COMMISSIONERS FOR FIRE & RESCUE SERVICE

Papers for the Strategic Change, Transformation and Culture Committee to be held on:

Friday 21 February 2025, 1000hrs

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

Or

Remotely via MS Teams
<u>**Please ensure you join the meeting 15 minutes prior to meeting time**</u>

Meeting Link: <u>https://bit.ly/4gLj9ki</u>

<u>**Any issues please contact**</u>
01443 232000 and ask for Governance Support

A G E N D A

1. Apologies for Absence

2. Declarations of Interest

    Attendees 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

    REPORTS FOR DECISION

REPORTS FOR INFORMATION

Signature of Monitoring Officer:

MEMBERSHIP

Commissioners:

C	Foulkes
K	Williams

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE AGENDA ITEM NO 4
21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE MONITORING OFFICER

PROPOSED TERMS OF REFERENCE FOR STRATEGIC CHANGE TRANSFORMATION AND CULTURE COMMITTEE

THIS REPORT IS FOR DECISION

REPORT APPROVED BY INTERIM MONITORING OFFICER
REPORT PRESENTED BY INTERIM MONITORING OFFICER, GABRIELLE GREATHEAD

SUMMARY
The report proposes terms of reference for the newly formed Strategic Change, Transformation and Culture Committee (SCTCC).

RECOMMENDATIONS

1. That Commissioners consider the proposed terms of reference for SCTCC attached at appendix 1 to the report

2. That Commissioners agree to implement and publish the attached terms of reference.

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1. BACKGROUND

1.1   As a newly formed sub-Committee for the Board of Commissioners, the Strategic Change Transformation and Culture Committee requires a terms of refence to enable Commissioners and members of the Committee to understand the purpose and responsibilities of the Committee.

2. ISSUE / PROPOSAL

2.1   Attached at appendix 1 to this report is an initial draft of terms of reference for Commissioners consideration.

2.2 The draft covers the general responsibility and functions of the Committee namely to review, scrutinise and challenge where necessary decisions or actions taken or those the Service plans to take in relation to the Morris Review recommendations, thematic review recommendations as well as wider transformational change projects undertaken across the Service.

3. IMPLICATIONS

3.1 Regulatory, Strategy and Policy

3.1.1 As part of any good governance structure Committees should have clear and specific terms of reference outlining the roles and responsibility of the Committee. By agreeing these terms of reference Commissioners agree the roles and responsibilities of the Committee.

3.1.2 If agreed the terms of reference for the Committee will give the Committee members authority to scrutinise works undertaken within the Service in regards to the Morris Review Recommendations, the Thematic Review recommendations along with other transformational change projects.

4 RECOMMENDATIONS

4.1 That Commissioners consider the proposed terms of reference for SCTCC attached at appendix 1 to the report.

4.2 That Commissioners agree to implement and publish the attached terms of reference.

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

Appendices	
Appendix 1	Terms of Reference for Strategic Change Transformation and Culture Committee

COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE

TERMS OF REFERENCE

STRATEGIC CHANGE TRANSFORMATION AND CULTURE COMMITTEE

1. Purpose of the Committee

1.1. The Committee demonstrates the Commissioners commitment to ensuring that the Service is well-equipped, skilled and motivated to discharge the recommendations laid out in the Morris Review and the CFRAI's Thematic Reviews as well as any other transformation and cultural change work.

1.2. The Committee will serve to assist Commissioners in discharging their own terms of reference as set out by Welsh Government namely:

1.2.1. To secure the full and sustainable implementation of all the recommendations the review of SWFRS culture and values, no later than the deadlines stipulated in it.

1.2.2. To secure the full implementation of all recommendations in the CFRA's thematic reviews, as soon as possible and in a meaningful social partnership.

2. General Authority of the Committee

2.1. The Committee is authorised by the Commissioners for South Wales Fire and Rescue Service to:

2.1.1. investigate or make a detailed examination of any activity within the scope of these terms of reference;

2.1.2. take decisions upon any issues within the scope of these Terms of Reference unless the matter requires specific Board of Commissioners approval by virtue of legislative provision(s);

2.1.3. make recommendations to the Board of Commissioners or another committee or working group upon any issue within the scope of these terms of reference;

2.1.4. set up working groups to report to the Committee on specific matters within these terms of reference;

2.1.5. seek any information that it requires to undertake its duties from the relevant Director or Head of Service;

2.1.6. request the attendance of outsiders with relevant experience and expertise if this is considered necessary; and

2.1.7. respond to any consultation by an outside body upon any issue within the scope of these terms of reference.

3. General Functions of the Committee

3.1. The Committee responsible for:

3.1.1. reviewing and/or scrutinising and/or challenging where necessary decisions made, or actions taken in connection with the discharge of recommendations laid out in the Morris Review and the CFRAI's Thematic Reviews;

3.1.2. Reviewing and/or scrutinising and/or challenging where necessary, decisions made, or actions taken in connection with the transformational change programme or any other transformation or culture change work;

3.1.3. Monitoring the implementation of cultural change by the Service; and

3.1.4. Receiving departmental updates from Communication and Engagement, Planning, Performance and Stats, ICT and Transformation Team.

