manager	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	Strategic Risks Report 2024/2025 Quarter 1

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Strategic Risks Report

2024/2025 Quarter 1

INTRODUCTION

A strategic risk is an event that has the potential to significantly hinder the achievement of a strategic objective or the delivery of core business.

Directors, department heads and team leaders within South Wales Fire and Rescue Service are responsible for identifying risks during the business planning process. Managers within the organisation attend national and local resilience forums, planning meetings with peer and partner organisations and are aware of emerging issues within their chosen fields that may impact the organisation's ability to deliver its core duties.

The Senior Leadership Team formally reviews the Strategic Risk Register on a regular basis and endorses the inclusion of any new or emerging risks identified. Officers provide a quarterly update commentary for each risk and review the risk scores based on the current likelihood and impact for each risk. Risk control tasks are also updated at the same time.

OVERVIEW

This report presents the information held on our Strategic Risk Register as of the end of Quarter 1 2024/2025. There are currently 16 risks on the Strategic Risk Register; of these 12 are rated "high" and 4 are rated "medium".

There is an initial summary of all 16 strategic risks, provided in descending order based on the risk score. The report then provides further detail on each of the 16 risks, outlining the risk score, the risk owner and an overview of how the risks are being managed.

QUARTERLY UPDATES

At the end of each quarter, the risk owner reviews and updates the likelihood of the risk occurring and the impact on the Service.

The likelihood is scored in accordance with:

1. Extremely unlikely
2. Unlikely
3. Possible
4. Probable
5. Almost certain

The impact is scored in accordance with:

- | | |
|----|----------------------|
| 1 | No measurable impact |
| 2 | Minor impact |
| 4 | Moderate impact |
| 8 | Major impact |
| 16 | Severe impact |

The likelihood and impact are then multiplied together to give the risk score.

Summary of Strategic Risks sorted by risk score descending:

Risk ID	IF	THEN	Score
019b Loss of Life / Serious Injury	we suffered the loss of life/life changing injuries of a member of staff or a member of the public through the commission of our duties	potential corporate or criminal liability could ensue. Other consequences that could arise are reputational damage, a loss of trust in leadership and adverse impact on staff morale.	48
251 Climate Change	we fail to consider the causes and impact of climate change	we may not be prepared for increased demand from certain types of incident, e.g. flooding and wildfire	32
260 Culture	we do not adequately nurture an inclusive, psychologically safe and discriminatory free culture	we will not be able to respond to future challenges but experience negative effects impacting our workforce, stakeholders and communities, including damage to our reputation, poor staff retention, poor well-being for staff and loss of trust.	32
140 On-Call Availability	we do not maintain high levels of On Call Firefighters working in a Retained Duty system	we will have lower levels of RDS appliance availability, which will make it difficult to fulfill our statutory obligation.	24
009 Industrial action	national pay and pension negotiations are seen as adverse	there is a risk of industrial action by staff	16
250 Pandemic	we do not take all appropriate actions in order to mitigate the threats posed by a pandemic	it is highly likely that we will experience a reduced capacity to meet our statutory duties, deliver objectives and, therefore, result in increased risk to the community	16
221 JFC Command and Control System	South Wales Police procure a new command and control system that is not compatible with the needs of the Fire & Rescue Services in mobilising resources in the most efficient manner	our ability to mobilise fire and rescue resources will be affected and there will be a significant resource and budgetary impact	16
190 Terrorism	the Service is not adequately prepared to respond to a terrorist related incident	risks are presented in terms of the Services ability to ensure effective Firefighter safety, public confidence, public protection and consequential loss of life.	16
203 Cyber Risk	our ICT services are affected by a cyber attack	we will not be able to carry out key operational and/or back office functions leading to an increased risk to community and staff members	16
254 Prolonged Power Disruption	we do not develop and test an easily understandable business continuity plan (BCP) for a prolonged power outage	an occurrence of this nature will have several significant potential consequences for SWFRS including the erosion of essential services, equipment and infrastructure (such as fire stations, vehicles and systems), disruption to our communication systems, loss of and inability to access data. Leading to an inability for the Service to respond to emergencies effectively putting lives and property at risk. This could lead to public dissatisfaction and erode trust in SWFRS capabilities. □	16
220 High Rise	the outcomes of the Grenfell Tower Inquiry (GTI) are not embedded into service planning	persons who live and work in High Rise premises may be at greater risk of being affected by fire.	16
252 Environmental Impact	we fail to reduce any damaging effects on the environment from our operations / business processes	we will not meet Welsh Government's carbon reduction targets and have a negative impact on the environment of our communities.	16
255 Exposure to contaminants	we do not significantly reduce the risk from contaminants by preventing, reducing and limiting exposure	this not only endangers the health and safety of our staff but also undermines the effectiveness, reputation, and financial stability of SWFRS.	12
210 Equality & Diversity	we do not develop a diverse workforce representative of our communities	we will fail to meet our objective of "Attracting a workforce that reflects and represents our communities" and the Welsh Government WFGA goal of "A more equal Wales". This will impact our ability to engage with and support our communities effectively and will result in a lack of diversity of thought and representation, which will hinder our ability to innovate and continually improve our workplace and the service we provide to the communities we serve.	12
101 Emergency Services Network	the Emergency Services Network does not deliver a replacement for Airwave in a suitable timeframe	the service may be compromised in its ability to deliver a secure, efficient, resilient and cost effective communications network	8
110 Information Management	there is a lack of effective Information management	there may be a breach of data protection / freedom of information or a loss of sensitive / personal information.	8

During Quarter 1:

- **Two new strategic risks were raised.**

SR254 – **Prolonged power disruption** - IF we do not develop and test an easily understandable business continuity plan (BCP) for a prolonged power outage THEN an occurrence of this nature will have several significant potential consequences for SWFRS including the erosion of essential services, equipment and infrastructure (such as fire stations, vehicles and systems), disruption to our communication systems, loss of and inability to access data. Leading to an inability for the Service to respond to emergencies effectively putting lives and property at risk. This could lead to public dissatisfaction and erode trust in SWFRS capabilities.

