

COMMISSIONERS FOR FIRE & RESCUE SERVICE

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

Thursday 19 December 2024, 0930hrs

**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/BCC_191224

**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 of South Wales Fire & Rescue Service Committee Meeting held on Friday 25 October 2024. 5
 - b. People Committee Meeting held on Thursday 25 July 2024 9

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Signature of Monitoring Officer:

A handwritten signature in black ink that reads "G. G. Neakhead". The signature is written in a cursive style with a large initial "G" and a smaller "G" before the surname.

MEMBERSHIP

Commissioners:

C	Foulkes
V	Randeniya
Baroness	Wilcox
K	Williams

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COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE MEETING HELD ON FRIDAY 25 OCTOBER 2024 AT 1200 HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

COMMISSIONERS PRESENT:

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

OFFICERS PRESENT: 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, T/AM Mike Wyatt – Risk Reduction, Wayne Thomas – T/Head of Corporate Support, Lisa Shroll – Head of People Services, Christian Landeg-John – Advisor to Commissioners, Laura Grogan – Media and Communications Lead

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. CHAIRPERSON'S ANNOUNCEMENTS

The Chair announced that there will be a pay agreement for staff covered by Green Book conditions from 1 April 2024 to 31 March 2025 which will be paid in November.

3. TO RECEIVE THE MINUTES OF

a. BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE MEETING HELD ON THURSDAY 26 SEPTEMBER 2024

The Commissioners agreed the minutes from Thursday 26 September 2024 as a true record of discussions and no matters arising.

b. LOCAL PENSION BOARD COMMITTEE MEETING HELD ON WEDNESDAY 3 JULY 2024

The Commissioners agreed the minutes from Wednesday 3 July 2024 as a true record of discussions and no matters arising.

4. UPDATE ON OUTSTANDING ACTIONS

There were no updates on the outstanding actions.

5. REPORTS FOR DECISION

5.1 ANNUAL IMPROVEMENT PLAN 2024/2025

Wayne Thomas, Temporary Head of Corporate Support presented the Annual Improvement Plan. The plan reports on achievements and performance against objectives set for 2023/2024 and key priorities for 2025/2026 against the long-term Strategic Themes within the Service's ten-year Strategic Plan.

Wayne Thomas explained that the document is a similar style to the previous but has a fresh design to incorporate the direction the Service is taking. The report includes our KPI's and a look at our continuous improvement. The plan is sectioned in two halves, with one being a look back at the year and one a look forward to the next year. The Welsh version is currently being drafted based on the content of the English report. Vij Randeniya thanked the team on behalf of the Commissioners for their hard work and effort put into this plan and stated that a quick read was a good decision. This format will be put out to the public and there will be a communication plan around the publication. Lady Wilcox reiterated her thanks for the team's engagement and stressed the importance of a quick or easy read and would like all our plans to have this morning forward. Lady Wilcox queried whether the Service has thought of any areas that may be a concern or problematic when the plan is published. A 12 week communication plan has been created but any areas of concern will be flagged and addressed at the time.

Kirsty Williams made a distinction between an easy read and a quick read as the language will be different. We will need to be clear on what approach we take and producing an easy ready would be something for us to consider next year. Carl Foulkes noted that this is a strong piece of work and is pleased to see a quick read. Vij Randeniya noted that there has been multiple iterations that has been brought to the Commissioners for comments and a lot of thought has been given to this to reach the final version.

RESOLVED THAT

- 5.1.1 The Commissioners approve the final version of the Annual Improvement Plan for publication on 31 October 2024.

5.2 CHANGES TO CONSTITUTION

Gabrielle Greathead, Interim Monitoring Officer presented her report on the changes to the Constitution. Section 37 of the Local Government Act requires the Service to keep up to date and publish its Constitution. It was noted that while minor amendments can be undertaken outside of the Board of Commissioners, major changes must be formally approved at the Board of Commissioners. The Constitution has been updated to reflect the changes of the governance arrangement and delegations of powers following the intervention of Welsh Government.

There has been an effort to make the Constitution an easy read document as it is a comprehensive and difficult document to read. We are working on finalising a quick read document and will consider an easier read to go with it. When Welsh Government issue further actions on the future governance arrangement and review the Commissioners intervention, the Constitution will need to be amended. There will potentially be minor amendments as we look forward to our values and our recommitment to the NFCC Core Code of Ethics.

Vij Randeniya reiterated point 2.5 of the report that this an interim measure and will be revisited when the intervention ends. Carl Foulkes is not concerned about doing a quick read or an easy read at this point as it will be amended but is a good point for the future. Kirsty Williams agreed and noted this is a low priority for now but to consider accessible versions once there is some stability.

RESOLVED THAT

- 5.2.1 The Commissioners note and approve the amended South Wales Fire and Rescue Constitution.

6. REPORTS FOR INFORMATION

6.1 AUTOMATIC FIRE ALARM (AFA) RESPONSE CHANGE UPDATE

Mike Wyatt, Temporary Head of Risk Reduction advised we are on track for the launch date in January. On 16 October there was a meeting held with the alarm receiving companies. There were concerns around specialised housing such as sheltered accommodation, independent living buildings and extra care homes that there will be no attendance during the daytime. The team will write a briefing note on this. An online meeting was held on 23 October with Torfaen Health and Safety representatives and they had concerns around the change response and how it will affect their insurance. We have directed them to guidance that is on our website. The next steps is to finalise the radio campaign which Mike Wyatt will approve to go out in November. There is a meeting on 20 November at Companies House with the strategic fire members of all four Health Boards and shared services in All Wales. Kirsty Williams queried the

concern around sheltered accommodation and extra care homes and what is the difference between attending care homes. CFO Millington confirmed that it is a legislative requirement to attend care homes but this has been a learning from us and something to be considered. Kirsty Williams noted that extra care is a relatively new concept in social care and that the legislation likely has not been updated but is reassured that this is on the radar and being looked at. There has been some concerns raised from Torfaen education facilities that there will be no attendance during the day, the evening and during the school holiday. Lady Wilcox explained it will be likely that all Unitary Authorities will have these concerns and it will be for us as a Service to provide reassurance and understanding around the process. CFO Millington stated that any concerns around the impact of insurance should be delegated to the person responsible to put suitable planning and insurance in place.

RESOLVED THAT

6.1.1 The Commissioners note the update from the Automatic Fire Alarm Response Change.

7. FORWARD WORK PROGRAMME FOR BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE 2024/2025

It was noted that December has many reports scheduled to be brought to the committee and that we should consider prioritising all statutory reports and postponing other reports until the February Board of Commissioners. February's committee will see an update on the HMICFRS and the Automatic Fire Alarm. It was requested that the Forward Work Programme is amended to reflect these will be an update post launch in February and March.

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

The Commissioners for South Wales Fire and Rescue Service expressed their thanks to CFO Millington for his time in South Wales Fire and Rescue Service.

COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE PEOPLE COMMITTEE HELD ON THURSDAY 25 July 2024 AT 1000 HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

COMMISSIONERS PRESENT:

Mr V Randeniya

OFFICERS PRESENT:

T/Chief Fire Officer S Millington, Assistant Chief Officer A Reed – Director of People Services, D Mika – Director of Strategic Change and Transformation, G Greathead – Interim Monitoring Officer, Head of People Services – L Shroll, Lead Communications, Attraction and Engagement Officer – L Grogan, HR Manager – J Wells, Dr K Griffiths

1. APOLOGIES FOR ABSENCE

T/Assistant Chief Fire Officer – B Thompson, T/Assistant Chief Fire Officer – D Loader, Head of Finance, Property and Procurement – L Mullan, T/Head of Corporate Support – W Thomas

2. DECLARATIONS OF INTEREST

There were no declarations of interest, other than those already submitted.

3. CHAIRPERSONS ANNOUNCEMENTS

The Chairperson Vij Randeniya had no announcements.

4. REPORTS FOR INFORMATION

4.1 ALIGNMENT OF SERVICES INCLUSIVE ACTION PLAN AND STRATEGIC EQUALITY PLAN TO THE MORRIS REPORT CULTURAL RECCOMENDATIONS

The report presented by the Head of People Services shared details of a mapping exercise undertaken to ensure the Service's Inclusive Action Plan aligns to the 82 recommendations set out in the Morris Report. The Service accepted all recommendations and work commenced immediately to analyse where the recommendations mapped across to the Services existing activities

in an effort to ensure alignment and prevent duplication. It also mapped the Strategic Equality Plan 2023-26. Additionally, mapping occurs across to the Commissioners Terms of Reference alongside published thematic reviews to ensure a coordinated approach.

This aligns with the transformation work led by the Director of Strategic Change and Transformation. The project has a number of key programmes, one of which is Equality and Diversity.

ACTION

The Director of People Services suggested we bring this item to the People Committee on a regular basis to keep an oversight on the progress and link it into the work of the Director of Strategic Change and Transformation.

RESOLVED THAT

- 4.1.1 The Commissioner considered and noted the content of the report and thanked all for the work that has been done.

4.2 OCCUPATIONAL HEALTH UNIT (OHU) ACTIVITY REPORT – 1 APRIL 2023 TO MARCH 2024

Dr Griffiths presented the Occupational Health Unit (OHU) activity report which spanned the period from 1 April 2023 to 31 March 2024. The report provided data on the Services expenditure, updates on occupational health initiatives and an outline of strategic development. The OHU are currently evaluating the provision and in line with the Services new governance structures, focus is on data and metrics in order to improve effectiveness and efficiency, whilst also maximising the health and wellbeing of employees.

Current issues are being faced by the department with impact from waiting lists. Counselling and Physiotherapy are still provided in the interim with a view of getting employees back into the workplace.

People Services are undertaking a piece of work looking at the occupational health support provision and what the Service needs versus what resources the Service has and can provide.

From a strategic development perspective, OHU are looking at a patient management system.

The Chairperson highlighted table 6 in the report which provided a summary of in-house counselling appointments that were attended and not attended. The 'Did not attend (DNA)' figure was 38 in the period of 2023-24, and the

Chairperson requested clarification that work was being done to prevent and reduce these figures.

RESOLVED THAT

4.2.1 The Commissioner noted the content of the report.

4.3 ANNUAL REPORT ON GRIEVANCE AND DISCIPLINE ACTIVITIES FOR THE YEAR 1 APRIL 2023 TO 31 MARCH 2024

The report presented by the Head of People Services provided a summary of grievance and discipline matters investigated by the Resolutions Unit during the period 1 April 2023 to 31 March 2024. The report also provided some trend analysis over the period of 2015 to 2024.

During the culture review of 2023, the Service contracted support from an external HR company to support the following up of cases and to allow the caseload to be managed during a period of transition.

There was a total of 128 disciplinary cases that had occurred between 2015 to 2023 which were reviewed by Fenella Morris KC and the culture review team. The review highlighted an inconsistent approach to the Service's handling of disciplinary and grievance issues. It was also noted that the recent restructure of the People Services department indicates an improvement in ensuring that the Service has a fair, impartial and balanced approach to disciplinary and grievance cases.

In the period covered by the report, grievances reduced but disciplinary cases were above average. Behaviour related disciplinary cases were amongst the highest levels and the Service is currently reviewing, as part of its wider change and transformation programme, its programme of soft skills development for staff.

The Service has implemented a 'Behaviours Overview Committee' which provides rigorous oversight of disciplinary and grievance cases, as well as complaints.

The Chairperson highlighted the pressure on resources with the increasing caseload and the timeframes involved, and queried whether the Service is operating at an optimum with the length of suspensions and complexities in some of the cases. It was confirmed by the Head of People Services that it does depend on the complexity of the investigation; however, the additional resources and the restructuring of People Services has helped. All suspensions are reviewed weekly.

RESOLVED THAT

4.3.1 The Commissioner noted the content of the report.

4.4 WHISTLEBLOWING/COMPLAINTS/COMPLIMENTS/CONCERNS REPORT

'The report presented on the day by the Interim Monitoring Officer' provided an overview of whistleblowing disclosures, complaints and compliments received by the Service during the financial year 2023/24. It presented an overview of concerns raised through the FDS Speak-Up service since its introduction in April 2023. Due to the sensitive nature and GDPR considerations associated with this information, all information presented has been anonymised.

The key headlines are as follows:

- There were no whistleblowing disclosures in the financial year 2023/24.
- The number of complaints received by the Service has increased by 14% compared to the previous year, from 66 to 75.
- There were no complaints escalated by the Public Service Ombudsman for Wales.
- Of the 75 complaints received by the Service during 2023/24, all 75 have been formally closed.
- The number of compliments received during 2023/4 increased by 34% compared to the previous year, from 82 to 112.
- The number of concerns raised via the anonymous service, FRS Speak Up in the financial year 2023/24 were 53. This was the first year of its introduction.

The ACO People Services advised that comms will be issued shortly to staff regarding disclosures and complaints and the impact that it has. This will ensure that information provided via speak-up services is detailed and effective to allow the Service to investigate. The Service, however, acknowledge that more reassurance is needed. The Chairperson advised that timeframes are needed in the reporting and investigating process.