4. Annual Report

4.1. The Committee will provide a six-monthly progress update to the Board of Commissioners specifically on the discharge of recommendations laid out in the Morris Review and the CFRAI's Thematic Reviews.

4.2. The Committee will provide a general annual report to the Board of Commissioners on their workings and make recommendations for future work programmes and amended working methods if appropriate.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE   AGENDA ITEM NO 5
21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

VISION, MISSION & VALUES REVIEW

THIS REPORT IS FOR DECISON

REPORT APPROVED BY DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION, DOMINIC MIKA
PRESENTING OFFICER DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION, DOMINIC MIKA

SUMMARY

Following the Commissioners reassertion of the Service adoption of the National Fire Chiefs Council Core Code of Ethics at their meeting on the 26th September 2024, the Service launched a full review of its Vision, Mission and Values as part of its transformation programme and considering recommendations from its Independent Cultural Review.

Staff recognised the importance of consultation and staff engagement in reviewing these. As a result, the Service took the time to expand the review to include teams across the Service.

RECOMMENDATIONS

1.   The Commissioners approve the draft Vision, Misson and Values.
2.   The Commissioners note that this goes above and beyond recommendations that have been addressed in the Independent Culture Review.
3.   The Commissioners note the full contents of the report.

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1. BACKGROUND

1.1   On 3 January, an independent report on the culture of South Wales Fire and Rescue Service (SWFRS) was published (Morris Review), which exposed widespread discriminatory and abusive behaviour and serious failings of leadership and management. Considering the report's findings, the Welsh Government used its powers of direction under section 29(5)

and (6) of the Local Government (Wales) Measure 2009 to remove the elected members from the governance functions of the fire authority and to replace them by appointing four Commissioners.

1.2 The Commissioners have been charged with ensuring the full (where possible) and sustainable implementation of recommendations arising from that independent review.

1.3 Recommendation five of the Independent Cultural Review required the Service to:

"Review and streamline statement of values, having particular regard to report and recommendations, including "professional, respectful, caring, accountable"

1.4 On 2nd December 2024 at the Middle Leaders' Engagement Session: Our Service, Our Culture, the Service launched its review of its Mission Vision and Values.

1.5 The review was led by managers across the Service and included input on the Core Code of Ethics (CCoE).

1.6 Over 163 team sessions were conducted, resulting with the engagement of 932 operational staff, 238 corporate staff, volunteers and fire cadets.

1.7 The sessions covered the following areas:

Vision, Mission and Values
- Overview of our Vision, Mission and Values.
- What do we do? How do we do it? Who do we do it for? What value are we bringing?
- How does the Vision and Mission address the needs of the public and the Service, including modern challenges in the proactive safety of our communities and emergency response?

Questions:
- What do you think our Vision should be?
- What do you think our Mission should be?
- What do you think our Values should be?

1.8 Further engagement was completed with Middle Leaders at an engagement event: Operational Effectiveness and Culture session on the 15th January 2025.

1.9 Feedback was considered by ELT and Commissioners during an away day on Friday 17th January 2025.

1.10 Further staff feedback has since been conducted to test the proposed Vision, Mission and Values with staff.

2. UPDATE

2.1. Mission, Vision & Values

2.1.1 The mission, vision, and values statements are the guiding forces behind a Service. The vision statement provides insight into what the Service hopes to achieve or become in the future. The mission statement communicates the purpose of the Service. Our Service Values reflect what we value as a Service and how we will behave when delivering our Vision and Mission. The recommended Vision, Mission and Values are:

Vision: Working together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.

Mission: To serve our communities by reducing risk and responding to emergencies.

Values: Developed in extensive consultation with our People, Gives US the agreed framework for us to serve and protect OUR Communities effectively in South Wales.

- We act with **compassion.**
- We approach situations with moral and physical **courage.**
- We **respect** each other, our partners we work with and the public we serve.
- We always act with **integrity.**
- We aim for **excellence** in all that we do

Ethos:
This can all be summed up in our **ethos**: courage to act, compassion to care.

3. IMPLICATIONS

3.1 **Community and Environment**

3.1.1 Equality, Diversity and Inclusion- Equality, Diversity and Inclusion and the delivery of the strategic equality plan and the inclusive action plan remains a priority. As part of the Service's cultural improvement programme there are also several recommendations from the Morris review that focus on this area.

3.1.2 Welsh Language - Documentation, once the Vision, Mission and Values have been approved, they will be published in both English and Welsh.

3.1.3 Well-Being Of Future Generations (Wales) Act - The review of the services Vision, Mission and Values considers future generations in areas such as our community risk management and prevention activities as descriptor of the Service.

The Well-being of Future Generations (Wales) Act 2015, emphasises long-term goals, collaboration, and sustainable development principles. These align with crafting a clear vision and values. Engagement was conducted with Fire Cadets to support this.

3.1.4 Consultation and Communications- A staff communication and engagement plan is being developed as part of the Service Transformation Projects, Leadership and Ethics Vales and Behaviours.

3.1.5 Consultation with Representative Bodies- Representative bodies received a briefing on the planned workshops.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal - Legally, there are no specific requirements for a mission, vision, and values statement. However, generally considered good governance and supports setting improvement objectives.

3.2.2 Financial - The review has been conducted using existing roles in the service and therefore there has been no additional cost. Any documentation produced to date has come from the existing stationary stock. Should there be any requirements for any specialist printing, this will be requested as per need.