SR255 – **Exposure to contaminants** - IF we do not significantly reduce the risk from contaminants by preventing, reducing and limiting exposure THEN this not only endangers the health and safety of our staff but also undermines the effectiveness, reputation, and financial stability of SWFRS.

- **Two existing Strategic Risks were downgraded to Departmental Risks.**

SR205 **Pensions Change Impact** was initially raised due to a potential spike in retirements due to changes in pensions legislation. This has not materialised, and the risk can be downgraded to a Departmental Risk. This was agreed at the SLT Strategic Risk Review on 24/04/2024.

SR202 **Brexit** was discussed at the SLT Strategic Risk Review on 24/04/2024. The Director of Corporate Services advised that it had initially been raised due to potential issues with supply chains post Brexit. These have not materialised and, as a consequence, the risk can be downgraded to A Departmental Risk. This was agreed by all.

- **No existing Departmental Risks were upgraded to Strategic Risks.**
- **Two existing Strategic Risks were closed.**

222 **Fire Safety Act** - IF the proposed Fire Safety Act and ensuing White Paper for Wales brings greater Fire safety responsibilities for us THEN we may be unable to adequately provide the financial and human resources required to meet public expectations without further assistance.

This risk was discussed at the SLT Strategic Risk Review on 24/04/2024. The former Head of Risk Reduction advised that all resource is in place for the anticipated increased responsibilities and the risk can be Closed. The current Head of Risk Reduction agreed.

253 **Inflationary Pressures** - IF exceptional inflationary pressures continue THEN this could adversely impact on our structure, resources, and the services we can deliver.

This risk was discussed at the SLT Strategic Risk Review on 24/04/2024. The Director of Corporate Services advised that the spike in inflation has now rescinded, and the risk can be closed.

INDIVIDUAL STRATEGIC RISK UPDATES

019b	<p>LOSS OF LIFE / SERIOUS INJURY</p> <p>IF we suffered the loss of life/life changing injuries of a member of staff or a member of the public through the commission of our duties</p> <p>THEN potential corporate or criminal liability could ensue. Other consequences that could arise are reputational damage, a loss of trust in leadership and adverse impact on staff morale.</p>	<p>Current Score / Status</p>	<p>48 - This risk requires active management as, although it is deemed possible at present, it would cause severe impact should it occur.</p>	
		<p>Direction of Travel</p>	<p>↑ Impact increased from 4 Moderate to 16 Severe, increasing the Risk Score from 12 to 48.</p>	
		<p>Associated Strategic Theme</p>	<p>Responding to your Emergency</p>	
<p>Risk Owner</p>		<p>Chief Fire Officer</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>Relevant training of employees and ensuring compliance with legislative requirements and Standard Operating Procedures continues to mitigate any such risks to avoid injury and damage.</p>			<p>Impact</p>	<p>16 Severe</p>
			<p>Likelihood</p>	<p>3 Possible</p>
			<p>Current Risk Score</p>	<p>48</p>
<p>Why this is regarded as a risk</p>				
<p>We must ensure that the risk of loss of life or life changing injuries being suffered by members of staff or the public are recognised and minimised. Aside from such tragedies in themselves the cost, in terms of reputation of the Service, if all efforts are not in place to limit the risk would be considerable.</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>We maintain a legally compliant fleet of appliances and equipment.</p> <p>We monitor national events involving major incidents and any subsequent investigatory report. This will enable the service to deal with issues and ensure that a lessons learnt approach is taken.</p> <p>The Operational Development and Review Team collects and analyses experiences from incidents, as well as information from debriefs and health and safety to ensure that the Service can learn and, where necessary, initiate changes to improve training, equipment and procedures.</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p>We will review frequency of incident command requalification at all levels.</p> <p>We will establish changes to driver training courses in response to Section 19 of the 2006 Road Safety Act and monitoring any impact of extended course.</p>				