RESOLVED THAT

4.4.1 The Commissioner considered and noted the content of the report.

5. FORWARD WORK PROGRAMME FOR PEOPLE COMMITTEE 2024/2025

The ACO People Services provided an update on the Forward Work Programme for the People Committee, 2024-2025.

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

There were no items of urgent business to discuss.

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AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS
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Minute No	Item	Action	Leading Officer	Current Status:
08/24 6.1	Your Health Delivery Group	ACFO Dean Loader to present an update on Your Health to the Board of Commissioners in 3 months.	ACFO Dean Loader	This has been included in the agenda for the December 2024 Board of Commissioners meeting.
08/24 6.1	Health and Safety comparison data	ACFO Dean Loader and Head of Corporate Services Wayne Thomas to look at comparison Health and Safety data between SWFRS and other Wales Fire and Rescue Services.	Wayne Thomas	The data will be brought back to the Board of Commissioners meeting in December 2024 to be presented as a part of the Your Health Delivery Group update.

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AGENDA ITEM NO 6

Reports 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
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF PEOPLE SERVICES

INTRODUCTION OF MARKET SUPPLEMENTS FOR CORPORATE ROLES TO ADDRESS RECRUITMENT PRESSURES**THIS REPORT IS FOR DECISION**REPORT APPROVED BY THE ASSISTANT CHIEF OFFICER ALISON REED,
DIRECTOR OF PEOPLE SERVICES

REPORT PRESENTED BY ACO PEOPLE SERVICES, ALISON REED

SUMMARY

The report proposes the introduction of a new market supplement payment to address current recruitment pressures.

RECOMMENDATIONS

Commissioners note the report.

Commissioners agree to implement the provision of market supplements with immediate effect to address business critical recruitment requirements.

The Service's Pay Policy Statement is updated to include the provision of market supplements for corporate staff.

1. BACKGROUND**1.1 Introduction**

The Service has recently faced significant challenges to fill vacant roles in several technical areas, i.e. Finance and Health and Safety. Despite repeatedly going out to the marketplace using several different approaches, the Service has been unable to recruit into these roles. The impact of this is now a business-critical issue.

This report draws on research undertaken by the Chartered Institute of Personnel and Development (CIPD) on current unprecedented pressures being faced by the labour market as well as a technical note on the use of market supplements contained in the Local Government Services Job Evaluation Scheme guidance.

1.2 A view from the Chartered Institute of Personnel and Development (CIPD)

According to the CIPD, “Resourcing and talent planning report 2024”, persistent skills shortages and the increasing number of individuals leaving the workforce have created unprecedented pressures on the labour market. The report predicts that the longer-term labour supply will deteriorate significantly in the next ten years and organisations must plan now. It also states that forward-thinking organisations have embraced flexible working and are developing talent strategies to build workforce resilience and to attract and retain talent. These organisations recognise that offering above-market rates is unlikely to be enough in the long term. Rather, they see the direct link between investment in talent acquisition and bottom-line performance, while investing wisely in people, partnerships, and technology. The report identifies that to thrive, organisations must plan strategically to retain and upskill their workforce. Those who do will succeed in setting new standards and will outperform their competitors. The report identifies the top actions employers have taken to improve their recruitment strategies – the top two actions were 1) increasing flexible working opportunities and 2) make pay and benefits more attractive.

1.3 Recruitment challenges at South Wales Fire and Rescue Service

The recruitment challenges experienced by the Service over the last 6-12 months are shown below:

Using finance as an example, three professional finance positions have been advertised five times overall since August, on one occasion we were able to sift one candidate for interview although appointment was not viable. The final attempt included enlisting the services of a specialist recruitment agency although this failed with the advice that our offers were significantly under market rates even though the benefit package overall is good. Consequently, the outlook for attracting the right candidates to technical roles with current salaries, is hopeless.

Data from recent recruitment campaigns:

Recruitment Campaign	Grade	Advertising Date	Applications	Shortlisted	Interviewed
Senior Accountant - 1st attempt	17	05-Aug	5	1	0
Senior Accountant - 2nd attempt	17	30-Aug	7	4	1
Financial Accountant	14	03-Oct	6	0	0
Management Accountant	14	14-Oct	4	0	0
Health, Safety and Wellbeing Manager - 1st attempt	16	24-May	6	0	0
Health, Safety and Wellbeing Manager - 2nd attempt	16	21-Jun	8	5	4
Info Gov Manager - 1st attempt	13	04-Jun	6	2	2
Info Gov Manager - 2nd attempt	13	15-Aug	2	1	0

1.4 Introducing market supplements to support recruitment

The “Local Government Services Job Evaluation Scheme Technical Note 15: Market Supplements” recognises that financial pressures and pay restraint have impacted on the competitive position of public sector organisations as employers. It states where organisations have found it difficult to recruit to specific posts and/or retain employees in those posts, the payment of a market supplement may be necessary.

Typically, a market supplement may be paid where the ‘going rate’ for a specific job or specialism is higher than that offered by the organisation and it has been unable to recruit/retain post-holders as a result. The approach should be carefully managed. It is good practice to have a policy on the use of market supplements. They are paid as a separate, clearly identifiable payment and should be time limited payments.

1.5 Trade Unions consultation

This is tabled for discussion with the Trade Unions on 12 December 2024.

1.6 Equal Pay considerations

There are equal pay considerations too. Market supplements can be seen as “material factors” when assessing if there is an equal pay problem. It will be important to minimise equal pay risks by having systematic, clear, consistent and documented processes for dealing with market supplements at every point from proposal to review.

1.7 Qualifying criteria for the payment of market supplements

It is proposed the business case template at Appendix 1 is used where a market supplement is needed. It will be important that business cases demonstrate a clear rationale for their payment, is supported by evidence and there is a clear audit trail which includes decision makers at the right level.

The recommended criteria for the approval of an application is suggested as follows:

- i. Evidence of pay-related recruitment and/or retention difficulties (such as turnover rates in the specific posts or job group; responses to job advertisements or other recruitment initiatives; qualitative assessment of job applicants; details of other measures taken to boost recruitment and/or improve retention and the outcome).
- ii. An explanation (with evidence) of the impact on service provision and delivery which would result from failure to recruit/retain the number, level and calibre of staff required.
- iii. Clear evidence that the organisation's rates of pay for the defined post or group of posts falls below the required level in relation to the comparator market. (The 'required level' would need to be determined by the organisation at the time, taking account of relevant market data and the needs of the service.)

1.8 Amount of Market Supplement

Once the appropriate comparator post(s) have been identified, along with the relevant market data on pay, the next step is to determine the amount of the market supplement.

The starting point is to assess the extent of the difference between the comparator market range and the equivalent grade range for the post within the organisation. If the basis for the assessment is the difference in basic pay, account should be taken of any additional allowances that apply to the organisation's and competitor employer(s') posts.

Setting the amount of a market supplement involves assessing:

The level which is considered necessary to ensure that the overall remuneration for the post(s) is sufficient to enable the recruitment/retention of staff (and no higher).

Within the framework of its pay policy, where the organisation wants to position itself in relation to the comparator market. This could vary according to the type or level of post(s) concerned and the specific recruitment / retention difficulties experienced. Because these decisions determine the extent of the pay difference between posts in receipt of a supplement and non-recipient posts, it is important that the rationale for them is transparent and evidenced.

1.9 Duration of the market supplement

Typically, in local government, the standard period for the payment of a market supplement is up to two years, subject to review after 12 months. The supplement expires unless it is extended following a review. A review may result in the payment being increased, reduced, or removed. It is proposed that the Service adopts the same approach.

1.10 Other relevant information

A market supplement is a post-related payment, not a payment relating to the performance or merit of an individual employee.

From a financial point of view, paying a market supplement is more cost efficient than enlisting contractors as this comes at a premium, i.e. £500 per day.

Market supplements should not be subject to pay protection. If posts (or a post) in receipt of a market supplement are (is) downgraded, this should normally trigger a review of the supplement to ensure that its payment remains justified. Otherwise, continued payment could be vulnerable to challenge on equal pay grounds.

Where a post-holder in receipt of a market supplement payment is promoted (or changes jobs) to a post not in receipt of a supplement or moves voluntarily to a post with a lower or no supplement, the payment should cease (or reduce) with effect from the date the appointment is made. Where the change in post is a result of re-deployment at the instigation of the employer, contractual notice of the withdrawal (or reduction) of the payment should be given as it should for any other changes to the contract.

Typically, because market supplement payments are paid as a fixed amount in addition to the substantive salary for the post, they are not increased in line with annual pay awards / cost of living increases and / or incremental progression.

Market supplement payments are subject to any relevant statutory deductions, such as tax and national insurance and pension contributions (if applicable).

1.11 Pay Policy Statement

The Service is required by section 38(1) of the Localism Act to prepare a pay policy statement. This statement is an articulation of the Service's policies towards a range of issues relating to the pay of its workforce.

The Local Government Association (LGA) document titled "Pay Policy and Practice in Local Authorities" states that some local authorities have "introduced market premiums or supplements (consistency in terms) in response to local labour markets, for example skills shortages."

It is proposed that the Pay Policy Statement is updated to include reference to the introduction of market supplements and that the updated Pay Policy Statement is presented to the Board of Commissioners meeting in March 2025.

1.12 Service Risks

The Service is at risk of not meeting its statutory obligations if it is unable to recruit into key roles.

2 EVALUATION & CONCLUSIONS

2.1 This report outlines an approach of introducing the provision of market supplements for corporate roles within a structure that is tightly managed and transparent. Following implementation, a review mechanism, including a report to People Committee will be implemented to ensure oversight and review of the overall approach.

3 RECOMMENDATIONS

3.2 Commissioners note the report.

3.3 Commissioners agree to implement the provision of market supplements with immediate effects to address business critical recruitment requirements.

3.4 The Service's Pay Policy Statement is updated to include the provision of market supplements for corporate staff.

Contact Officer:		Lisa Shroll Head of People Services	
Background Papers:		Date	Source / Contact
Appendices:			
Appendix 1	Application for approval of market supplement		

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APPENDIX 1

APPLICATION FOR APPROVAL FOR PAYMENT OF A MARKET SUPPLEMENT

This form is to be completed by the line manager, signed by the [insert relevant senior service / departmental / corporate manager] and forwarded to [insert job title] for final authorisation.

It is recommended that the application form sets out briefly the formal procedure for approving applications in the organisation.

1. POST DETAILS

Post title
New / existing post
Post group number
Number of staff in this post (include and identify any vacant posts)
Directorate
Department
Grade / pay band / job family level
Salary
Total amount of market supplement requested
Period for which the payment of a market supplement is sought (months/years)
Is this an application for approval of a new market supplement or continuation of an existing one?

2. JUSTIFICATION FOR PAYMENT

This section asks for evidence in support of the request for payment of a market supplement. (All boxes must be completed).

(1.) Describe the job or group of jobs for which payment of a market supplement is requested: Give a brief outline of responsibilities. (Attach the job description, person specification and organisation chart)
(2.) Please confirm that the evaluation of the post[s] has been checked recently to ensure it is up to date and correct.
Confirmed (please tick):
(NB: This check must be carried out prior to making an application for approval of payment of a market supplement.)
(3.) What evidence is there of pay-related recruitment and / or retention difficulties?
a) Number of times the post has been advertised (including dates of adverts)
b) Number of responses to job advertisements
c) Assessment of the quantity of responses (e.g. inadequate, satisfactory)
d) Assessment of the quality of responses (e.g. below required standard, satisfactory)

e) Turnover statistics for the post[s] f) Supporting data from exit interviews, staff surveys or other feedback g) Articles in professional bodies' journals/websites, press etc re skill shortages and / or evidence from national surveys
(4.) What evidence is there that pay (and not some other factor) is causing the recruitment / retention problems being experienced?
(5.) What other recruitment/retention initiatives have been tried/exhausted? (eg. changes in methods/types of advertising; changes to information for potential job applicants)
(6.) Have alternatives to paying a market supplement been considered, ie. measures to resolve 'non-pay' issues underlying the recruitment / retention difficulties? If so, please specify. For example: <ul style="list-style-type: none"> • Is there a regional / national shortage for which new / alternative training schemes would be a more appropriate solution? • Are there issues within the occupational group, service or team that could be more appropriately resolved by management action? • What other measures have been explored? (eg. appropriate changes to the job role or responsibilities; changes to working arrangements; flexible working options)
(7.) Is filling the post[s] essential to maintaining adequate staffing levels to ensure service delivery requirements are met? (include any legal implications and how long the post[s] have been vacant)
(8.) Has the impact of making the payment on other staff in the team / service been considered and how do you intend to deal with this?
(9.) Labour market data: the 'going rate' for the job: a) What appears to be the 'going rate'? b) Is this the 'going rate' for the job in the locality / region / national or occupational labour market? c) What sources have been used to obtain this data? (eg. recent media advertisements, survey data, pay databases, other local authorities / schools, regional employer networks - please specify)
a) [INSERT £ per annum] b) c)

(10.) Comparable posts

'Comparable posts' are those which are comparable to the post[s] for which a market supplement (or a continuation) is sought, assessed on the basis of the criteria below.