3.3. Fire Standards

3.3.1 The Leading the Service Fire Standard, as a desired outcome "A fire and rescue service where everyone works together to keep people safe, protecting life and property and delivering excellence to its community. Its community has confidence and trust in the service to prepare for and respond to emergencies. Its Senior leaders set a compelling Vision for their service and translate that Vision into a comprehensive delivery plan, understood by all."

3.3.2 Criteria 1 - make clear the Vision and strategic objectives for the service, which are available to and understood by all.

3.4 **Strategic Change and Transformation**

    3.4.1 The review of the Vision, Mission and Values is delivered as part of the Ethics, Values and Behaviours project, it also has interdependencies with both, the Governance and Strategy and Leadership projects.

3.5 **Resources, Assets and Delivery**

    3.5.1 Resources- The review has been conducted using existing roles in the service and therefore there has been no additional cost.

    3.5.2 Budget- There are no anticipated budget costs.

4. CONCLUSIONS

4.1 The review of the Vision, Mission and Values has been conducted with engagement across the Service which was led by managers. Their views and opinions have been considered throughout the consultation and fed into the proposed recommendations.

5. RECOMMENDATIONS

5.1. The Commissioners approve the draft Vision, Misson and Values.

5.2 The Commissioners note that this goes above and beyond recommendations that have been addressed in the Independent Culture Review.

5.3. The Commissioners note the full contents of the report.

Contact Officer:	Dominic Mika, Director of Strategic Change and Transformation		
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/			NFCC
HMICFRS Values and Culture in Fire and Rescue Services https://hmicfrs.justiceinspectorates.gov.uk/publication html/values-and-culture-in-fire-and-rescue-services/			NFCC
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
Associated Fire Standard: Leading the Service , https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/			NFCC
SWFRS Cultural Review , https://www.southwales-fire.gov.uk/app/uploads/2024/01/SWFRSCultureReviewReport.pdf			SWFRS

Appendices	
Appendix 1	Engagement Statistics

Appendix 1
Engagement Statistics

5th December 2024
Middle Leaders Engagement Session – 100 middle leaders attended

6th December 2024 to 6th January 2025
Workshop Engagement Session
163 Session Run
932 Ops Staff (Station, HQ, CCGDTC and Control)
238 Corporate Staff
Fire Cadets

7th January 2025
Service Improvement Board: Culture

15th January 2024
Middle Leaders Engagement Workshop: Operational Excellence and Culture
100 middle leaders attended

17th January 2025
ELT and Commissioners Away Day

27th January 2025 to 28th January 2025
Station based Vision, Mission and Values consolidation feedback sessions.
7 Watches visited from 4 fire stations including station based non-operational staff Support and Operational Departments

28th January 2025
ELT Workshop

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SOUTH WALES FIRE & RESCUE SERVICE   AGENDA ITEM NO 6
                                               21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECOMMENDATIONS

THIS REPORT IS FOR DECISION

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION
PRESENTING OFFICER: THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This paper provides an update to the Commissioner's on progress to implement the recommendations of the Independent Culture Review (ICR) Report carried out by Fenella Morris KC and published on 3rd January 2024. To date, 37 recommendations are considered complete and a further 33 are in progress with 12 recommendations closed, on hold or not started. The report also proposes the process for sign-off of recommendations, providing oversight from staff and the Commissioners.

RECOMMENDATIONS
1. That the Commissioners note progress reported on implementation of the ICR recommendations.
2. That the Commissioners agree the proposed process for sign-off of ICR recommendations as complete.
3. That the Commissioners refer this update to the Service Improvement Board to commence the process for sing-off of ICR recommendations.

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1. BACKGROUND

1.1   In December 2022, an Independent Culture Review (ICR) was commissioned by South Wales Fire & Rescue Service ("the Service") amidst media reports around abusive behaviour from current and former staff. The ICR covered the Service's culture, disciplinary processes and procedures, and seven years of historic cases. Fenella Morris KC was appointed to lead the independent review in February 2023.

1.2 The ICR Report was published on 3rd January 2024 by Fenella Morris. It identified significant failings in the Service regarding behaviours, standards and culture, and in management and leadership. The report set out 82 recommendations to address these issues, identifying themes and timescales. These recommendations were fully accepted by the Service and an initial action plan was produced.

1.3 Following Welsh Government's intervention to transfer the governance functions of the Fire Authority to four appointed Commissioners, their terms of reference included implementation of "all the recommendations of the review of SWFRS culture and values within deadlines stipulated in it". The initial action plan was reviewed and remapped to create a comprehensive transformation programme, titled "Step Forward". This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS's report on values and culture in fire and rescue services and the Service's own strategic plans.

1.4 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward projects, designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.

1.5 This report provides an update on the Service's progress on implementing the 82 ICR recommendations. It also sets out the process for future review of progress and "sign off" of completed recommendations.

2. PROGRESS UPDATE

2.1 On 6th January 2025 progress on the recommendations was reviewed by the Chief Fire Officer and the Head of Strategic Change & Transformation. Status categories were assigned, as detailed in Table 1.