251	<p>CLIMATE CHANGE</p> <p>IF we fail to consider the causes and impact of climate change</p> <p>THEN we may not be prepared for increased demand from certain types of incidents, e.g. flooding and wildfire.</p>	<p>Current Score / Status</p>	<p>32 - This risk requires active management as it is deemed probable and would cause major impact should it occur.</p>	
		<p>Direction of Travel</p>	<p>↔ Unchanged</p>	
		<p>Associated Strategic Theme</p>	<p>Responding to your Emergency</p>	
<p>Risk Owner</p>		<p>Assistant Chief Fire Officer Service Delivery</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>SWFRS continues to enhance its preparedness and response to incidents which are a result of climate change.</p> <p>We continue to review our equipment, processes, and training to respond to wildfire incidents including currently replacing the All-Terrain Vehicles (ATVs) and transport vehicle to meet the needs of current and future incidents involving wildfire. With the current weather and based on a balance of risk the UK may see a late wildfire season at the later end of August to September this year.</p> <p>We continue to review our equipment, processes, and training to respond to flooding incidents including currently enhancing our organisational response to water incidents with the water strategy and uplift of all wholetime crews to type D teams.</p>		Impact	8 Major	
		Likelihood	4 Probable	
		Current Risk Score	32	
<p>Why this is regarded as a risk</p>				
<p>This risk reflects the likelihood of increased operational demand due to weather related incidents, e.g., wildfires and flooding.</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>Work continues, through landowner engagement, to mitigate the number and severity of wildfires in our hot-spot areas. Key partners Natural Resources Wales and local authorities are now engaged with our land management plans and activities continue on their land.</p> <p>Following discussions with the National Fire Chiefs Council and the All Wales Drowning Prevention Group we have increased media publications around the risks in and around water and utilise water safety week to raise awareness.</p> <p>Our Community Safety department has created additional information that has been shared internally and with external partners. Our areas of known water risk have been hard targeted to raise the profile of water safety and the dangers in and around water. These have also been tailored with the seasons, for example cold water shock and risks of ice over during the winter.</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p>We are investigating and will report changes in seasonal demand / response due to environmental change, e.g. flooding, wildfire, etc.</p>				

260	CULTURE IF we do not adequately nurture an inclusive, psychologically safe and discriminatory free culture THEN we will not be able to respond to future challenges but experience negative effects impacting our workforce, stakeholders and communities, including damage to our reputation, poor staff retention, poor well-being for staff and loss of trust.	Current Score / Status	32 - This risk requires active management as, although it is deemed unlikely at present, it would cause severe impact should it occur.	
		Direction of Travel	This is a new risk - direction of travel will be reported on at the end of the next quarter.	
		Associated Strategic Theme	Valuing our People	
Risk Owner		Director of Strategic Change and Transformation		
Current assessment of the risk (with controls in place)				
<p>The Transformation Programme (originally four working groups, now nine projects) is ongoing, and the Head of Strategic Change and Transformation along with the Culture Change Programme Manager have been hosting workshops with Heads of Service and Middle Leaders to explain the programme and launch the nine project areas. Further workshops will take place with staff across the organisation.</p> <p>They are also running sessions about the Core Code of Ethics as part of the culture work. The work undertaken so far by the various working groups has influenced where the projects go from here and will continue to be involved in different and targeted ways.</p> <p>Commissioners responded to the Senedd Equality and Social Justice Committee's report into governance arrangements for the three Welsh FRSs. We noted the report and, while the recommendations were aimed at the Welsh Government, Commissioners acted upon the areas around recruitment of executive staff and involvement of staff and stakeholders in the recruitment process.</p> <p>The Commissioners and their team have been working with Welsh Government, local council leaders and chief executives, and the Welsh Local Government Association to devise the governance arrangements that will come into place when the current Welsh Government intervention and Commissioner involvement with the Service concludes. There is unlikely to be a return to the previous 'Authority' model but what will replace that is still to be decided.</p> <p>The Transformation Roadshow dates will be announced very soon. Staff have been invited to submit questions for the Commissioners.</p>			Impact	16 Severe
			Likelihood	2 Unlikely
			Current Risk Score	32
Why this is regarded as a risk				
An Independent Culture Review into South Wales Fire and Rescue Service was commissioned in December 2022, amidst media reports around abusive behaviour from current and ex-colleagues of the Service. The report was received and published on 3 rd January 2024.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>Director of Strategic Change and Transformation appointed.</p> <p>Proposed new governance structure, showing the route for decision making and the tiers of assurance that sits beneath the Senior Leadership Team, issued 29th April 2024.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				
Air Vice-Marshal Fin Monahan OBE DFC PhD appointed as new Chief Fire Officer.				

140	ON-CALL AVAILABILITY IF we do not maintain high levels of On Call Firefighters working in a Retained Duty System THEN we will have lower levels of RDS appliance availability, which will make it difficult to fulfil our statutory obligation.	Current Score / Status	24 - This risk requires active management as, although it is deemed possible at present, it would cause major impact should it occur.	
		Direction of Travel	↔ Unchanged	
		Associated Strategic Theme	Responding to your Emergency	
Risk Owner		Head of Operations		
Current assessment of the risk (with controls in place)				
Other models of courses have been run and the possibility of running evening and weekend courses are being explored. Positive feedback has been received from on-call recruits and good pass rates have been achieved.			Impact	8 Major
			Likelihood	3 Possible
			Current Risk Score	24
Why this is regarded as a risk				
On-Call Firefighters play a vital role in our Service, making up over half of our operational workforce. They help us with our mission to reduce risk and keep the communities of South Wales safe. Difficulty in recruitment and retention of On-Call Firefighters, which is being experienced nationally, could impact our ability to maintain availability of on-call appliances.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>The Retained Management Team has been rebranded as the 'On-Call Strategy and Transformation Team' (OSATT). The name change is hoped to better reflect the team's renewed focus on driving meaningful change across the Retained Duty System (RDS).</p> <p>Each On-Call establishment formulates a local recruitment and attraction plan supported by a structured recruitment planner targeting establishments by priority. Local plans and recruitment activities will be monitored on a quarterly basis.</p> <p>We have improved the training pathway from initial recruitment to competent On-Call Firefighter.</p> <p>We monitor appliance availability and ensure cover moves are made to ensure fire cover is balanced across the Service.</p> <p>We have Wholetime Duty System Firefighters that cover crewing deficiencies at our On-Call stations. They are only allowed to provide cover during their 2 middle rota days.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				