Please provide the following information for comparable posts in **three** organisations.

Post 1:

(This example includes the questions for post 1 only. They will be the same for posts 2 and 3.)

Job title
Salary range
Other benefits
Authority/organisation

<p>a) Key requirements in the job description and person specification? b) How do they compare with the internal post[s]?</p>
<p>How does the ('comparable') post compare in terms of job size, type of organisation, scope and responsibilities? (eg. re local population, number of people directly supervised, number employed in service area, size of budget etc.)</p>
<p>Any other factors to consider?</p>
<p>What is the source of the above information? Please specify and attach copies of:</p> <ul style="list-style-type: none"> • the job description • person specification • organisation chart (if possible) • job advertisements • salary survey data, • other supporting evidence

3. PAYMENT AMOUNT AND TYPE

Total amount of payment recommended (per annum)	£
Basis (or rationale) for the calculation of the payment	

If approved, how will the market supplement be paid?

Instalment amount (if applicable)	£
Frequency – monthly, quarterly, other	

4. SOURCE OF FUNDING (please specify)

(E.g. the organisation may require payment of supplements to be met from the applying manager's service budget)

5. ANY OTHER COMMENTS

Include any additional information in support of this application not mentioned elsewhere.

6. SIGNATURE OF MANAGER MAKING THE APPLICATION

Signature
Your job title
Department/Directorate
Date

7. SENIOR MANAGER / HR / FINANCE / APPROVAL

'I agree that the payment of a market supplement is appropriate in this instance; that all the necessary checks have been carried out in accordance with [insert the name of the organisation] policies and procedures; and that all other avenues have been explored appropriately.'

.....

8. APPROVAL BY HEAD OF FINANCE AND HEAD OF HR

Agreed YES/NO
If 'no' – reason
Details of any amendment and reason[s]
Signed
[Insert job title of the person authorised to sign on behalf of the SMT]

9. ADMINISTRATION

Date manager informed of decision
Effective date of payments / start of payment
HR service / department informed
Names of staff to be paid the supplement and date they are informed of the decision in writing (with contractual conditions)
Review date (it is expected that the supplement will be paid for no longer than 24 months with a review at 12 months).

AGENDA ITEM NO 7

Reports for Information

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7.i
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF SERVICE DELIVERY

YOUR HEALTH DELIVERY GROUP UPDATE

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY T/ACFO OF SERVICE DELIVERY, DEAN LOADER
REPORT PRESENTED BY NATALIE HOWELL, BUSINESS PARTNER –
WELFARE AND WELLBEING

SUMMARY

To provide an update to the Board of Commissioners on the Your Health Delivery Group.

RECOMMENDATIONS

It is recommended that the Commissioners note the contents of the report.

1. BACKGROUND

1.1 The Your Health Delivery Group is a working group that sits beneath the Health, Safety and Wellbeing Committee within the new governance structure. The group will provide focus and vision on how South Wales Fire and Rescue Service (SWFRS) can further develop its approach to people, health and wellbeing by applying our prevention approaches and skills to ourselves.

1.2 Group Membership

The group comprises of key personnel with responsibility for health, wellbeing and promotional activities. Other key personnel may be seconded to the Your Health Delivery Group as and when required.

1.3 Progress to Date

- **Wellbeing Tags** – Through the work of the previous mental health project, the Wellbeing Tag process was introduced.

- **Post Incident Support** – Through the work of the previous mental health project, the critical incident booklet was reviewed and replaced with the Post Incident Support email.
- **Family Support Officers** – A number of officers across the Service have been specially trained to support family members following the death or serious injury of an employee.
- **Mental Health Working Group** – the group consisted of members from all across the Service who were passionate about improving the Mental Health provisions within SWFRS.
- **Sanitary on-Site Welfare Packs** – new initiative introduced where 'sanitary on site' welfare packs were placed at all stations, JFC, Cardiff Gate, HQ and aboard each of our appliances and fleet vehicles to support employees who are going through the menopause or on their menstrual cycle.
- **Welfare and Wellbeing Dashboard** – the Welfare and Wellbeing Dashboard has been created to allow the group to monitor data and identify trends to shape the group's activities.

1.4 **Upcoming Priorities**

- Review the recommendations made in the Investors in People Reports (Wellbeing).
- Create an information leaflet for family members highlighting the role of an operational firefighter, signs and symptoms of PTSD and support available.
- Review the current Post Incident Support.
- Introduction Mind Journals.
- Wellbeing Calendar of Event planning.

1.5 A report comparing the Service's Health & Safety performance figures for the last three years to comparable Services (within Family Group 4) has been attached as Appendix 1.

2. **ISSUE / PROPOSAL**

2.1 There are no issues arising directly as a result of this report.

3. IMPLICATIONS

3.1 Community and Environment

- 3.1.1 Equality, Diversity and Inclusion – there are no Equality, Diversity and Inclusion implications arising out of this report. The group will ensure that their work fulfils the Services ethical and legal obligations (Equality Act 2010). An Equality Impact Assessment will be completed when required to ensure we are not discriminating against any protected groups.
- 3.1.2 Welsh Language - there are no Welsh Language implications arising out of this report. Where appropriate we will ensure any correspondence from the group is also available in Welsh.
- 3.1.3 Well-Being Of Future Generations (Wales) Act - there are no Well-Being of Future Generations (Wales) Act implications arising out of this report. The group will ensure that their work fulfils the Services legal obligations within the Well-being of Future Generations (Wales) to improve the wellbeing of Wales and our future generations.
- 3.1.4 Consultation and Communications - there are no Consultation and Communications implications arising out of this report. The group will ensure that they will engage and communicate with everyone that matters.
- 3.1.5 Consultation with Representative Bodies - there are no Consultation with Representative Bodies implications arising out of this report. Where appropriate the group will consult with rep bodies in the spirit of social partnership working.

3.2 Regulatory, Strategy and Policy

There are no implications arising out of this report for the following areas:

- Legal
- Financial
- Procurement
- Corporate Risk
- Information Management
- Data Protection/Privacy
- Governance & Audit
- Service Policy
- National Policy
- Morris Report

The Health, Safety and Wellbeing of our colleagues is at the forefront of everything the group does. The positive work of the group will assist in building a Culture of Wellbeing, that values and prioritises employee wellbeing. This will create a supportive and healthy environment that enables everyone to flourish and succeed and afford our employees the opportunity to grow both professionally and personally.

3.3 Resources, Assets and Delivery

3.3.1 Budget Revenue/Capital – the Your Health Delivery Group does not hold a budget.

4 EVALUATION & CONCLUSIONS

- 4.1 To date the Your Health Delivery Group and the previous Mental Health Project have really good progress on improving workplace wellbeing within SWFRS.
- 4.2 The new group have met on two occasions and are already taking steps to deliver on its key objectives.

5 RECOMMENDATIONS

- 5.1 It is recommended that the Commissioners note the contents of the report.

Contact Officer:	Natalie Howell Business Partner – Welfare and Wellbeing	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	FG4 Health & Safety Benchmarking Report.

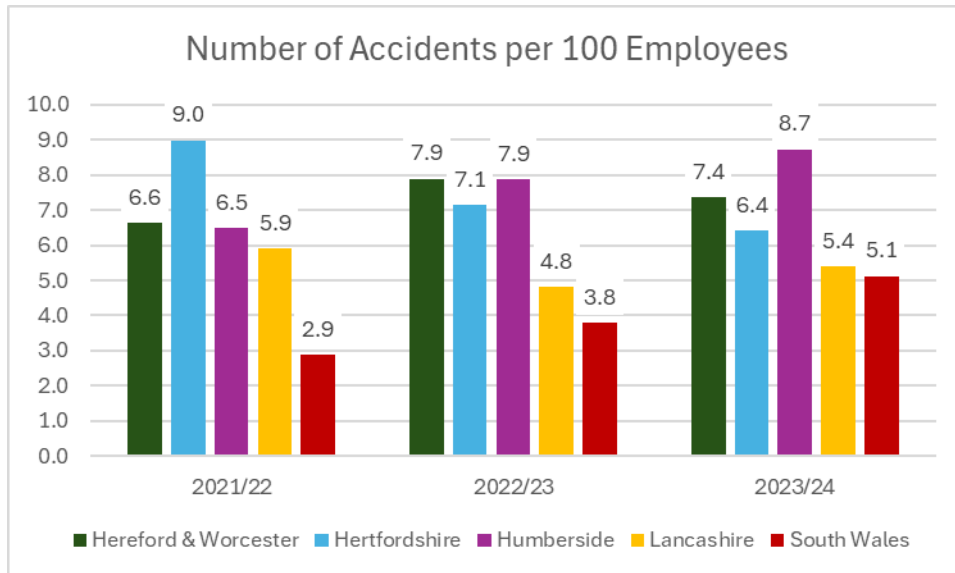
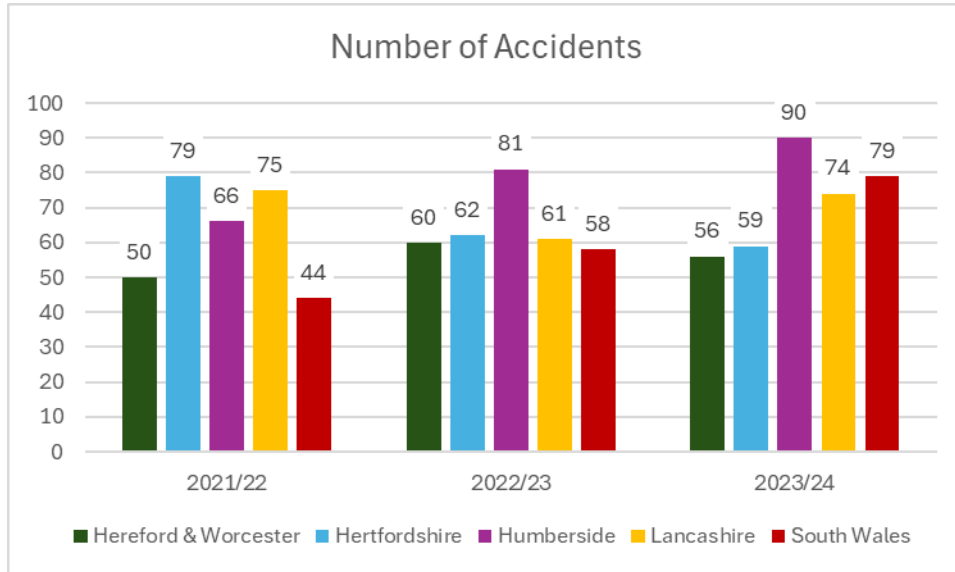
Gwasanaeth Tân ac Achub
De Cymru



South Wales
Fire and Rescue Service

FG4 Health & Safety Benchmarking Report

- Family Group 4 currently consists of 15 Fire and Rescue Services, including South Wales.
- In November 2024, South Wales contacted the group to ask if each Service was able to share their annual Health & Safety performance figures for the last three years, specifically surrounding Accidents (including any details about injuries, such as cause, type, activity being undertaken when injury occurred, and the time lost from work), Near Misses, RIDDORS, Health & Safety inspections and Risk Assessments.
- As of 3rd December 2024, four members of FG4 have provided us with the metrics they include in their annual Health & Safety reports:
 - Hereford & Worcester
 - Hertfordshire
 - Humberside
 - Lancashire
- The metrics reported vary by Service. Therefore this report concentrates on three metrics each Service shares in their reporting:
 - Number of Accidents
 - Number of Near Misses
 - Number of RIDDORS over 7 days



Average Number of Accidents across the five Services

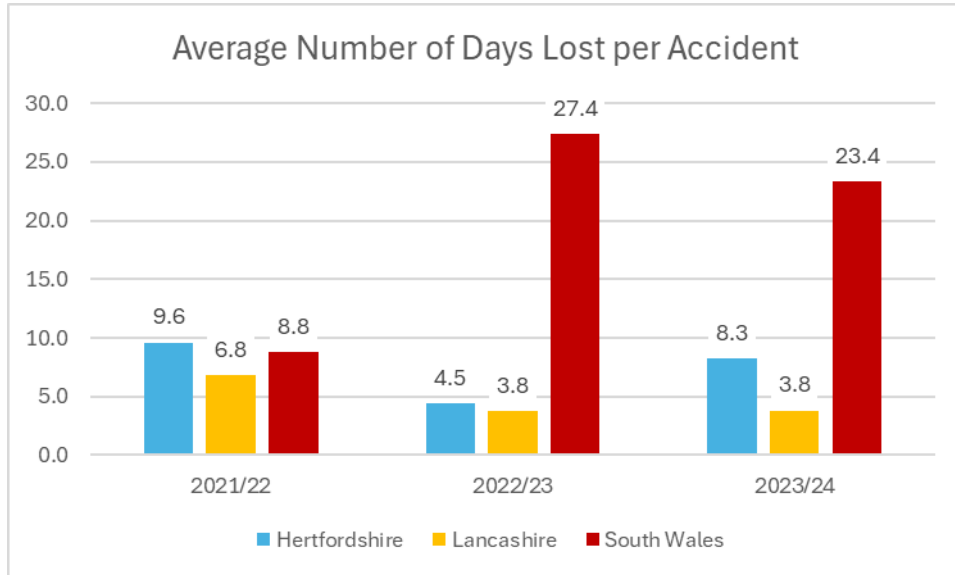
- 2021/22: **63** (South Wales **-19**)
- 2022/23: **64** (South Wales **-6**)
- 2023/24: **72** (South Wales **+7**)

Average Number of Accidents per 100 Employees¹ across the five Services

- 2021/22: **6.2** (South Wales **-3.3**)
- 2022/23: **6.3** (South Wales **-2.5**)
- 2023/24: **6.6** (South Wales **-1.5**)

South Wales are consistently reporting fewer Accidents per Employee than each of the four comparative FRS's.