Status	Recommendation Count	% of total
Complete	37	45.1%
In progress	33	40.2%
Closed - covered under alternative recommendation	10	12.2%
On hold	1	1.2%
Not started	1	1.2%
Total	82	

Table 1 - ICR Recommendations Status 6th January 2025

2.2 In relation to the **10 recommendations closed**, mapping of recommendations into workstreams identified duplication or significant overlap of action, therefore nine recommendations were closed with alternative references. ICR ref 69 – Institute two yearly EDI information collection, has been closed as the Service will be required to report EDI statistics annually to Welsh Government, therefore the recommendation will be exceeded.

2.3 The **one recommendation on-hold** is reliant on progress of ICR ref 10 – Arrange independent review of ELT performance, to include advice on training required. The on-hold recommendation, ICR ref 75, refers to a follow-up of this review. A scoping exercise is underway for an independent review, being developed in collaboration with the CFO. This will supplement the assessment carried out by HMICFRS, the report on which will be received late March/early April.

2.4 There is **one recommendation not started**, ICR ref 25 - Instruct specialist employment lawyers to review policies and procedures, and to assist in drafting a set which are clear and accessible. Following transformation of People Services, responsibility for policies and procedures management is to be confirmed in the Service's structure and this action will be considered.

2.5 Significant progress has been made, with 37 recommendations, 45% of the total, assessed as completed. As previously noted, these recommendations have been embedded in a wider transformation framework that is ambitious in its scope. Reviewing In Progress and Completed recommendations by project in the following notes indicates the progress that has been achieved:

2.5.1 **Communication & Engagement**: Six recommendations are complete and five are in progress. The ICR findings and recommendations continue to be addressed in regular reports and updates, shaping culture change, and will be embedded in the Service's new Communications & Engagement Strategy. Workshops with staff have contributed to project development along with PO visits and other staff engagement sessions. The Service continues to develop mechanisms for staff engagement, including the new Culture & Connections Group which will engage staff and trade unions in monitoring and consultation.

Promotion of staff networks and development of new staff-led channels is ongoing which will be embedded in decision-making, evidencing the role of staff feedback. A second Hydra 10kv event has been held with support from the Hydra Foundation and the University of South Wales. This session focussed on frontline and

supervisory staff and the report is scheduled to be reviewed by SLT in February.

2.5.2 **Digital Transformation**: One ICR recommendation is assigned to this project and in progress – following transformation of People Services, a system review is to be undertaken, including consideration of document management.

2.5.3 **Diversity, Inclusion, Cohesion & Equity**: Two recommendations have been completed – Work with Me passports are in place to support colleagues with neurodiversity assessments, and a network of DICE champions has been established.

Work is ongoing on three recommendations. An Independent Advisory Group, drawing from communities and stakeholders, is in development as well as engagement with internal and external communities to promote employment opportunities. A DICE champion network has been established.

2.5.4 **Ethics, Values and Culture:** Two recommendations have been completed: A review of the Service's statement of values has been carried out and will be promoted internally and externally and will be incorporated into processes and procedures. Additionally, the Service's culture statement asserts that unacceptable behaviours, including harassment, will not be tolerated and rollout of the Taking Care of Behaviours programme will promote and embed behaviour standards.

Discussion and development of behaviour standards, as required by ICR ref 6, is ongoing, building on work around the Core Code of Ethics, the NFCC Leadership Framework and discussion of values.

2.5.5 **Governance & Strategy**: Publication of Conflict of Interest Forms by Commissioners, ELT and SLT is complete and will be regularly reviewed.

The recommendation to review the statutory functions of the Fire and Rescue Authority was included in the Commissioners' Terms of Reference but is now subject to the outcome of Welsh Government's review of FRA governance arrangements, as set out in the "Sound the Alarm" report from their Equalities Committee.

2.5.6 **Leadership**: The recommendation to demonstrate clear leadership commitment to values, equality and diversity, standards and culture is considered completed although work will continue.

Five recommendations are in progress. Culture targets and goals will be informed by metrics which have been developed by People Services as well as the HMICFRS assessment which will include consideration of culture. An efficiency and effectiveness review will

be considered by ELT, informed by the HMICFRS assessment, exploring alternative structures and alignment of responsibilities. Options for leadership training are being explored, including resources available to support public sector development in Wales, and plans developed for a Leadership Academy.

2.5.7 **Policies & Procedures**: Nine recommendations are complete. The CFO participates in the Oversight Committee and is made aware of disciplinary and grievance metrics monthly. The remit of the Committee has been expanded. The DICE Business Partner is a required consultee for new policies and procedures, with Equality Impact Assessments completed. Recommendations regarding grievance, disciplinary and whistleblowing procedures have been implemented and these changes will be documented and monitored.

Four recommendations are in progress. Form P12a Informal Interview Form has been withdrawn and Form P12 will be retired when related procedures have been reviewed. A full review of policy and procedure processes will be undertaken, including revision of templates. Work on procedures referenced in ICR ref 31 is underway. Training has been delivered to SLT on employment panels with further training and guidance to be developed for all managers. Proposals for alternative disciplinary and grievance processes will be considered with external expertise utilised in the meantime for complex or serious cases.