009	INDUSTRIAL ACTION IF national pay and pension negotiations are seen as adverse THEN there is a risk of industrial action by staff.	Current Score / Status	16 - This risk requires active management as, although it is deemed unlikely at present, it would cause major impact should it occur.	
		Direction of Travel	↓Likelihood reduced from 3 Possible to 2 Unlikely reducing the Risk Score from 24 to 16.	
		Associated Strategic Theme	Responding to your Emergency	
Risk Owner		Chief Fire Officer		
Current assessment of the risk (with controls in place)				
We continue to monitor the position regarding national pay awards, pensions and related issues. Auxiliary Firefighters and Firefighters (Control) have been recruited, trained and exercised to maintain skills. There is an increasing number of managers who have stated that they are now a member of a trade union that will utilise all means of collective bargaining to achieve the best outcome for their members other than taking strike action. Work continues to engage other unions so that staff who do not wish to take strike action are still afforded trade union representation.			Impact	8 Major
			Likelihood	2 Unlikely
			Current Risk Score	16
Why this is regarded as a risk				
This is regarded as a risk due to annual pay negotiations and possible changes to firefighter conditions of service and pension arrangements. Any of these could result in industrial action affecting the service.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
We maintain and develop professional relationships and regular dialogue with representative bodies. An Auxiliary Reserve is in place to cover industrial action. There is an annual testing exercise for Operation Ategol and the Auxiliary Reserve.				
Further Mitigating Actions (specific, deliverable and achievable)				
Further recruitment is required for both Auxiliary cadres; this will likely take place in Q3 this year.				

250	<p>PANDEMIC</p> <p>IF we do not take all appropriate actions in order to mitigate the threats posed by a pandemic</p> <p>THEN it is highly likely that we will experience a reduced capacity to meet our statutory duties, deliver objectives and, therefore, result in increased risk to the community.</p>	Current Score / Status	16 - This risk requires active management as although it is deemed unlikely at present it would cause major impact should it occur.	
		Direction of Travel	Likelihood increased from 1 Highly Unlikely to 2 Unlikely. Impact increased from 2 Minor to 8 Major.	
		Associated Strategic Theme	Responding to your Emergency	
Risk Owner		Chief Fire Officer		
Current assessment of the risk (with controls in place)				
The Impact score of "8 - Major" represents a worst-case scenario involving a national lock down response.			Impact	8 Major
			Likelihood	2 Unlikely
			Current Risk Score	16
Why this is regarded as a risk				
This risk addresses the potential negative impacts, e.g., staff availability, because of a pandemic.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
Further Mitigating Actions (specific, deliverable and achievable)				

221	<p>JOINT FIRE CONTROL COMMAND AND CONTROL SYSTEM</p> <p>IF South Wales Police (SWP) procure a new command and control system that is not compatible with the needs of the Fire & Rescue Services in mobilising resources in the most efficient manner</p> <p>THEN our ability to mobilise fire and rescue resources will be affected and there will be a significant resource and budgetary impact.</p>	<p>Current Score / Status</p>	<p>16 - This risk requires active management as it is deemed probable and would cause moderate impact should it occur.</p>	
		<p>Direction of Travel</p>	<p>↔ Unchanged</p>	
		<p>Associated Strategic Theme</p>	<p>Responding to your Emergency</p>	
<p>Risk Owner</p>		<p>Assistant Chief Fire Officer Service Delivery</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>Procurement of South Wales Police (SWP) command and control (C&C) system is potentially facing a delay to the proposed timeline, this may have a knock-on effect to the Joint Public Service Centre (JPSC) fire ambitions for a new Command & Control system. Further updates to be delivered at JPSC Gold and Silver meetings to confirm SWP position.</p>			<p>Impact</p>	<p>4 Moderate</p>
			<p>Likelihood</p>	<p>4 Probable</p>
			<p>Current Risk Score</p>	<p>16</p>
<p>Why this is regarded as a risk</p>				
<p>As our Joint Fire Control (JFC) is co-located within SWP's JPSC there are potential compatibility issues with the newly procured SWP command and control which could impact on our ability to mobilise resources in the most efficient manner.</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>A FRS technical user spec was written and shared with South Wales Police (SWP).</p> <p>A joint collaborative ICT post has been developed and implemented at JPSC 1st April 2024. The post holder has the remit to maintain liaison between SWP and SWFRS and MWFRS. This is ensuring involvement and understanding is being maintained on a technical and user requirement.</p> <p>We have a draft MOU with SWP for most items and they have committed to a decision for us by November 2024 on a possible joint renewal for the Integrated Communication Control System (ICCS).</p> <p>We have a Senior User appointed from 1st July 2024 which will allow requirements development, some pre-market engagement already underway and initial talks with procurement begun.</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p>Currently the procurement for SWP is delayed. However ongoing meetings to deal with possible fall out of systems and hardware are ongoing.</p>				