¹ Employee figures are taken from <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#workforce-and-workforce-diversity> and include Wholtime, On-Call, Control and Corporate Staff

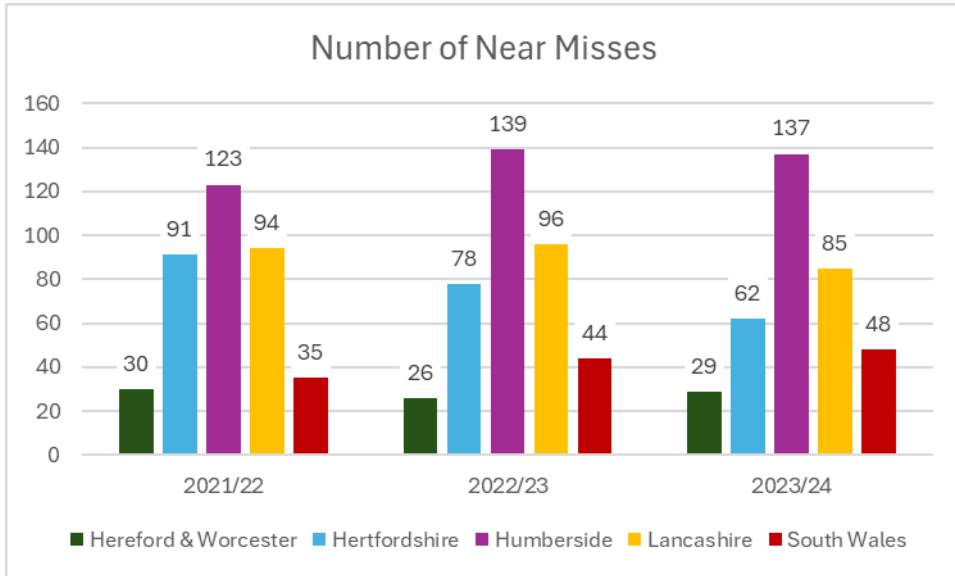


Average Number of Days Lost per Accident across the three Services²

- 2021/22: **8.4** (South Wales **+0.4**)
- 2022/23: **11.9** (South Wales **+15.5**)
- 2023/24: **11.8** (South Wales **+11.6**)

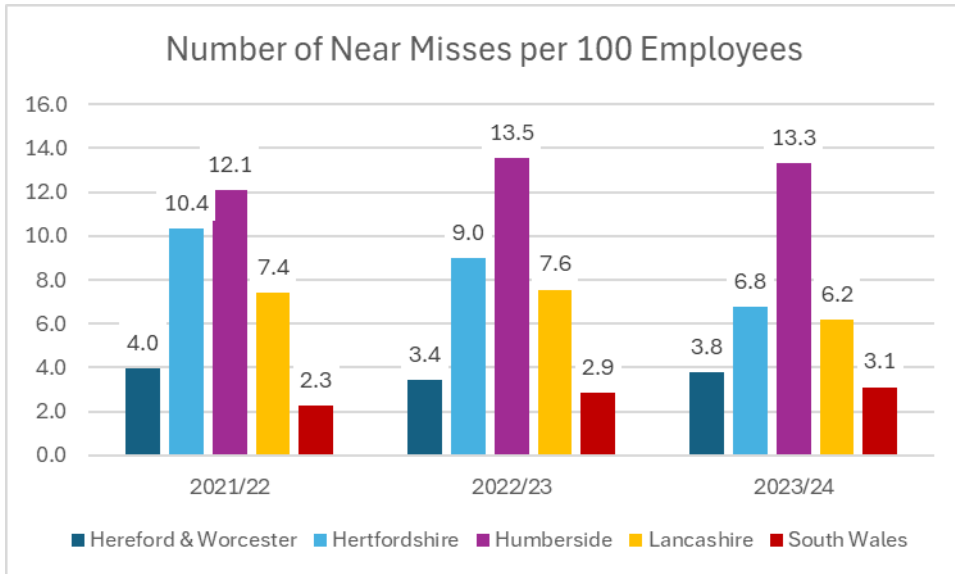
In the last two years, there was a marked rise in the time lost because of accidents at work in South Wales. This trend was not mirrored in Hertfordshire or Lancashire. South Wales employees were involved in more accidents that resulted in longer term absence from work than the two other comparison FRS's.

² Hertfordshire and Lancashire are the only Services to provide us with an annual total days lost figure as of 3rd December 2024



Average Number of Near Misses across the five Services

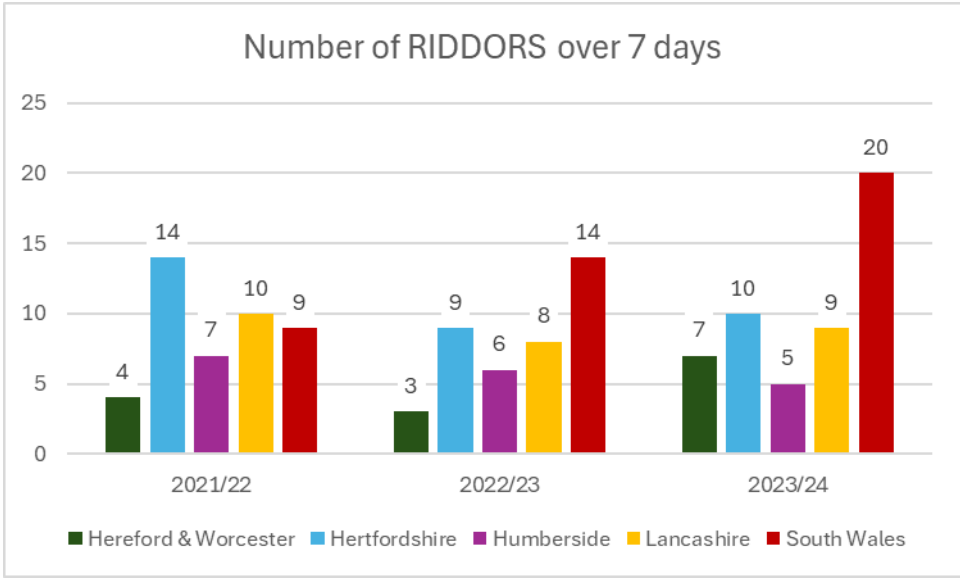
- 2021/22: 75 (South Wales -40)
- 2022/23: 77 (South Wales -33)
- 2023/24: 72 (South Wales -24)



Average Number of Near Misses per 100 Employees across the five Services

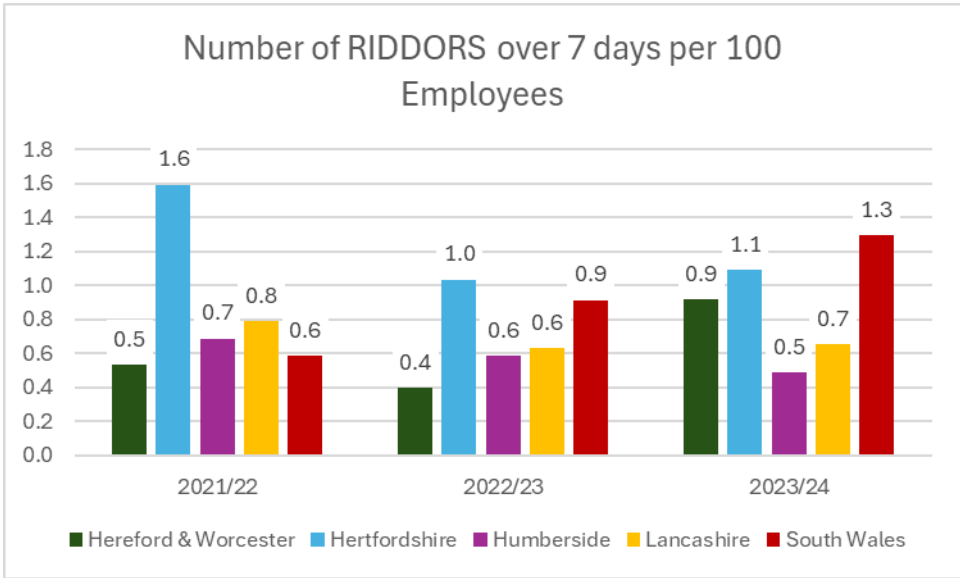
- 2021/22: 7.2 (South Wales -4.9)
- 2022/23: 7.3 (South Wales -4.4)
- 2023/24: 6.6 (South Wales -3.5)

South Wales are consistently reporting fewer Near Misses than each of the four comparative FRS's.



Average Number of RIDDORS over 7 days across the five Services

- 2021/22: **9** (South Wales **no difference**)
- 2022/23: **8** (South Wales **+6**)
- 2023/24: **10** (South Wales **+10**)



Average Number of RIDDORS over 7 days per 100 Employees across the five Services

- 2021/22: **0.8** (South Wales **-0.2**)
- 2022/23: **0.7** (South Wales **+0.2**)
- 2023/24: **0.9** (South Wales **+0.4**)

In the last two years, South Wales have started to report more RIDDORS over 7 days per 100 Employees than the average across the five benchmarked FRS's.

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

BOARD OF THE COMMISSIONERS

REPORT OF THE AREA MANAGER, RISK REDUCTION

SWFRS AUTOMATIC FIRE ALARM (AFA) RESPONSE CHANGE UPDATE**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY TEMPORARY ASSISTANT CHIEF FIRE OFFICER, BRIAN THOMPSON

REPORT PRESENTED BY TEMPORARY AREA MANAGER, MIKE WYATT

SUMMARY

South Wales Fire and Rescue Service (SWFRS) continues to mitigate the substantial impact that Automatic Fire Alarms (AFAs) have on our operational response, risk reduction activities and training events.

RECOMMENDATIONS

The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

1. BACKGROUND**1.1 Update on Progress**

- 1.1.1 A significant amount of work has been completed to date with momentum maintained to ensure all outstanding actions are completed.
- 1.1.2 The AFA webpage continues to provide ongoing information and guidance on the changes. It offers the stakeholders the opportunity to raise questions, seek advice, or provide feedback through a monitored mailbox. We ensure that a response is provided to all enquiries, and the Frequently Asked Questions (FAQ's) are updated regularly.

- 1.1.3 During a meeting with Alarm Receiving Centres (ARCs) on October 16th, 2024, significant concerns were raised regarding the intended response model for individuals in specialised housing, such as sheltered accommodation and extra care facilities. The main issue is non-attendance at these locations during the daytime, when no staff or wardens are present on-site after an alarm is received. This creates challenges in obtaining a response from the site.
- 1.1.4 After considering the feedback received from the ARC's, a decision was made to complete a procedural change request, which has since been approved. This resultant change will ensure our full response at specialised housing locations.
- 1.1.5 An online meeting was held with representatives from Torfaen County Borough Council (predominantly health and safety representatives) on the 23rd of October 2024. During the meeting, concerns were raised about how our change in response procedures might affect the insurance policies on their buildings, our non-attendance at educational premises and their staff training requirements in respect to carrying out safe fire alarm investigations.
- 1.1.6 As part of our internal consultation process a meeting was held with representatives from Joint Fire Control. During this meeting, concerns were raised regarding impact on Control due to our procedures differing from those already implemented by Mid and West Wales Fire and Rescue Service (MWWFRS). Comments included, "We would like the policy to align with the MWWFRS response, the communities and demographics are the same with a mix of urban, rural and high rise. It is very difficult for control staff to administer two different policies and the SWFRS proposal has too many variants for staff to remember. There are too many property types with different attendance proposed for day and night which is very confusing to remember and configure in the system. AFA companies do not pass use of building at time of call and do not have this information".

- 1.1.7 After listening to the concerns of the control operators, further work was undertaken to review our current proposal and assess the impact of any changes, including reviewing all available statistical data. As a result of this review, an additional change request was submitted. This request was accepted, as the proposed changes now closely align our model to the one used by MWWFRS. The revised proposal was shared at the Senior Leadership Team meeting on November 19th, 2024, where no concerns or objections were raised.
- 1.1.8 The new AFA response model removes the night-time response strategy, as we will now be attending all residential premises, both during the day and night-time, which fully aligns with MWWFRS. Additionally, we will also be attending schools, including education facilities and heritage sites, at all hours.
- 1.1.9 A face-to-face meeting was held on the 20th of November 2024, at Companies House in Cardiff, with strategic fire members from all four health boards within our service area, along with members of the NHS Shared Services Partnership, all Wales team. A number of concerns were raised regarding the remaining time to enact changes prior to the go live date, and Anthony Pitcher, Senior Fire Safety Advisor for Shares Services Partnership, is preparing correspondence to the CFO and Welsh Government.