2.5.8 **Safe & Positive Environment**: Five recommendations are complete. Channels have been developed and are promoted to support speaking up, most recently a direct email line to the CFO. The Crimestoppers FRS Speak Up line was extended with the option for further extensions. A range of provision to support and guide staff who speak up is in place and will continue to develop. Complainants are regularly updated on progress of their cases and a process is in place to triage anonymous complaints and/or those with little detail. Procedures relating to these recommendations will be updated and processes monitored and evaluated.

Five recommendations are in progress. The Service's Communicating Through Social Media procedure has been reviewed and is being finalised for publication. Work to create safe spaces is ongoing, with considerations of psychological safety and facilitating conversations supported by discussions on the principles of the Core Code of Ethics and upstander v bystander behaviour. The Inclusive Workforce Group has been relaunched. The Taking Care of Behaviours programme is a comprehensive awareness and training package that will be rolled out to all staff. Designated welfare support for new recruits is in place, supplemented by training for all instructors on welfare and

mediation. Inclusivity of facilities, equipment and uniform continues to be addressed informed by with staff feedback and completion of Equality Impact Assessments.

2.5.9 **Talent Management**: Eleven recommendations are complete. ELT and SLT recruitment focusses on skills based requirements to encourage external and non-uniformed applicants, and the CFO recruitment was managed by an external company to encourage a broad range of applicants. Stakeholder panels and independent panel members were also involved. For all recruitment panels diversity is considered as standard practice. Vacancies are advertised as soon as possible with correct authority to proceed and this will be aided by the restructure of People Services. Temporary promotions were reviewed and continue to be monitored, with acknowledgement that business continuity means that some continue beyond six months. Detailed verbal feedback is provided to all candidates for promotion or recruitment. Enhanced DBS checks are completed for regulated roles.

Eight recommendations are in progress. Promotion processes have been reviewed and changes published – this review continues in partnership with trade unions. The Operational Resourcing and Talent Management Group are reviewing the process of "acting up" and will share proposals with staff. An options paper is being prepared regarding publication of promotion and transfer lists. The Service's Mentoring Scheme is being reviewed to evidence its uptake and value. The training programme for Wholetime recruits has been extended by one week to include values, standards, behaviours and personal skills. Training for On-call recruits is being developed and CGTC staff have received training on values and standards as well as being involved in the values review process. All CGTC staff instructors are TAQA qualified and will receive Taking Care of Behaviours training. The recommendation to move Occupational Health from People Services to a separate function has been considered as part of the People Services transformation with the position to remain to be ratified.

2.6 A full list of recommendations, project alignment, status, progress notes and next steps can be found at Appendix 1 to this report.

2.7 Significant progress has been made, with 37 recommendations, 45% of the total, assessed as completed. As previously noted, these recommendations have been embedded in a wider transformation framework that is ambitious in its scope.

3. PROCESS FOR REVIEW AND SIGN-OFF OF RECOMMENDATIONS

3.1.   Engagement with staff and transparency of process was central to the recommendations delivered to the Service by the ICR. It is therefore important that the process for review and sign-off is clear and inclusive.

3.2.   In accordance with the revised internal governance structure, the Service Improvement Board (SIB) is responsible for monitoring progress of projects and programmes, including the Step Forward programme.

3.3.   All recommendations have been assigned to projects within Step Forward, therefore Project Executives will be responsible for reporting on delivery of recommendations within their remit to the SIB. They will be expected to supply evidence of completion and compliance with the relevant recommendation(s). Confirmation of completion agreed by the SIB will be recorded.

3.4.   Recommendations confirmed as completed by the SIB will be notified to the Culture & Connections Group (CCG) for consideration from the staff perspective. They will review details supplied by the SIB and Project Executives and may request additional evidence such as feedback from staff or documentation of processes. Any outcomes not confirmed by the CCG may be held over to the next meeting or returned to the SIB. Confirmation of completion or other outcomes agreed by the CCG will be recorded.

3.5.   Once completion of recommendations has been confirmed by the CCG, details will be submitted to the Board of Commissioners' Strategic Change, Transformation & Culture Committee (SCTCC) for review and final approval as complete.

3.6.   Following sign-off by the SCTCC, the published list of ICR recommendations will be updated.

3.7.   The process is set out in Figure 1 below.

4. IMPLICATIONS

4.1.   **Community and Environment**

- Equality, Diversity and Inclusion – The Independent Culture Review made specific recommendations regarding EDI and DICE principles are central to culture change within the Service, therefore this status report and clarifying the method for monitoring progress will demonstrate progress.
- Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WFGA and positive ways of working.
- Socio Economic Duty – Changes delivered will support effective governance and decision making.

- Consultation and Communications – Implementation of this proposal for sign-off of completed recommendations provides for staff input on progress and dissemination of outcomes.
- Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.
- Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