190	TERRORISM IF the Service is not adequately prepared to respond to a terrorist related incident THEN risks are presented in terms of the Services ability to ensure effective Firefighter safety, public confidence, public protection and consequential loss of life.	Current Score / Status	16 - This risk requires active management as, although it is deemed unlikely at present, it would cause major impact should it occur.	
		Direction of Travel	↔ Unchanged	
		Associated Strategic Theme	Responding to your Emergency	
Risk Owner		Assistant Chief Fire Officer Service Delivery		
Current assessment of the risk (with controls in place)				
National Resilience continue to deliver training to the On-Call establishments pan Wales to align to Joint Operating Principles 3 updates. Feedback is due at the next National Issues Committee Wales meeting regarding this training before it is rolled out across the Service.			Impact	8 Major
			Likelihood	2 Unlikely
			Current Risk Score	16
Why this is regarded as a risk				
Arising from the general increase in global terrorism it is vital that we are well placed to respond to any terrorist incidents along with our key partners.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>A Manchester Arena attack gap analysis has been completed and most of the recommendations have been actioned by all Welsh Services. Body worn camera and Dictaphones continue to be a stalling block due to GDPR and financial commitment from all Services.</p> <p>The Marauding Terrorist Attack (MTA) Standard Operating Procedure was updated in May 2024 with removal of Search and Rescue Team (SRT) assets from Wales. Major Incident and Incident Command SOPs being reviewed by reliant working groups.</p> <p>Pre-Determined Attendance changes for Major Incidents are being reviewed.</p> <p>The National Interagency Liaison Officer (NILO) SOP has been published.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				

203	CYBER RISK	Current Score / Status	16 - This risk requires active management as it is deemed probable and would cause moderate impact should it occur.	
	IF our ICT services are affected by a cyber attack	Direction of Travel	↔ Unchanged	
	THEN we will not be able to carry out key operational and/or back-office functions, leading to an increased risk to community and staff members.	Associated Strategic Theme	Responding to your Emergency	
Risk Owner		Head of Information, Communications and Technology		
Current assessment of the risk (with controls in place)				
We continue to monitor and mitigate threats using our systems and are going to recruit a permanent security post to assist with our cyber risk.			Impact	4 Moderate
			Likelihood	4 Probable
			Current Risk Score	16
Why this is regarded as a risk				
This risk reflects the fact that criminals are increasingly targeting ICT systems to disrupt vital services given the ever-increasing reliance being placed on technology to manage these services.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>Access controls, firewalls with up-to-date software, anti-virus software and fully patched computers and servers.</p> <p>We apply Government National Cyber Security Centre best practice and up to date email gateway software.</p> <p>Ongoing work with the National Fire Chiefs Council and Welsh Government to adopt Cyber Assessment Framework (CAF).</p> <p>Domain upgraded from Windows Server 2012R2 to Windows Server 2022 providing improved security and improvements to the roles and features used.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				
<p>Work to consider Cyber Essentials and then Cyber Essentials Plus in smaller scopes for accreditation where needed will progress when we recruit a full-time dedicated security resource.</p> <p>Welsh Government Cymru Security Operations Centre (SOC) onboard scheduled for Sep/Oct 2024 – the Data Protection Impact Assessment (DPIA) is with Information Governance and the organisation needs a new Senior Information Risk Owner (SIRO) named to sign the Memorandum of Understanding to proceed with receipt of intelligence in the meantime.</p>				

254	<p>PROLONGED POWER DISRUPTION</p> <p>IF we do not develop and test an easily understandable business continuity plan (BCP) for a prolonged power outage</p> <p>THEN an occurrence of this nature will have several significant potential consequences for SWFRS including the erosion of essential services, equipment and infrastructure (such as fire stations, vehicles and systems), disruption to our communication systems, loss of and inability to access data. Leading to an inability for the Service to respond to emergencies effectively putting lives and property at risk. This could lead to public dissatisfaction and erode trust in SWFRS capabilities.</p>	<p>Current Score / Status</p>	<p>16 - This risk requires active management as, although it is deemed unlikely at present, it would cause major impact should it occur.</p>	
		<p>Direction of Travel</p>	<p>This is a new risk - direction of travel will be reported on at the end of the next quarter.</p>	
		<p>Associated Strategic Theme</p>	<p>Responding to your Emergency</p>	
<p>Risk Owner</p>		<p>Head of Operational Risk Management</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>This is a priority for the Resilience and Planning (R&P) Team. The recent employment of the new R&P manager will support this workstream; exploring how we exercise against this strategic risk and improve our business continuity planning for the Service.</p>			<p>Impact</p>	<p>8 Major</p>
			<p>Likelihood</p>	<p>2 Unlikely</p>
			<p>Current Risk Score</p>	<p>16</p>
<p>Why this is regarded as a risk</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>Critical incident team exercise is planned for Dec 2024 organised by the new Business Continuity Manager and Group Manager R&P.</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p>Ensure back-up generators are available where needed and regularly checked and tested (on load).</p> <p>Work is to commence on business continuity planning to identify the impacts of a power disruption on the delivery of essential services in Q2 including a full departmental requirement to identify and prioritise the most essential systems/areas.</p> <p>Loss of Power BCP is to be started however some of the effects of loss of power are covered in other plans.</p> <p>A clear Communications Plan that that sets out what and how we will communicate during a prolonged power disruption will be included in the Loss of Power BCP.</p> <p>Following development and training of the plan, it is anticipated that we will undertake an exercise in Q4.</p>				