2. ISSUES

- 2.1 This change follows our communication strategy with stakeholders, which previously stated that, commencing in January 2025, we would be adopting a sleeping risk, night-time only response model.
- 2.2 This change to our response model demonstrates our commitment to listening to and acting responsibly to the feedback received from both internal and external stakeholders. Our communication will now evolve to reflect the changes to our response model, beginning with a new radio advertising campaign set to launch in December 2024.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity, and Inclusion

There will be no impact to faiths or beliefs including sensitive times of day or year. This change in procedure neither benefits nor disadvantages anyone with any protected characteristic.

3.1.2 Well-Being Of Future Generations (Wales) Act:

This change positively contributes to the Act by continuing to provide a response to schools and heritage sites.

3.1.3 Socio Economic Duty

The changes to our AFA response strategy will ensure that all domestic residences continue to receive an emergency response at all times.

3.1.4 Equality Impact Assessment

An Equality Impact Assessment has been completed.

3.2 Regulatory, Strategy and Policy

3.2.1 The British Standard for Fire Alarms, in Clause 19 and subclause 35.2.7 the need to avoid delay in summoning the fire and rescue service when the fire detection and fire alarm system of a residential care premises operates.

3.2.2 The proposed response change to AFA's includes a continued unfiltered or unchallenged 24-hour response to residential Care premises and therefore the proposed model has no impact on the British Standards.

3.2.3 Service Policy – Updates are being made to CM-04 mobilising procedures, OP-09.008 - Unwanted Fire Signal Reduction, SOP 6.18.

3.2.4 National Policy. The majority of UKFRS are currently updating their AFA response policies. National Fire Chiefs Council (NFCC) are in the process of creating a national guidance working group for UwFS reduction. SWFRS has representation on this NFCC working group.

3.3 Resources, Assets and Delivery

3.3.1 Human Resources and People Development

A project team has been established and consists of members from the Operations department, Business Fire Safety (BFS), Control, Service Performance and Communication (SPC), and Media and Communications.

3.3.2 Assets and Resources

An education and engagement campaign will incur promotion and media costs. A budget has been agreed.

4 EVALUATION & CONCLUSIONS

4.3 The project timeline presents challenges, but we remain on schedule to implement the procedure in January 2025, providing that no further challenges or setbacks arise. At present, we have completed approximately 90% of the required actions.

4.2 Next Steps

4.2.1 We are in the process of updating our media campaign to reflect the recent changes which will include radio advertising in December 2024.

4.2.2 We continue to respond to enquiries from members of our communities.

4.2.3 A training package has been developed for Fire Control Operators, with delivery scheduled for the 1st of December 2024. This has been simplified with the move towards the MWWFRS model.

5 RECOMMENDATIONS

5.1 The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

Contact Officer:	Brian Thompson ACFO Technical Services	
Background Papers		
	Date	Source / Contact
Time for Action. A report exploring the impact of false alarms in Wales.	2015	Welsh Gov.
Fire False Alarm Reduction – South Wales Fire and Rescue Authority.	May 2023	Audit Wales.
NFCC – Developing a risk methodology, other building fire, draft report version 3	March 2023	NFCC

Appendices

Report Title: AFA Response Change Proposal – Update for Commissioner’s (December 2024)

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.iii
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE HEAD OF TRAINING & OPERATIONAL DEVELOPMENT
AREA MANAGER**THEMATIC REVIEW OF OPERATIONAL TRAINING UPDATE****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY TEMPORARY ASSISTANT CHIEF FIRE OFFICER,
BRIAN THOMPSONREPORT PRESENTED BY AREA MANAGER, HEAD OF TRAINING AND
DELIVERY, NEIL DAVIES**SUMMARY**

This report will provide Commissioners with an update on the progress to date of the Thematic Review Delivery Group, against the seven recommendations contained within the Thematic Review of Operational Training.

RECOMMENDATIONS

The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

1. BACKGROUND

- 1.1 In October 2022, the Chief Fire and Rescue Advisor and Inspector for Wales (CFRA&IW) published the “Thematic Review of operational training within the Welsh Fire and Rescue Services”. The Thematic Review (the review) focused on the core and additional skills required for operational firefighters and supervisory managers (CM & WM) to competently perform their role. The findings of the review presented seven recommendations for the three Welsh FRS’ to consider.

SWFRS responded to this review in 2023. However, following changes to the governance structure of the service in 2024, it was deemed necessary to review the original response as it was considered incomplete.

In June 2024, a Thematic Review Delivery Group was established by the Area Manager responsible for Training & Operational Development. This group consists of all of the Training Managers that work at Cardiff Gate

Training & Development Centre (CGTDC), and subject matter advisors positioned throughout the service.

1.1.1 The seven recommendations for the Welsh FRS' to consider are detailed as follows –

1.1.2 Recommendation 1: that the 3 Welsh FRSs establish a means whereby training needs analysis and training delivery are clearly aligned to a regular assessment of hazards, risks and threats in their areas. This should set out the capability deemed necessary to provide an appropriate response to the identified hazards, risks and threats which should then inform the training needs analysis.

1.1.3 Recommendation 2(a): that the 3 Welsh FRSs should undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up the core competency areas.

1.1.4 Recommendation 2(b): that the 3 Welsh FRSs should undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up additional competency areas.

1.1.5 Recommendation 3: the FRSs should use the outcome of the unconstrained analysis of time required for skills maintenance training to prioritise the control measure tactics and techniques from their Operational Risk Assessments that will be utilised by the RDS based on the time available for training.

1.1.6 Recommendation 4: the FRSs should develop micro teaches for every control measure tactic or technique not already included within the FRS Training and Development manual.

1.1.7 Recommendation 5: that the Welsh FRSs review their control measure tactics for compartment firefighting in light of international research and update their control measure tactics and techniques accordingly.

1.1.8 Recommendation 6: that the Welsh FRSs review their Compartment Fire Behaviour Training syllabus to incorporate any changes to control measure tactics arising from the review advocated in Recommendation

2. PROPOSAL

2.1 It is proposed that the SWFRS' board of Commissioners take note of this paper as an update on progress to date.

2.2 **Recommendation 1 update.**

The head of operational development (GM) and the lead officer responsible for operational development (SM) are leading on this recommendation. They are currently reviewing the Services training recording software. This software uses calendars to plan the type and frequency of training required for an operational firefighter to maintain their competence. The training frequencies can be set monthly, quarterly, bi-annually, annually etc, and frequency is determined through an assessment of risk to the whole service.

Currently, there is one training calendar for all of the work locations (47 fire stations & day duty locations) for operational firefighters to maintain competence against, so risk is not specific to locations. An analogy you could draw from this is, a firefighter based at a city centre location in a built environment with little to no wildfire hazards would do the same training on wildfire as one based at a rural station with a significant wildfire risk and a history of wildfire operations, although the Service's four dedicated wildfire stations undoubtedly undertake more training in this area, due to the additional equipment they are required to operate. However, the same principles apply to shipping, aircrafts and so on.

Their proposal is to develop a specific calendar based on local risk for each work location, and they are currently working closely with the software provider to achieve this.

Tailoring these calendars to specific work locations will allow firefighters to spend more time focusing on the risk posed at their specified work location, better preparing them to mitigate the hazards they face when responding to emergencies in the community they serve.

Anticipated completion date is April 2025.

"Previous reporting position (June 24) was 0% complete, the current position is now 40% complete"

2.3 Recommendation 2a & b update

The Head of Training & Operational Development is responsible for this recommendation. Information has been provided by subject matter advisors responsible for each of the nine core and 21 additional competency areas that firefighters in SWFRS train on and are required to maintain competency against for service delivery. The document is currently being formulated and a draft version will be available for review by the end of December 2024.

“Previous reporting position (June 24) was 0% complete, the current position is now 65% complete”

2.4 Recommendation 3 update

Work will commence on this recommendation in January 2025, on completion of and publication of the unconstrained analysis of operational training. Anticipated completion date is April 2025.

2.5 Recommendation 4 update

The training centre manager is responsible for this recommendation. A suite of micro-teaches are being developed for each discipline delivered by the training department. These will be available on dedicated intranet pages for students to view prior to attending programmed training events and for maintenance of competence whilst training at station. This task is currently approximately 70% complete and will be fully implemented before April 2025.

2.6 Recommendation 5 update

The head of service delivery (GM) and the service breathing apparatus lead (SM) are responsible for completion of this recommendation. A complete review of the service’s current control measure tactics for compartment firefighting is underway. The team are reviewing the Dutch Quadrant Model for Fighting Structure Fires and continuing with their gap-analysis of the new national operational guidance. They are also analysing other international research such as the B(E)SAFH fire behaviour indicators model –

- Building
- Environment
- Smoke
- Air tract
- Flame
- Heat

Once all the research has been digested and evaluated a suite of options will be presented at an upcoming operational research and coordination group meeting with preferred recommendations. Anticipated completion date is April 2025.

“Previous reporting position (June 24) was 0% complete, the current position is now 40% complete”

2.7 Recommendation 6 update

The head of service delivery (GM) and the service breathing apparatus lead (SM) are also responsible for completion of this recommendation. Trials are currently underway to evaluate 22mm internal diameter high pressure hose reel jet hose against the current 19mm internal diameter offering that is carried on all frontline fire engines. The team have had fleet & engineering to change three of the drums on the core skills training fire engines and also three drums inside the real fire training facility to enable trials during breathing apparatus training. They have also secured 12 lengths of 51mm diameter lay flat low pressure delivery hose to incorporate into the trials.

In the W/C 25th November, the team will be conducting trials using a flow meter to determine the throw, flow, and frictional loss of both offerings, and on the 28th November a full day of trialling will take place at CGDTC with personnel from numerous departments taking part. These events will be filmed for reporting purposes.

The outcome of all of the trails will be recorded and the data presented at an upcoming operational research and coordination group meeting, with a suite of options and preferred recommendations. Anticipated completion date is April 2025.

“Previous reporting position (June 24) was 0% complete, the current position is now 40% complete”

3. IMPLICATIONS

There are only minor implications, as detailed below.

3.1 Community and Environment

Before any changes are made to service policy or procedure, an EQIA & H&S risk assessments will be undertaken to ensure that there are no adverse impacts to staff or the community.

3.2 Regulatory, Strategy and Policy

There are obvious financial implications to some if not all of the work ongoing in the analysis and possible introduction of the recommendations detailed above. E.g., early cost implications of changing all of the frontline fire engines to 22mm internal diameter hose-reels is estimated to be around £120K. This will be investigated further pending the outcome of the trials.

There is also some corporate risk attached to this project, i.e. if the service did not implement the recommendations of the CFRA&IW it could result in a loss of public confidence. If implemented, the service may also be moving away from guidance published by the NFCC as National Operational Guidance. Any changes will be captured in a risk assessment.

Amendments to service policy and procedure will need to be made prior to any introduction of new tactics. Once presented and accepted, the lead officer's will be responsible for any changes, and the planning & implementing of additional training requirements.

3.3 Resources, Assets and Delivery

To continue the research and implementation, the delivery group will need whole service support, financial, fleet etc. As previously detailed, there will be obvious cost and additional time incurred to support the delivery of the recommendations.

4 EVALUATION & CONCLUSIONS

- 4.1 To conclude, it is recommended that the Commissioners note this paper as an update on the implementation of the Thematic Review of Operational Training.

5 RECOMMENDATIONS

The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

Contact Officer:	Neil Davies Area Manager	
Background Papers:	Date	Source / Contact
None		

Appendices	
	None

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.iv
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE AREA MANAGER, RISK REDUCTION

GRENFELL THEMATIC REVIEW**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY TEMPORARY ASSISTANT CHIEF FIRE OFFICER,
BRIAN THOMPSON

REPORT PRESENTED BY TEMPORARY AREA MANAGER, MIKE WYATT

SUMMARY

This report provides an update on the progress of implementing the Grenfell recommendations by South Wales Fire and Rescue Service (SWFRS).

RECOMMENDATIONS

The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

1. BACKGROUND**1.1 Update on Progress**

- 1.1.1 This report addresses the actions outlined in the National Fire Chiefs Council (NFCC) Phase 1 action plan, the five recommendations from the Fire Service in Wales, learning from Grenfell, and the recently released Phase 2 recommendations. Each action is clearly defined, with specific tasks, objectives and timelines for completion. The individuals responsible for these actions now form part of a dedicated sub-committee, working collaboratively to ensure the successful implementation of all recommendations.