3.1 **Regulatory, Strategy and Policy**

- Corporate Risk – Delivery on the ICR recommendations will address culture related corporate risk.
- Governance & Audit – Delivery on the ICR recommendations will support improvement in governance arrangements and oversight.
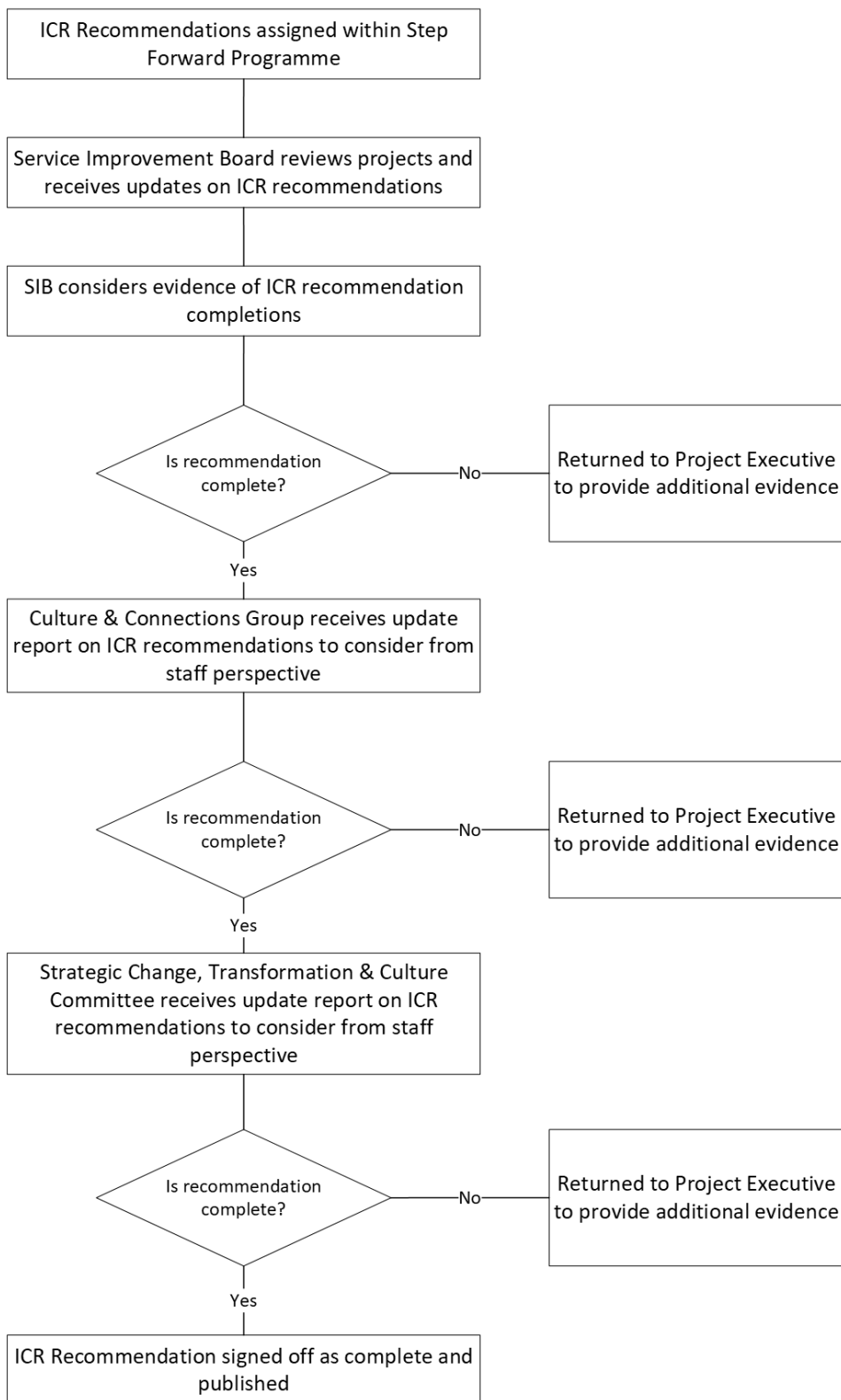- Morris Report – This report directly addresses the findings of the Morris Report.

Figure 1 - ICR Recommendation Sign-off Process

3.2 **Resources, Assets and Delivery**

- This report does not require allocation of additional resources.

4 EVALUATION & CONCLUSIONS

4.1 This report provides assurance on progress in delivery on the recommendations of the ICR.

4.2 In addition, it sets out a robust process for sign-off and oversight from the senior leadership team via the Service Improvement Board, from staff and Representative Bodies via the Culture & Connections Group and from the Commissioners via the Strategic Change, Transformation & Culture Committee.

5 RECOMMENDATIONS

5.1 That the Commissioners note progress reported on implementation of the ICR recommendations.

5.2 That the Commissioners agree the proposed process for sign-off of ICR recommendations as complete.

5.3 That the Commissioners refer this update to the Service Improvement Board to commence the process for sign-off of ICR recommendations.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation	
Background Papers	**Date**	**Source / Contact**
SWFRS Culture Review Report	03/01/24	https://www.southwales-fire.gov.uk/app/uploads/2024/01/SWFRSCultureReviewReport.pdf
Sound the Alarm: The Governance of Fire and Rescue Services (Welsh Parliament Equality & Social Justice Committee)	June 2024	https://senedd.wales/media/ftkh1n5e/cr-ld16516-e.pdf

Appendices	
Appendix 1	ICR Recommendations Update 06/01/2025

PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECOMMENDATIONS
Appendix 1: ICR Recommendations Update 06/01/2025