220	HIGH RISE IF the outcomes of the Grenfell Tower Inquiry (GTI) are not embedded into service planning THEN persons who live and work in High Rise premises may be at greater risk of being affected by fire.	Current Score / Status	16 - This risk requires active management as, although it is deemed unlikely at present, it would cause major impact should it occur.	
		Direction of Travel	↔ Unchanged	
		Associated Strategic Theme	Keeping you Safe	
Risk Owner		Head of Risk Reduction		
Current assessment of the risk (with controls in place)				
The recommendations have now been divided into two work streams that focus on both the NFCC Grenfell phase 1 recommendations (19 outstanding) and the Welsh Thematic review recommendations (5 outstanding). The working group has been increased to incorporate teams or individuals who will be required to complete elements of the review. Progress continues to be made in all areas.			Impact	8 Major
			Likelihood	2 Unlikely
			Current Risk Score	16
Why this is regarded as a risk				
There will be significant extra responsibilities placed upon us post the GTI. This poses a challenge to us in resourcing this work, both financially and in people terms to meet raised public expectations.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>The Welsh Fire Safety Act 2021 was introduced on 1st October 2021. This incorporates external walls as part of the inspection programme and places legal responsibility on the Responsible Person to provide details of the materials used to the local Fire and Rescue Authority. Information to be requested/recorded on audits moving forward Phase 3 audits now underway to address deficiencies with external walls on high rise residential buildings. Surveys are currently being carried out by a company acting on behalf of WG to identify deficiencies in external walls.</p> <p>Reviewed SOP 6.7 - Evacuation of Premises and SOP 3.2 - High Rise to incorporate guidance to prepare and initiate a contingency plan for evacuation. High Rise SOP has been consulted on, query on use of Breathing Apparatus (BA) above the fire floor and passed to SLT for decision based following FBU nation views with NFCC and the Health and Safety Executive (HSE). Once addressed, evacuation SOP can be amended with High Rise update and out for consultation.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				

252	ENVIRONMENTAL IMPACT IF we fail to reduce any damaging effects on the environment from our operations / business processes THEN we will not meet Welsh Government's carbon reduction targets and have a negative impact on the environment of our communities.	Current Score / Status	16 - This risk requires active management as it is deemed probable and would cause moderate impact should it occur.	
		Direction of Travel	↔ Unchanged	
		Associated Strategic Theme	Protecting and Enhancing our Environment	
Risk Owner		Head of Finance and Procurement		
Current assessment of the risk (with controls in place)				
Progress against actions plans to support the reduction of the Service carbon footprint continue. Greater scrutiny is being applied against projects supporting the carbon reduction plan.			Impact	4 Moderate
			Likelihood	4 Probable
			Current Risk Score	16
Why this is regarded as a risk				
Arising from the legislative requirement to reduce the damaging effects on the environment from our operations / business processes.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>Work continues to implement an accredited Environmental Management System (i.e. Green Dragon) so that we can gain recognition for our environmental practices and demonstrate our commitments to sustainability, consideration of environmental impacts, compliance with legislation and environmental protection. Aiming for a minimum of level 3 out of 5 (Green Dragon). This will be progressed with priority in the next quarter.</p> <p>Engage with partners and other agencies on a collaborative approach to reducing our environmental impact.</p> <p>All-Wales FRS group re-established with open communication between the 3 services and also attend a UK-wide FRS sustainability/ environment group</p>				
Further Mitigating Actions (specific, deliverable and achievable)				
An intranet page to be developed and accompanied by training and engagement plans and champions network to develop open dialogue with staff on our carbon reduction position and the challenges we face.				

255	<p>EXPOSURE TO CONTAMINANTS</p> <p>IF we do not significantly reduce the risk from contaminants by preventing, reducing and limiting exposure</p> <p>THEN this not only endangers the health and safety of our staff but also undermines the effectiveness, reputation, and financial stability of SWFRS.</p>	<p>Current Score / Status</p>	<p>12 - This risk has the potential to move to RED. It needs managing and close monitoring but there is no immediate threat which would have a significant impact.</p>	
		<p>Direction of Travel</p>	<p>↓ Impact reduced from 8 Major to 4 Moderate reducing the Risk Score from 24 to 12.</p>	
		<p>Associated Strategic Themes</p>	<p>Valuing our People Responding to your Emergency</p>	
<p>Risk Owner</p>		<p>Head of Operational Risk Management</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>A dedicated Contaminants working group is operational and falls under the Health and Safety Committee. The work of the group is now exploring the 'cleaning pathway' and how effective we are in cleaning contaminated PPE to improve the health of our Fire-fighters and those involved in handling such kit.</p>			<p>Impact</p>	<p>4 Moderate</p>
<p>A detailed proposal is being developed that outlines how we can improve the working environment for our BA maintenance team; this will form part of the overall contaminant strategy.</p>			<p>Likelihood</p>	<p>3 Possible</p>
			<p>Current Risk Score</p>	<p>12</p>
<p>Why this is regarded as a risk</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p>Considering findings of research projects, including that by the FBU/UCLAN/NFCC, into contaminants on the fire ground. Exploring processes and practices to reduce contamination opportunities involving OAET, BA Team, Stores and Contamination Working Group.</p>				