- 1.1.2 The new High-rise Standard Operating Procedure (SOP) has been amended and is currently out for consultation. Recent changes to this SOP include the removal of the provision allowing crews to work above the fire without breathing apparatus. The SOP remains out for consultation.
- 1.1.3 A new evacuation SOP is currently in draft form and will be distributed for consultation following the full publication of the High-rise SOP.
- 1.1.4 Control is currently exploring a new app with NEC that can communicate with the current Vision System. We are set to be the first fire and rescue service to trial the system.
- 1.1.5 On the 15th of October, Airbus provided a demonstration of their Fire Survival Guidance (FSG) app. This application is integrated into the Mobile Data Terminal (MDT) software and has the potential to facilitate communication to the bridgehead. As an interim measure, the team has created paper evacuation books and plans and developed a new set of procedures, which have been tested by operational crews and Joint Fire Control (JFC).
- 1.1.6 A new 360-degree immersive High-rise and evacuation training video has been created by the High-rise team to compliment the practical training already being rolled out by the team at Brecknock House.
- 1.1.7 A new live-action tracker has been implemented to monitor the monthly progress of individual tasks or actions. This dynamic document will allow for real-time updates, providing insights into the current status of each action. Additionally, it can be used to track and calculate the overall percentage completion of all actions, offering a comprehensive view of the project's progress.

2. ISSUES

- 2.1 The major issue is the rate of progress in completing all outstanding actions. Currently, the departments and individuals responsible for these actions are facing competing priorities. The live action tracker shows the percentage of each action completed a monthly basis, highlighting the limited progress being made in most areas.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity, and Inclusion

The recommendations have the potential to foster a more equitable, diverse, and inclusive society by prioritising the safety and well-being of all individuals, regardless of their background.

3.1.2 Well-Being Of Future Generations (Wales) Act:

The implementation of the Grenfell recommendations can positively impact the well-being of future generations in Wales by promoting safety and sustainability in building practices. By aligning with the goals of the Well-Being of Future Generations (Wales) Act, these recommendations contribute to creating a safe and healthy environment for current and future residents.

3.1.3 Socio Economic Duty

The Grenfell recommendations can influence the Socio-Economic Duty by emphasising the importance of addressing inequalities and promoting social justice in building safety regulations. By prioritising safety and well-being for all individuals, regardless of their socioeconomic status, the implementation of these recommendations can help advance the objectives of the Socio-Economic Duty to reduce disparities and promote equality in access to safe housing and services.

3.1.4 Equality Impact Assessment

An Equality Impact Assessment has been completed.

3.2 Regulatory, Strategy and Policy

3.3 The independent review of Building Regulations and Fire Safety, Hackitt review led to key changes to legislation including a new regulatory framework for High-rise buildings and improved fire safety standards, building regulations and accountability in the construction industry to prevent similar incidents in the future.

3.4 National Policy. The majority of UKFRS are currently updating their Highrise policies following the release of the Grenfell reports. National Fire Chiefs Council (NFCC) is involved in developing guidance, training programs, and initiatives to ensure that the recommendations are effectively implemented across the fire and rescue sector to enhance public safety and prevent future tragedies.

3.5 **Resources, Assets and Delivery**

3.5.1 Human Resources and People Development

A sub-committee has been established and consists of members from the Operations department, Business Fire Safety (BFS), Control, Operational Risk Management (ORM), Health and Safety, Training and Community Safety.

3.5.2 Assets and Resources

No clearly identified budget exists for the High-rise team with current expenditure covered by existing budgets from both the training and operations budget.

4 **EVALUATION & CONCLUSIONS**

4.1 The project timeline is challenging and we currently behind schedule. Continued emphasis is being placed on the need to make progress and complete actions.

4.2 **Next Steps**

4.2.1 The next meeting is scheduled for the 3rd of December, where all action holders will discuss progress in person, share any issues or barriers, and review the next steps and associated timeframes. This forms part of the strategy for providing support and guidance.

4.2.2 The High-rise team is attending a Continual Professional Development event in London from the 2nd to the 4th of December.

4.2.3 Training is currently ongoing for both operational crews and fire control teams.

4.2.4 We are currently 49.4% complete with the implementation of all Grenfell recommendations, as shown in the live action tracker.

4.2.5 A paper is currently being written exploring the feasibility of creating a dedicated High-rise team. This dedicated team will be tasked with overseeing the completion of all outstanding actions within a defined time period.

5 RECOMMENDATIONS

- 5.1 The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

Contact Officer:	Brian Thompson ACFO Technical Services	
Background Papers	Date	Source / Contact
The Independent Review of Building Regulations and Fire Safety (The Hackett Review)	May 2018	
Grenfell Tower Inquiry Phase 1 Report	Oct 2019	
Fire and Rescue Services in Wales: Learning from Grenfell	Feb 2021	
The Fire Safety England Regulations	June 2022	
The Building Safety Bill	April 2022	
Grenfell Tower Inquiry Phase 2 Report	Sept 2024	

Appendices	

Report Title: Grenfell Thematic Review– Update for Commissioner’s (December 2024)

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.v
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE AREA MANAGER, RISK REDUCTION

**THEMATIC REVIEW BROADENING THE ROLE OF FIREFIGHTERS IN WALES
UPDATE****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY TEMPORARY ASSISTANT CHIEF FIRE OFFICER,
DEAN LOADER

REPORT PRESENTED BY TEMPORARY AREA MANAGER, MATTHEW JONES

SUMMARY

This report will provide Commissioners with an update on the progress to date of the Thematic Review Broadening the role of firefighters in Wales Delivery Group, against the four recommendations contained within the Thematic Review.

RECOMMENDATIONS

The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

1. BACKGROUND

- 1.1 The "Broadening the Role of Firefighters in Wales" Thematic Review aims to explore and assess the potential expansion of responsibilities and capabilities of firefighters beyond traditional firefighting duties. The report examines various factors, including the evolving nature of emergency response, community needs, and the skills and training of firefighters. Based on the four recommendations (Appendix 1), the Thematic Review presents a series of recommendations for consideration by strategic leaders, trade unions, and other stakeholders. These recommendations include developing clear guidelines and protocols for expanded roles, investing in training and resources, and fostering collaboration between fire services and community organisations.

- 1.2 Progress has been achieved to date, with sustained momentum to research and develop a suite of considerations against the four recommendations.
- 1.3 A delivery board has been established with a diverse range of representatives from departments across the organisation including the Fire Brigades Union (FBU). The Delivery Board structure has been formalised and agreed, however subject matter advisors may be required to support the group on an ad-hoc basis. Focus groups and or subgroups will be formed to ensure staff, stakeholders and communities are involved in any change.
- 1.4 The Delivery Board will convene regular meetings to review progress, address challenges, and make decisions related to the recommendations. Meeting frequency and format will meet fortnightly to begin to ensure traction. The Chairperson of the Delivery Board will be responsible for convening meetings, setting agendas, and ensuring that decisions are recorded and communicated to relevant parties. Regular progress reports will be provided to Senior Leadership Team and the Board of Commissioners and made available to ensure transparency and accountability.
- 1.5 While there are four recommendations within the Thematic Review, further clarification and direction may be required around Recommendations 1, 2 which are focused on shift changes. However, the Delivery Board will focus on Recommendations 3, 4 with a view of delivering change to the operational effectiveness by April 2025.
- 1.6 As part of our ongoing commitment to addressing Recommendations 3 and 4, the Delivery Board has made significant strides. A draft proposal has been developed to optimise the allocation of time blocks, aiming to enhance station-based activities. This initiative is central to the broader reform and strategic refocus of the Operational Response Directorate, ensuring that operational crews fully utilise shift time to prioritise critical areas such as operational training, fire protection, and preparedness. We remain dedicated to identifying opportunities for continuous improvement, enabling our crews to operate at their highest capacity and readiness.
- 1.7 Operation Reset which is due to be launched in February 2025 following end user engagement will focus on strategic initiative aimed at refocusing and strengthening the operational excellence of the SWFRS by aligning our practices with the core code of ethics, enhancing training standards, and fostering strong leadership across all levels of the service. The key focus areas for the Operation Reset will be linked to Recommendation 3 blocks of time, while further enhancing Training and Professional Development, Adherence to Ethical Standards and Empowering Leadership.

- 1.8 In addition to recommendation 3 the Delivery Board has been exploring options to develop an effective system to monitor the activities of operational crews while Mobile available. This will allow the organisation to ensure we accurately document and record how our operational capacity is utilised to meet the needs of the communities of SWFRS.
- 1.9 Strategic direction from the Executive Leadership Team (ELT) and Board of Commissioners (BOC) is required to advance work on Recommendations 1 and 2, specifically regarding the potential shift system reform and the recommended shift equalisation outlined in the review.
- 1.10 Should it be agreed that the organisation will explore considerations for alternative shift structures and patterns which will require further consultation with the FBU.

2. ISSUES

- 2.1 It is likely that consultation surrounding changes to the current shift system may result impact on the moral of Firefighters, and potential industrial action. Introducing broader roles will necessitate significant cultural and operational changes, including engagement with FBU and alignment with national agreements. The review of the shift system should be done in conjunction with broadening the roles of firefighters in Wales to ensure that Firefighters are adequately utilised to enhance the services response to emergency within the communities of SWFRS.
- 2.2 Existing fire service appliance utilisation rates are low, indicating capacity to support additional duties such as out-of-hospital cardiac arrests and non-injured faller responses. However, most of this capacity exists during the night shift (2200–0700), while health-related incidents peak during the day, creating a mismatch.
- 2.3 Considering the CFRAI report, "Inspection of the South Wales Fire and Rescue Service to Consider the Effectiveness of its Response to Domestic Dwelling Fires," there is increased emphasis on shift equalisation. While the Delivery Group originally recommended pausing Recommendations 1 and 2 until the completion of the Thematic Review of Operational Training, including Recommendation 2(a) – which calls for the three Welsh FRSs to conduct a thorough analysis of the time required for firefighters to train and be assessed on core competency areas – it is now clear that further strategic direction is required.

3. IMPLICATIONS

- 3.1 Introducing expanded roles requires significant structural adjustments, including changes to shift patterns, station routines, and mobilising systems. These changes may face resistance from staff and unions and require alignment with National Joint Council (NJC) agreements. Failure to engage stakeholders effectively could delay or derail implementation, leading to operational inefficiencies and missed opportunities to support health and social care partners.
- 3.2 At this fragile stage within the service modifications to the existing shift system could significantly impact firefighter morale and may present a risk of industrial action.
- 3.3 Failing to amend the current daily practices and routines from our Operational stations may result in Insufficient time allocated to risk-critical training and skill maintenance. The existing six hours per tour of duty for wholetime shifts may not adequately meet the demands of National Operational Guidance (NOG) and competency requirements. Expanding responsibilities without addressing training needs could lead to skill gaps, reduced effectiveness, and potential operational failures in critical situations. However, it is envisaged that the implementation of blocks of time as part of Operation Reset will address this implication.
- 3.4 **Regulatory, Strategy and Policy**
 - 3.4.1 HSE Guidance (HSG 256): Managing shift work and its implications for fatigue and safety, particularly regarding the statutory minimum rest periods and acceptable shift durations. National Scheme of Conditions of Service (Grey Book): Governing firefighter working conditions, which includes provisions for modifying shift patterns (e.g., introducing 12-hour or 8-hour shifts).
 - 3.4.2 Service Policy and Procedures.
 - OP-02-001 - Wholetime Personnel.
 - OP-02-002 - On Call Personnel Working the Retained Duty System.
 - OP-02-014 - Family Friendly Policies.
- 3.5 **Resources, Assets and Delivery**
 - 3.5.1 Delivery of Operation Reset will be conducted by the Operational Audit and Support Team (OAST). This will see additional support from Station Commanders and Group Managers within Operations.

3.5.2 Delivery of Operation Reset will be conducted as a face-to-face Delivery programme by Station Commander, Group Managers and supported by OAST.

3.5.3 The current ICT systems within the organisation are sufficient to support the implementation of the blocks of times.

4 EVALUATION & CONCLUSIONS

4.1 Undertake feedback following the focus groups surrounding Recommendation 3.4.

4.2 Consultation within the FBU to agree a mutual way forward.

4.3 Next Actions

4.4 Draft Station Activity Schedule: Present the draft proposal for structured time blocks to the Fire Brigades Union (FBU) at the upcoming Joint Consultative Forum for Operations. This will enable constructive engagement and provide an opportunity for valuable feedback, fostering collaborative progress on the initiative.

4.5 Development of Data Collection System: Finalise and launch a Microsoft Forms platform to systematically capture and manage data pertaining to Recommendation 4. This tool will streamline data collection and enhance our ability to monitor progress and outcomes effectively.

4.6 Engagement with ELT and BOC: To advance the strategic reform related to Recommendations 1 and 2, particularly around shift equalisation and operational training, it is crucial to seek further guidance from the Executive Leadership Team (ELT) and Board of Commissioners (BOC). Their direction will be key to progressing these initiatives.