ICR THEME	REF	RECOMMENDATIONS	SF PROJECT	PROGRESS	STATUS	END DATE	Lead	Next Steps
Communications Action Plan	1	Internally and externally address report findings and recommendations in communications	Communication & Engagement	The Independent Culture Review and recommendations made are regularly referenced in communications, including news updates, Shout forums and magazines, and meetings, including engagement sessions such as PO visits. This will be a continuing process as work on delivering change progresses.	Complete	Ongoing	Media & Comms	Continuation of regular reports and updates will be embedded into the Service's new Communications & Engagement Strategy which will be implemented in 2025/2026.
Communications Action Plan	2	Use report and recommendations to start to build positive cultural change from the outset	Communication & Engagement	The Independent Culture Review Report and its recommendations have formed the basis of a consolidated transformation programme which also references and addresses other recommendation sources, such as HMICFRS spotlight reports, Welsh Government reports and recommendations, and SWFRS plans including the Strategic Equality Plan and Inclusive Action Plan. This work will continue through delivery of the Step Forward programme.	Complete	Ongoing	Director of Strategic Change & Transformation	The Step Forward programme provides a focus for transformation that will continue with consideration of culture impact in decision making and performance monitoring for future planning, built into the Service's updated governance structure. Evidence of change will include development of KPIs and a culture dashboard, feedback from staff via a range of engagement routes including periodic staff surveys.
Communications Action Plan	3	Devise an action plan with respect to these Recommendations, inviting staff input, particularly from under-represented groups, and communicate it to staff	Communication & Engagement	Following the initial Action Plan produced in January 2024 and shared via the programme of Shout forums, the Step Forward programme has been developed, mapping recommendations from the Independent Culture Review and other reports. Projects are being initiated which will be supported by staff from across the Service as task groups are assigned work and consulted. This will provide a model for the Service going forward in ensuring diversity in our projects and planning. Information is available for staff via the intranet and regular updates via Shout magazine, routine notices and roadshow/ engagement events. As part of the governance review, the Culture & Connections Group is being established as a staff-driven forum providing scrutiny and input to the Service's plans.	Complete	Ongoing	Director of Strategic Change & Transformation	Supporting development of Culture & Connections Group within the new governance framework, encouraging involvement from staff groups. Ensuring projects involve and are informed by workshops open to all staff. Project reporting will include metrics on staff engagement.
Communications Action Plan	4	Provide regular monthly updates on plans for cultural change for, at least, 12 months	Communication & Engagement	Progress updates have been provided via various channels, including Routine Notices, middle leader sessions, staff roadshows and Shout magazine. A dedicated intranet page has been produced for the programme and individual project pages are being populated.	Complete	Ongoing	Head of Communications & Engagement	Public facing update portal to be developed via the Service's website as part of the Communications & Engagement Strategy.
Values and Standards	5	Review and streamline statement of values, having particular regard to report and recommendations, including "professional, respectful, caring, accountable"	Ethics, values & behaviours	The Values, Standards and Leadership working group reviewed our current statement of values and provided feedback to the Service Review Board. Adoption of the NFCC Core Code of Ethics was restated by the Board of Commissioners on 26/09/24 and this has been the foundation for taking forward review of the Service's statement of values under the Values, Ethics & Behaviours project. The Core Code has been communicated at middle leader events and staff roadshows, with a toolkit produced and shared for discussion to continue at	Complete	Jan-25	Ethics, Values & Culture Project Manager / Leadership Project Manager	Once approved, updated statement of values will be promoted and communicated within the Service and with stakeholders, incorporating into processes and procedures.

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				watch and team level. This feedback has shaped the updated statement of values which has been developed by ELT.				
Values and Standards	6	Set clear behavioural standards, including examples of what is not tolerated	Ethics, values & behaviours	The Core Code of Ethics and guidance from NFCC has been promoted which includes examples and scenarios for discussion. The updated statement of values will include examples of acceptable/unacceptable behaviours and will inform an update of the Service's Standards and Expectations procedure, which will be accompanied by a toolkit. Values and standards are addressed in staff inductions, including promotion sessions to reflect changing responsibilities and perspectives. Our Personal Review (PR) process launched in 2021, assesses behaviours and performance in role. It uses the NFCC Leadership Framework for the behavioural element of the assessment which sets out positive and contra examples of behaviours. A "Taking Care of Behaviours" programme of face to face training is being piloted. This encompasses communication of the amendment to the Equalities Act regarding safer workplaces that comes into effect from 26th October 2024.	In progress	Ongoing	Ethics, Values & Culture Project Manager	Roll out of "Taking Care of Behaviours" programme due to commence Q4 2024-2025
Values and Standards	7	Set culture targets, including examples of goals	Leadership	Metrics and measures appropriate to setting and monitoring culture targets are being identified and developed, e.g., diversity data alignment. This work will be ongoing as we establish and improve our data collection and reporting.	In progress	Apr-25	Director of Strategic Change & Transformation	People Services dashboards and metrics have been developed to align with the new department structure. Metrics will be shared with / reviewed by SLT.
Values and Standards	8	Demonstrate clear leadership commitment, including express public declarations (both verbally and in writing) relating to values, equality and diversity, standards and culture	Leadership	The Board of Commissioners restated the Service's commitment to the NFCC Core Code of Ethics at their meeting on 26/09/24. This was followed by development of the Service's Culture Statement which will be promoted with individual and collective statements of commitment from Commissioners and members of ELT/SLT. This will supplement promotion of revised Vision, Mission and Values statement detailed in recommendation 5. SLT, ELT and Commissioners continue to engage with staff in engagement sessions, middle leader events, etc.	Complete	Ongoing	Director of Strategic Change & Transformation	Publication and promotion of Culture Statement internally and externally, and integration of commitment in Service's activities
Values and Standards	9	Campaign to make it clear that: sexual harassment of female members of staff through inappropriate comments and/or messaging on social media or otherwise is unacceptable, should be reported, will be investigated and will be disciplined; and the posting of sexualised images on social media of or by people associated with the Service, where they are identifiable as Service members, is forbidden	A safe & positive environment	Review of procedure OP-04.007, Communicating through Social Media is being finalised for publication. This will clearly state that "Sexual harassment through inappropriate comments and/or messaging on social media or otherwise is unacceptable. Instances should be reported and will be investigated. Derogatory or defamatory comments are unacceptable and could lead to them being reported and blocked. As an individual or as an organisation, negative or defamatory statements could also be considered libellous under the Defamation Act 2013 and result in court proceedings." It will also make clear the Service's stance on posting adult content online. New legislation from 26th October places a legal obligation on employers to protect workers from sexual harassment - this will be addressed in our review of procedures and production of supporting toolkits, internal communications and behaviours training/briefing sessions.	In progress	Ongoing	Head of People Services	Updated procedure to be published and publicised, with ownership transferring to new Head of Communications & Engagement. Head of People Services will monitor impact by reviewing caseloads and nature of investigations/issues being reported.