210	EQUALITY AND DIVERSITY	Current Score / Status	12 – This risk has the potential to move to RED. It needs managing and close monitoring but there is no immediate threat which would have a significant impact.	
	<p>IF we do not develop a diverse workforce representative of our communities</p> <p>THEN we will fail to meet our objective of "Attracting a workforce that reflects and represents our communities" and the Welsh Government WFGA goal of "A more equal Wales". This will impact our ability to engage with and support our communities effectively and will result in a lack of diversity of thought and representation, which will hinder our ability to innovate and continually improve our workplace and the service we provide to the communities we serve.</p>	Direction of Travel	↔ Unchanged	
		Associated Strategic Themes	Valuing our People Keeping you Safe	
Risk Owner		Head of Human Resources		
Current assessment of the risk (with controls in place)				
<p>The People Services restructure continues to progress with a specific focus on Culture and Engagement. This team has a DICE (Diversity, Inclusion, Cohesion and Equity) Business Partner responsible for developing our DICE network of Equality, Diversity and Inclusion (EDI) Champions that will engage in outreach activities with both internal and external communities. This network will also launch our DICE Pledge which contains some straightforward, practical actions that have been designed to help us on our journey to become more inclusive and diverse, creating fair opportunities for all and promoting individual and collective well-being. Signing up to the DICE pledge will help make a positive difference to employees and the wider communities we serve by:</p> <ul style="list-style-type: none"> • Creating a better workplace for future generations by becoming more diverse of thought, and therefore innovative and creative in our approach to reducing risk and keeping our communities safe and • Leaving a positive legacy by helping to build a fairer and more inclusive Wales for future generations. 			Impact	4 Moderate
			Likelihood	3 Possible
			Current Risk Score	12
Why this is regarded as a risk				
As a public sector organisation, we wish to work towards a workforce that is representative of the communities we serve and to provide opportunities for all sections of society to be able to apply for employment with us.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
Work continues to increase the diversity of applicants to the Service. Ethnic Origin diversity increased in whole-time applicants this campaign whereas female representation maintained the same. This shows steady progress, but more work is needed to ensure this is continued in various roles within the Service.				
Further Mitigating Actions (specific, deliverable and achievable)				

101	<p>EMERGENCY SERVICES NETWORK</p> <p>IF the Emergency Services Network does not deliver a replacement for Airwave in a suitable timeframe</p> <p>THEN the service may be compromised in its ability to deliver a secure, efficient, resilient and cost-effective communications network.</p>	<p>Current Score / Status</p>	<p>08 - This risk has the potential to move to RED. It needs managing and close monitoring but there is no immediate threat which would have a significant impact.</p>	
		<p>Direction of Travel</p>	<p>↔ Unchanged</p>	
		<p>Associated Strategic Themes</p>	<p>Responding to your Emergency Using Technology Well</p>	
<p>Risk Owner</p>		<p>Assistant Chief Fire Officer Technical Services</p>		
<p>Current assessment of the risk (with controls in place)</p>				
<p>There is still a delay in Airwave replacement. All Tactical Officer handsets have been replaced with vehicle fitted to follow. ACFO Tech Services currently meets on-line every couple of months with members of the 'Joint Emergency Services Group Emergency Services Mobile Communications Programme' where we are fully briefed on the latest news. Ops Intel continue to work on the All-Wales Coverage Group.</p>			<p>Impact</p>	<p>4 Moderate</p>
			<p>Likelihood</p>	<p>2 Unlikely</p>
			<p>Current Risk Score</p>	<p>08</p>
<p>Why this is regarded as a risk</p>				
<p>With the current radio communications contract with Airwave due to expire in 2026 it is important that we ensure that arrangements are in place to provide a suitable alternative without affecting our ability to serve the community.</p>				
<p>Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)</p>				
<p>Principal Officer attends Joint Emergency Services Group (JESG) Emergency Services Mobile Communications Project (ESMCP) quarterly meeting and provide updates, including those from the Airwave Sustainability Board, regarding the latest risks to the continuity of the Airwave Service and mitigations including the drivers for 2023/26 refresh activities.</p>				
<p>Further Mitigating Actions (specific, deliverable and achievable)</p>				
<p></p>				

110	INFORMATION MANAGEMENT IF there is a lack of effective Information management THEN there may be a breach of data protection / freedom of information or a loss of sensitive / personal information.	Current Score / Status	08 - This risk has the potential to move to RED. It needs managing and close monitoring but there is no immediate threat which would have a significant impact.	
		Direction of Travel	↔ Unchanged	
		Associated Strategic Theme		
Risk Owner		Head of Corporate Support		
Current assessment of the risk (with controls in place)				
The organisation's Information Governance and ICT teams ensure that robust Information Management procedures, processes and systems are in place.			Impact	4 Moderate
			Likelihood	2 Unlikely
			Current Risk Score	08
Why this is regarded as a risk				
This risk was identified to recognise our duties and responsibilities to managing sensitive and personal information securely and responsibly in line with our role as an emergency service.				
Examples of Current Risk Control Tasks (Preventative / Mitigating Actions)				
<p>Education of appropriate staff.</p> <p>Data Protection Impact Assessments completed when appropriate.</p> <p>All data and information sent to customers is compliant with Data Protection Law.</p> <p>Processes implemented to delete electronic data when the data is no longer required to ensure compliance with EU GDPR and the Data Protection Act 2018.</p> <p>Implemented an information retention schedule.</p> <p>Approved process for visual and audio disclosures e.g. CCTV, internally and externally.</p>				
Further Mitigating Actions (specific, deliverable and achievable)				
<p>There are ongoing discussions with the Director of Strategic Change and Transformation regarding reviewing the Management Information System needs of the Service. Digital Transformation is one of improvement projects identified to support the culture and transformation programme.</p> <p>Information Governance training and awareness materials will be reviewed and updated in accordance with priorities and resources – some staffing changes within our Information Governance Team has limited our ability to collaborate during Q1.</p>				

AGENDA ITEM NO 7.iii

Update on Unwanted Fire Signal Response

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(Verbal Update to be provided on the day)

Presenting Officer: ACFO Technical Services, Brian Thompson / AM Mike Wyatt.