5 RECOMMENDATIONS

5.1 The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

Contact Officer:	Dean Loader, ACFO Service Delivery ACFO Service Delivery	
Background Papers	Date	Source / Contact
Managing shift work: Health and safety guidance.	2006	https://www.hse.gov.uk/pubns/books/hsg256.htm
Thematic Review, Broadening the role of Firefighters in Wales	2021	https://www.gov.wales/sites/default/files/publications/2021-11/broadening-of-the-role%20of-firefighters-in-wales.pdf

Appendices	
1	Thematic Review – Recommendations
Recommendations 1	That the FRS review the existing shift system to identify how best the additional capacity identified within this report can be accessed to increase training, exercising and risk reduction activity. This should be done irrespective of whether broadening of the role is pursued.
Recommendations 2	That the FRS review the existing shift system and any proposed new shift system against HSG 256 Managing shift work: Health and safety guidance, to ensure that fatigue and risk implications are appropriately considered.
Recommendations 3	That the FRS undertake an analysis of training, exercising and risk reduction activity requirements based on risk and allocate blocks of time to each within a formalised station work routine framework. These blocks should be interchangeable at the discretion of Watch Officers to ensure appropriate flexibility.
Recommendations 4	That the 3 FRSs build in the functionality to their mobilising system to allocate status codes to specific activities (such as SSRI visits) in order to generate management assurance that these activities are being undertaken with sufficient frequency, and to facilitate more precise analysis of time spent on such activities.

Report Title:– Thematic review “Broadening the role of Firefighters in Wales” update for Commissioner’s (December 2024)

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.vi
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF GROUP MANAGER OPERATIONS

OPERATIONAL EFFECTIVENESS REVIEW - UPDATE**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY TEMPORARY ASSISTANT CHIEF FIRE OFFICER
BRIAN THOMPSONREPORT PRESENTED BY GROUP MANAGER OPERATIONS, MICHAEL S
EVANS**SUMMARY**

This report will provide Commissioners with an update on the progress to date against the six recommendations contained within the Review of Operational Effectiveness of South Wales Fire and Rescue Service by Chief Fire and Rescue Advisor and Inspector for Wales

RECOMMENDATIONS

Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

1. BACKGROUND

- 1.1 In October 2024, the Chief Fire and Rescue Advisor and Inspector for Wales (CFRA&IW) published the "Review of Operational Effectiveness of South Wales Fire and Rescue Service". The Review assess the operational effectiveness of the Service when responding to domestic dwelling fire incidents.

The Review was undertaken in July and August 2024, a total of 252 incidents occurring between 1 April 2021 – 31 March 2023 were analysed in detail in the format of visits and fieldwork to review the Service's operational procedures, breathing apparatus, and incident command tactics.

The findings of the review presented six recommendations for the three Welsh FRS' to consider.

1.2 On the 11th of November 2024, Group Manager Mike Evans was established by the Temporary Assistant Chief Fire Officer Brian Thompson as the Service lead for developing a response to, and implementation of the recommendation outlined in the Review. To support Group Manager Mike Evans through this process he will be supported as required by subject matter advisors positioned throughout the service.

1.2.1 The six recommendations for the Welsh FRS' to consider are detailed as follows –

1.2.2 **Recommendation 1:** All previous Thematic Review recommendations should be implemented without further delay and by no later than July 2025.

1.2.3 **Recommendation 2:** SWFRS should undertake a fundamental review of their firefighting SOPs. The outcome of this review should be that firefighting hazard knowledge and control measure tactics are scientifically correct, reflect the most current research and are clearly and unambiguously expressed in one piece of guidance that is easily accessible to all firefighters. Work on this recommendation should commence immediately with updated guidance published no later than January 2025.

1.2.4 **Recommendation 3:** In parallel with Recommendation 2 a comprehensive training program must be developed. Underpinning knowledge packages on the LearnPro system must fully reflect the content of the updated SOPs. Micro teaches should be developed for every control measure tactic to give Crew and Watch Managers the best possible resource library of training aids to support the delivery of on station practical skill maintenance training. Combined, and subject to a time and motion study, these packages will give a meaningful time value to inform the allocation of blocks of time within the station work routine. Work on this recommendation should commence immediately with updated training packages published no later than April 2025.

1.2.5 **Recommendation 4:** An overarching operational assurance policy should be developed and implemented which articulates clearly and unambiguously the process of how incidents will be monitored, audited and reviewed to ensure that operational guidance, equipment and training remains effective. This should be published no later than April 2025.

- 1.2.6 **Recommendation 5:** SWFRS should consolidate the responsibility for operational assurance into one central and dedicated team. All other officers conditioned to the flexi duty system should be considered as a resource to this team for the purposes of active operational monitoring and audit when providing operational cover and when not mobilised to an incident to undertake the role of incident commander. This team would be best located within the Operational Response function, should report directly to the Chief Officer and should be in place no later than April 2025.
- 1.2.7 **Recommendation 6:** The new Chief Officer should review the existing structures and distribution of corporate responsibility to ensure that there are clear and unambiguous relationships between the Operational Preparedness function (policy, training and equipment) and Operational Response (operational assurance) to deliver the outcomes intended through HSG 65.

2. PROPOSAL

- 2.1 It is proposed that the SWFRS' board of Commissioners take note of this paper as an update on progress to date.

Actions to date:

Appointment of GM Mike Evans to work fulltime on how we as a Service will achieve the recommendations and he will be reporting directly to ACFO Thompson.

Middle-leader briefing to all staff providing an overview of the review, actions, and intentions of the Service regarding the recommendations.

Insertion of the recommendations into the thematic review governance structure.

2.2 **Recommendation 1 update**

Essentially recommendation 1 (shift changes) will be out of scope of the work commenced, as that will sit with the extant 'Broadening the role of Firefighters.' The rest will form a new 'thematic work-stream' strand and sit with T/ACFO Thompson as the strategic lead.

2.3 Recommendation 2 update

In the initial phase, the work undertaken to meet recommendation 2 will be the key focus. This is partly due to the short timeframe to which this recommendation needs to be achieved, but mainly due to the impact it will have on operational effectiveness. The goal is to produce a guidance document for building firefighting that is scientifically correct, reflects the most current research and is clearly and unambiguously expressed in one piece of guidance that is easily accessible to all firefighters. The aim of the guidance is to improve firefighting hazard knowledge and control measure tactics.

A group of SMEs was established to produce the outline of a guidance document to support building firefighting.

- The team worked together for 5 days between the 11th – 14th November and focus only on this task.
- The outcome required was production of a suite of control measure tactics that was suitable for SWFRS.
- The control measure tactics needed to meet the requirements of NOG, and recommendation 2 of the latest CFRAI report.
- The control measure tactics need to consider current fire behaviour guidance and be underpinned by the latest scientific research into compartment firefighting.
- All control measure tactics must be applicable to SWFRS identified risks and the tactics must be specific to the property types within SWFRS service area.
- Consideration of current working practices must be included.

This document will form the basis for recommendation 3 it will highlight what areas need training packages produced. These training packages will then support the identified control measure tactics. The guidance document is currently being formulated and a draft version will be available for review by the end of December 2024.

To support the production of this guidance document and to develop working relationships between services, links with UK and international partners have been established. On the 25th of November an online meeting is planned with Dr Ricardo Weewer Professor of Fire Service Science at the Fire Service Academy (Institute for Safety) in the Netherlands, and his team, to discuss firefighting tactics, research work and discuss the training rigs and their uses.

Dr Ricardo Weewer is programmed to present details of the Dutch 4 Quadrant Model and Firefighting Principles to members of SWFRS on the 9th January 24.

Further online meetings are planned with members of Fire Rescue Victoria on the 27th November 24.

The guidance document is currently being formulated and a draft version will be available for review by the end of December 2024.

2.4 **Recommendation 3 update**

Work will commence on this recommendation in January 2025, on completion of building firefighting guidance document. There is a phased approach to this recommendation.

Phase 1 – this is the initial rollout of the guidance document and the associated training. The training schedule will cover all tactical officers and all operational crew. It is programmed for the 1st quarter of 2025 and will utilise the dates of this periods quarterly exercise program. The training will cover all aspects of the guidance document along with practical exercises/demonstrations of tactics. It is anticipated that the phase is completed by April 2025.

Phase 2 - Work will commence on this recommendation in April 2025, with research work already ongoing. The aim of this phase is the production of station-based training packages to be used by operational crew for continuation training, these training packages are to develop the understanding of identified control measure tactics. The work will follow an ongoing review cycle this will be outline in recommendations 4 and 5.

Phase 3 – Development of new training practices for building firefighting, this will involve reviewing other fire and rescue services and their approach to building firefighting training. It will look at training research and what different training facilities could support SWFRS. Research work has already started in this area.

2.5 **Recommendation 4 update**

Work will commence on this recommendation following the review of the team tasked with leading on this objective. When the initial aspects of recommendation 5 are completed, the resulting identified team will work to meet the objectives outlined in recommendation 4.

2.6 **Recommendation 5 update**

Work will commence on this recommendation following the completion of the guidance outline in recommendation 2 and following the start of recommendation 3 phase 1. It will involve the potential centralising of the operational assurance process to single function/team (combining ODRT and OAST) with a clear recording and feedback process.

2.7 **Recommendation 6 update**

Recommendation 6 to be reviewed with the New CFO as outlined in the report.

3. **IMPLICATIONS**

There are only minor implications, as detailed below.

3.1 **Community and Environment**

Before any changes are made to service policy or procedure, an EQIA & H&S risk assessments will be undertaken to ensure that there are no adverse impacts to staff or the community.

3.2 **Regulatory, Strategy and Policy**

There are obvious financial implications to some if not all the work ongoing, and possible introduction of the recommendations detailed above. This project is in the early stages of development and financial implications have not been fully investigated as research is still ongoing. The financial impacts will be highlighted as they are identified.

There is also some corporate risk attached to this project, i.e. if the service did not implement the recommendations of the CFRA&IW it could result in a loss of public confidence. If implemented, the service may also be moving away from guidance published by the NFCC as National Operational Guidance. Any changes will be captured in a risk assessment.

Amendments to service policy and procedure will need to be made prior to any introduction of new tactics. Once presented and accepted, the lead officer's will be responsible for any changes.

3.3 **Resources, Assets and Delivery**

To continue the research and implementation, Group Manager Mike Evans will need whole service support, operational, training, finance etc. As previously detailed, there will be obvious cost and additional time incurred to support the delivery of the recommendations.

4 EVALUATION & CONCLUSIONS

- 4.1 To conclude, it is recommended that the Commissioners note this paper as an update on the implementation of the Review of Operational Effectiveness of South Wales Fire and Rescue Service by Chief Fire and Rescue Advisor and Inspector for Wales.

5 RECOMMENDATIONS

The Commissioners note the report and take assurance that the organisation has mechanisms in place to respond to the Thematic Review.

Contact Officer: GM Operations	Mike Evans Group Manager	
No background papers attached		
Background Papers	Date	Source / Contact
None		
Title NA		
Appendices		
Appendix 1 *	NA	

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7.vii
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

SERVICE CULTURE STATEMENT

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

PRESENTING OFFICER: DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION, DOMINIC MIKA

SUMMARY

Following the Commissioners' reassertion of the Service's adoption of the National Fire Chiefs Council (NFCC) Core Code of Ethics at their meeting on 26th September 2024, this paper provides an update on work to promote and embed the Code and its principles within the Service, in particular the Service's Culture Statement.

RECOMMENDATION

That the Commissioners note and affirm their support for the Culture Statement.

That the Commissioners note plans to promote and embed the Statement and its aspirations in the review of the Service's vision, mission and values, and in policies, procedures and guidance.

1. BACKGROUND

- 1.1 As previously reported to Commissioners, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) spotlight report on Values and Culture in Fire and Rescue Services (March 2023) recommended that "With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services" (recommendation 34).
- 1.2 Recommendations of the Independent Culture Review Report by Fenella Morris KC included actions to set clear behavioural standards (ICR6), to review and streamline the statement of values (ICR5) and to demonstrate clear leadership commitment relating to values, equality and diversity, standards and culture (ICR8).

- 1.3 The Commissioners recently reaffirmed the Service's adoption of the National Fire Chiefs Council (NFCC) Core Code of Ethics and its affinity with the Service's own values. Staff engagement had indicated the Code was neither embedded or understood, so reasserting the Service's adoption of the Code demonstrated commitment to culture change, setting out expectations of conduct and behaviour.
- 1.4 It was planned for the Code to be promoted Service-wide as part of a wider discussion on values and behaviours, coordinated by the Ethics, Culture and Values project within the Step Forward programme, and integrated across other project and Service activities.
- 1.5 The five ethical principles of the Code are: Putting our communities first, Integrity, Dignity and respect, Leadership, and Equality, diversity and inclusion.

2. ISSUE / PROPOSAL

- 2.1 The ethical principles set out in the Code are the basis for the values that are important to all FRSs in promoting good behaviour and challenging inappropriate behaviour, written with the flexibility for adaptation to differing governance arrangements. It is important that they can be interpreted and consistently applied by all who work for or with the FRS.
- 2.2 A Culture Statement has been produced setting out the Service's commitment and aspirations with the Code at its core. The Statement is included at Appendix 1 to this report.
- 2.3 The Statement sets out the Service's commitment to "creating a safe, modern fire and rescue service in South Wales and to ensuring everyone is treated with dignity and respect, free from discrimination, bullying, harassment and inappropriate behaviours".
- 2.4 The Statement makes explicit that expectations of behaviour will be clear to everyone and that inappropriate behaviours will not be tolerated, and it will therefore reinforce future work to embed the Code and behaviour standards in policies and procedures, training, campaigns and communications.
- 2.5 Development of the Statement has included consultation with representative bodies with feedback incorporated. Commissioners, the CFO, ELT and members of SLT have provided supporting statements, demonstrating leadership commitment and addressing recommendation ICR8 of the Independent Culture Review.
- 2.6 Promotion of the Statement, internally with staff and externally with stakeholders and the public, will be led by the Ethics, Values & Behaviours project within the Step Forward programme but will be supported by and inform other projects and activities.