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AGENDA ITEM NO 7.iv

FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25					
Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Aug 2024	Health & Safety Annual Report 2023/4	To advise Commissioners of Health & Safety performance of the organisation.	I	T/ACFO TS Contact Officer: Brian Thompson	On Agenda
Aug 2024	Review Strategic Risk	To advise Commissioners of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	I	ACO CS Contact Officer: Sarah Watkins / Wayne Thomas	On Agenda
Aug 2024	Proposed Priority Actions 2025/26	To advise Commissioners of the proposed Priority Actions 2024/25 and to seek authority to enter public consultation on these.	D	ACO CS Contact Officer: Sarah Watkins	On Agenda
Aug 2024	Update on Unwanted Fire Signal Response	To provide Commissioners with an update on the progress of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	T/T/ACFO SD Contact Officer Mike Wyatt	On Agenda
Sep 2024	Welsh Language Standards – Annual Monitoring Report	To update Commissioners on compliance against the Welsh Language Standards and to approve the Annual Monitoring Report	D	 Contact Officer: Wayne Thomas	

FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25					
Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Sep 2024	Core code of Ethics	For Commissioners to reaffirm their support to the Core Code of Ethics and note the work being conducted to raise awareness and embed the Code into the Service.	D	Contact Officer: Suzanne Absalom	
Sep 2024	On call Strategy	To provide Commissioners with an update on SWFRS on call strategy	I	Contact officer: Mark Kift	
Sep 2024	Update on Unwanted Fire Signal Response	To provide Commissioners with an update on the progress of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	T/T/ACFO SD Contact Officer Mike Wyatt	
Oct 2024	Annual Improvement Plan	To consider and approve annual improvement plan	D	Contact Officer: Wayne Thomas	
Oct 2024	Amendments to Constitution	To consider and approve amendments to SWFRS Constitution	D	Contact Officer: Gabrielle Greathead	
Oct 2024	Social Partnership Report	To provide Commissioners with an update on SWFRS on call strategy	I	Contact officer: Suzanne Absalom	
Oct 2024	Update on Unwanted Fire Signal Response	To provide Commissioners with an update on the progress of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	T/T/ACFO SD Contact Officer Mike Wyatt	

FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25					
Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Dec 2024	Carbon Reduction Plan and Progress Reports	To advise Commissioners on the progress towards the actions set out in the Carbon Reduction and Biodiversity Plans	I	ACO CS Contact Officer: Lisa Mullan	
Dec 2024	Independent Remuneration Panel for Wales' Draft Report	To consider the IRPW's draft Annual Report and enable comments to be submitted to the Panel within required timescales.	I	ACO CS Contact Officer:	
Dec 2024	Audit Wales Thematic Reviews Report (24/25 Targeted High Risk Prevention)	To consider the recommendations made by Audit Wales following their review of targeted high risk prevention.	I	T/ACFO SD Contact Officer Dean Loader	
Dec 2024	Update on Unwanted Fire Signal Response	To provide Commissioners with an update on the progress of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	T/T/ACFO SD Contact Officer Mike Wyatt	
Feb 2025	Annual Budget Setting report 2025/26	15 th February is the statutory date to set the annual net, revenue budget. This report will update Commissioners on information arising from Local Authority budget consultation process.	D	Treasurer Contact Officer: Lisa Mullan	

FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25					
Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Feb 2025	Update on Unwanted Fire Signal Response	To provide Commissioners with an update on the progress of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	T/T/ACFO SD Contact Officer Mike Wyatt	
Mar 2025	Pay Policy 2025/26	To consider the Service's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	D	ACO PS Contact Officer: Alison Reed	
Mar 2025	Gender Pay Gap Report 2024	To update on the analysis of the gender pay gap across the Service.	D	ACO PS Contact Officer: Alison Reed	
Mar 2025	Unwanted Fire Signal Response Proposal - Update	To present the proposals for consideration of changes to the Service response model for unwanted fire signals prior to a public consultation process.	D	T/T/ACFO SD Contact Officer Dean Loader	
Mar 2025	Strategic Themes and Objectives for 2024/25 – Plan Publication	Commissioners to approve the proposed strategic themes and objectives for 2024/25	D	ACO CS Contact Officer: Sarah Watkins / Wayne Thomas	
Mar 2025	Setting Statutory Strategic Performance Indicators and Strategic Objectives	To set the targets for the following financial year.	D	T/ACFO SD Contact Officer: Dean Loader	

FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25					
Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Mar 2025	Internal Audit - Annual Plan Report 2025/26	To provide an opinion on the adequacy and effectiveness of risk management, control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control.	D	Contact Officer: Lisa Mullan	
Mar 2025	Calendar of Meetings for next municipal year 2025/26	To present Commissioners proposed dates of Board & Committee meetings for the next municipal year.	D	ACO CS	

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AGENDA ITEM NO 8

**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	
	Commissioners 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 South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.	
3.	Chairperson's Announcements	
4.	To receive the minutes of;	
	a. Board of Commissioners for South Wales Fire & Rescue Service Meeting held on Thursday 06 June 2024	3
	b. Board of Commissioners for South Wales Fire & Rescue Service Meeting held on Friday 09 August 2024.	9
	c. Finance and Audit Committee Meeting held on Friday 19 April 2024.	13
5.	Update on Outstanding Actions	19
6.	REPORT FOR DECISION	21
6.i	Proposed Strategic Themes and Objectives 2025/2026	23
7.	REPORTS FOR INFORMATION	49
7.i	Health & Safety Annual Report 2023/2024	51
7.ii	Strategic Risk Report	75
7.iii	Update on Unwanted Fire Signal Response (<i>Verbal Update on the day</i>)	99
7.iv	Forward Work Programme for Board of Commissioners for South Wales Fire & Rescue Service 2024/2025	101

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