- 2.7 The Statement and the Code will inform a Service-wide discussion on values and behaviours. This activity will identify examples of positive and negative behaviours that are relatable and applicable to the Service's activities and inform review of the Service's statement of values. This activity has commenced with a Middle Leaders Engagement event launching the review and providing a toolkit to facilitate discussion in team meetings. This addresses recommendation ICR5 of the Independent Culture Review.
- 2.8 Setting these behavioural standards will inform individual accountability and provide clarity in identifying, challenging, discussing and addressing unacceptable behaviour. They will be embedded in our policies, procedures and guidance with expansion of aspects of the Statement. This addresses recommendation ICR6 of the Independent Culture Review.

3. IMPLICATIONS

3.1 Community and Environment

- 3.1.1. Equality, Diversity and Inclusion - The Core Code of Ethics was equality impact assessed by the group at a national level and Equality, Diversity and Inclusion is a key principle within the Code. An Equality Impact Assessment has been completed.
- 3.1.2. Well-Being Of Future Generations (Wales) Act - As a public body, the Statement demonstrates commitment to delivering the highest standards of service to the community.
- 3.1.3. Socio Economic Duty - The Duty addresses decision making which will be supported by the Code's focus on assuring an ethical approach.
- 3.1.4. Safeguarding - By setting out expectations for behaviour and informing discussion on what is and is not acceptable, the proposal will provide a basis to recognise and challenge inappropriate behaviour.
- 3.1.5. Consultation and Communications, including Representative Bodies - The Statement has been shared with Representative Bodies and their feedback has been incorporated.

3.2 Regulatory, Strategy and Policy

- 3.2.1. There are no direct financial implications in relation to this proposal.
- 3.2.2. Morris Report - The Statement, supporting commitments from senior leaders and actions to review the Service's values and set behaviour standards address recommendations ICR5, ICR6 and ICR8.

3.2.3. Service Policy – The Statement and principles of the Code will ensure that policies and processes are ethical and address the needs of the FRS, staff, the community and partners. The Code and subsequently developed Service values will inform a review of OP-02.051 Standards and Expectations.

3.3 Resources, Assets and Delivery

3.3.1. The proposal does not require direct allocation of resources as activities will be supported within already agreed support for the Transformation Programme.

3.3.2. The NFCC People, Culture and Leadership programme's second phase focusses on cultural reform and strengthening leadership. Resources have been developed to support FRSs which will be reviewed and utilised for the Service's promotion of the Code.

4 EVALUATION & CONCLUSIONS

4.1 The Statement provides a commitment and focus for ongoing discussion and development.

4.2 Future work to review the Service's values and ensure consistency in expectations of behaviour will support the goal of a safe and positive environment for all.

5 RECOMMENDATIONS

5.1 That the Commissioners note and affirm their support for the Culture Statement.

5.2 That the Commissioners note plans to promote and embed the Statement and its aspirations in the review of the Service's vision, mission and values, and in policies, procedures and guidance.

Contact Officer:	Suzanne Absalom Culture Change Programme Manager	
Background Papers	Date	Source / Contact
Fire Standards Board – Approved Standard: Core Code of Ethics https://www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/		
HMICFRS Values and Culture in Fire and Rescue Services https://hmicfrs.justiceinspectors.gov.uk/publication/html/values-and-culture-in-fire-and-rescue-services/		
NFCC Core Code of Ethics https://nfcc.org.uk/wp-content/uploads/2023/10/Core-Code-of-Ethics-England-FRS-May21_V0.pdf		
NFCC Core Code of Ethics Guidance https://nfcc.org.uk/wp-content/uploads/2023/09/Core-Code-of-Ethics-England-Guidance-May-21-V0.pdf		
NFCC People, Culture and Leadership programme resources https://nfcc.org.uk/our-services/people-programme/		

Appendices	
Appendix 1	South Wales Fire and Rescue Service Culture Statement

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Service Culture Statement

Appendix 1: South Wales Fire and Rescue Service Culture Statement



South Wales Fire and Rescue Service Culture Statement

Our communities deserve a fire and rescue service that can be relied on in every way – to be operationally excellent, professional, inclusive and trusted. To deliver this, we must each bring the best of ourselves to our roles, recognising the many and varied contributions each of us make.

We are committed to creating a safe, modern fire and rescue service in South Wales and to ensuring everyone is treated with dignity and respect, free from discrimination, bullying, harassment and inappropriate behaviours. We make this commitment to our staff, our communities and the partners and stakeholders we work with every day.

We recognise the National Fire Chiefs' Council (NFCC) Core Code of Ethics as the foundation for our own values. This applies to all of us, at all times, and to those who work with us or on our behalf. They will be reflected in our own values as well as encouraging ways of working that support and inspire, embracing the principles of the Wellbeing of Future Generations Act and our shared ambition for the future of Wales.

- **We will put our communities first** – by understanding their risks and needs through active engagement, working collaboratively to deliver the best possible services and always striving for improvement.
- **We will act with integrity** – by delivering on our commitments, being open and transparent, and calling out inappropriate behaviours and actions.
- **We will treat people with dignity and respect** – by building positive relationships, treating people with sensitivity and compassion, and connecting with each other.
- **We will demonstrate leadership** – by being resilient and accountable, challenging and encouraging as we support each other to be our best.
- **We will foster equality, diversity and inclusion** – by celebrating difference, standing against all forms of discrimination and building cohesion in an environment where everyone can thrive and feel valued.

We must all create an environment that is welcoming, tolerant and safe, and that fosters growth through learning and open communication. There is no place for inappropriate behaviours. Actions that threaten, disrespect or intimidate others will always be addressed. We will take a zero-tolerance approach to bullying, harassment, discrimination, abuse and harm and there will be clear, appropriate, proportionate consequences.

- Our expectations of behaviour will be clear to everyone, from induction of new staff to ongoing reminders and learning through training and campaigns.
- We will support our staff in calling out inappropriate behaviour or language as we hold ourselves and each other to account.
- Staff and the public will be supported in reporting concerns through confidential routes.
- Our policies and procedures will consistently reflect this commitment and set out clear processes.
- We will care for the health, safety and wellbeing of our staff.



Creating an environment of trust and confidence will demand commitment from everyone, at every level.

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.viii
19 DECEMBER 2024

BOARD OF THE COMMISSIONERS

REPORT OF THE INTERIM MONITORING OFFICER

**INDEPENDENT REMUNERATION PANEL FOR WALES' DRAFT ANNUAL
REPORT 2025 TO 2026****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY INTERIM MONITORING OFFICER

REPORT PRESENTED BY INTERIM MONITORING OFFICER, GABRIELLE
GREATHEAD**SUMMARY**

This report brings to Commissioners' attention the relevant sections of the Independent Remuneration Panel for Wales's Draft Annual Report that would relate to payments to Members of Welsh Fire & Rescue Authorities.

RECOMMENDATIONS

That Commissioners note the extract of the Independent Remuneration Panel's Draft Annual Report, attached at Appendix 1, which provides details of payments to Members of Welsh Fire & Rescue Authorities.

1. BACKGROUND

- 1.1 Commissioners may be aware, the Local Government (Wales) Measure 2011 gave powers to the Independent Remuneration Panel for Wales to determine and review the remuneration of Members of Local Authorities, National Park Authorities, Fire & Rescue Authorities and Town & Community Councils.
- 1.2 The Panel is also required to produce an Annual Report and consult on this prior to its issue. It outlines the proposal for the subsequent financial year. The draft was published at the beginning of October 2024, outlining the proposed changes for the 2025/26 financial year.

2. ISSUE / PROPOSAL

2.1 Commissioners will note that Councillors' remuneration for Fire & Rescue Authority duties for the 2025/26 municipal year of salaries are determined as follows:

- Basic salary £2,788 per annum
- Senior Salary £6,743 per annum (inclusive of basic salary)
- Chair Of Fire Authority Salary £12,674 per annum (inclusive of basic salary)

2.2 The draft changes mentioned above, should they come into force, will be published by 28 February 2025 and will be effective for the 2025/26 financial year, coming into force on 1 April 2025.

2.3 This will be the last report by the Independent Remuneration Panel for Wales before their duties transfer to the Democracy and Boundary Commission Cymru from 1st April 2025.

3. IMPLICATIONS

3.1 Whilst at the time of this report, the functions of South Wales Fire and Rescue Authority have been conferred on the four Commissioners, the Independent Remuneration Panels determination of salaries may be relevant when considering future governance arrangements as they outline salaries for the 2025/26 financial year.

4 RECOMMENDATIONS

4.1 That Commissioners note the extract of the Independent Remuneration Panel's Draft Annual Report, attached at Appendix 1, which provides details of payments to Members of Welsh Fire & Rescue Authorities.

Contact Officer:		Gabrielle Greathead Interim Monitoring Officer
Background Papers		
None	Date	Source / Contact
Title		

Appendices	
Appendix 1	Independent Remuneration Panel for Wales: draft annual report 2025 to 2026

Report Title**Appendix 1: Independent Remuneration Panel for Wales: draft annual report 2025 to 2026**

<https://modern.gov/microshadeapplications.co.uk/MonmouthTC/documents/s5543/DRAFT%20-%20independent-remuneration-panel-wales-draft-annual-report-2025-2026.pdf>

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AGENDA ITEM NO 7.ix

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	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: Wayne Thomas/ Lisa Mullan	On Agenda
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	Deferred – Audit Wales report not yet available
Dec 2024	Introduction of Market Supplements for Corporate Roles to Address Recruitment Pressures.	The report proposes the introduction of a new market supplement payment to address current recruitment pressures.	D	ACO PS Contact Officer: Alison Reed	On Agenda
Dec 2024	Your Health Delivery Group Update to Commissioners	ACFO Loader to present an update on Your Health to the Board of Commissioners.	I	T/ACFO SD Contact Officer: Dean Loader	On Agenda
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	I	T/ACFO SD Contact Officer Mike Wyatt	On Agenda

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	Thematic Review of Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations.	I	T/ACFO TS Contact Officer: Brian Thompson	On Agenda
Dec 2024	Grenfell Thematic Review	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations.	I	AM Risk Reduction Contact Officer: Mike Wyatt	On Agenda
Dec 2024	Thematic Review, Broadening the role of Firefighters in Wales (Update)	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations.	I	AM Risk Reduction Contact Officer: Matt Jones	On Agenda
Dec 2024	Operational Effectiveness Review (Update)	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations.	I	GM Mike Evans Contact Officer: Brian Thompson	On Agenda

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	Service Culture Statement	To provide Commissioners with an update on the Services Culture Statement.	I	Dominic Mika, Director of Strategic Change and Transformation. Contact Officer: Suzanne Absalom	On Agenda
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	
Feb 2025	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	Contact Officer: Lisa Mullan	
Feb 2025	Operational Effectiveness Gap Analysis	To provide Commissioners with an overview of the Service's position following the recent report on Operational Effectiveness	I	T/ACFO TS Contact Officer: Brian Thompson	
Feb 2025	Technical Fire Safety and Community Fire Safety	To provide Commissioners with an update on Technical Fire Safety and Community Safety	I	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
Feb 2025	On call Strategy	To provide Commissioners with an update on SWFRS on call strategy	I	Contact officer: Mark Kift	
Feb 2025	Update on Culture Review Recommendations	To provide Commissioners with an update on the progress of implementing the Culture Review recommendations	I	Contact Officer: Dominic Mika	
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 Update	To present the outcome of changes to the Service response model for unwanted fire signals prior to a public consultation process.	I	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: 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
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	
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	Gabrielle Greathead	
Mar 2025	NFCC Code of Conduct	To provide Commissioners with an update and assessment of impact	I	Director of Strategic Change and Transformation	

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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 of South Wales Fire & Rescue Service Committee Meeting held on Friday 25 October 2024.	5
	b. People Committee Meeting held on Thursday 25 July 2024	9
5.	Update on Outstanding Actions	15
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6.i	Introduction of Market Supplements for Corporate Roles to Address Recruitment Pressures.	19
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7.iv	Grenfell Thematic Review	57
7.v	Thematic Review, Broadening the role of Firefighters in Wales (Update)	63

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7.vi	Operational Effectiveness Review Update	69
7.vii	Service Culture Statement	77
7.viii	Independent Remuneration Panel for Wales' Draft Annual Report 2025/2026	85
7.ix	Forward Work Programme for Board of Commissioners for South Wales Fire & Rescue Service 2024/2025	89
8.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	95