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Leadership	10	Arrange independent review of ELT performance, to include advice on training required	Leadership	With significant change to ELT membership and new CFO in November 2024, this recommendation was on hold until Q4 2024-2025. This action has now been incorporated into a procurement specification.	In progress	TBC	Chief Fire Officer	Approval of proposed procurement specification.
Leadership	11	Pro-actively encourage external and non-uniformed applicants to SMT and ELT roles	Talent management	All vacancies are advertised internally and externally, with job descriptions and person specifications written to promote skills based requirements. The recent Chief Officer recruitment was advertised for CFO and CEO applicants, managed by an external consultancy to ensure a broad range of candidates. The new Head of Communications & Engagement role has seen the successful external candidate immediately joining SLT. Recent recruitments to temporary and permanent ACFO roles were open to internal and external applicants.	Complete	Dec-24	Director of People Services	Recruitment procedure to be updated, including specific instruction on senior appointments, and processes monitored to identify any barriers to external applications.
Leadership	12	Involve independent body in all SMT and ELT appointments for, at least, the next 18 months	Talent management	The recent recruitment process for a Chief Officer included input from stakeholder panels and was supported by executive search advisors, Gatenby Sanderson, through the process. Recruitment to the Head of Communications role was supported by our Recruitment Team and included an internal stakeholder panel and an invited external stakeholder on the interview panel. Future processes for permanent appointments to SLT and ELT roles will continue to include the independent representation provided by Commissioners and representation from People Services has been introduced for all recruitment interviews.	Complete	Dec-24	Director of People Services	Documentation of recruitment processes, including senior appointments, and embedding in future processes.
Leadership	13	All SMT and ELT staff sign conflict of interest declarations including reference to memberships of other organisations, family relationships or social connections; declarations to be published online, and updated when a new potential interest arises	Governance & Strategy	Conflict of Interest Declarations have been signed by Commissioners, ELT and SLT. These are held by the Monitoring Officer and declarations from Commissioners and ELT have been published on the Service's website in the Transparency section. They are also published on the Service's internal intranet along with SLT Conflict of Interest Declarations. These will be reviewed annually and are updated with any change in personnel or interests. Conflict of Interest Declarations have also been implemented for recruitment, disciplinary and grievance panels.	Complete		Monitoring Officer	Scheduled reviews in forward work programmes.
Leadership	14	CFO to participate in disciplinary/grievance/whistle-blowing oversight committee meetings in the immediate term	Policies & Procedures	The CFO actively participates in meetings that provide an overview, but without breaching confidentiality of detail, and is also made aware of disciplinary and grievance metrics on a monthly basis.	Complete		CFO	

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Connecting People	15	Create safe spaces within the Service for staff to share experiences and views, and learn from each other	A safe & positive environment	We recognise the importance of physically and emotionally safe spaces and a comprehensive response is being developed that will include crossover of various projects. This will include training for meeting chairs (facilitation to ensure all participants are involved and able to voice their opinions for discussion), training for managers to assist them in developing supportive, cohesive teams, and consideration of physical and virtual spaces. Wider staff training will be developed on psychological safety and how to approach conversations with respect for others' views but being open to challenge. This will be informed from discussions with staff centred on the Core Code of Ethics (Dignity and Respect) and will supplement existing online training on topics including unconscious bias and inclusive language. These conversations have begun as the Core Code of Ethics and Safe Spaces have been discussion topics in recent staff roadshow events. Taking Care of Behaviours programme will cover empowerment of individuals to 'speak up', without fear of reprisal, whilst educating on role of being an upstander and supporting colleagues to freely say 'I am not OK with that', with a zero tolerance approach to bystander behaviour - be it face to face, online (i.e. social media), in the workplace or outside of the workplace.	In progress	Ongoing	Director of People Services	Development of training and awareness packages, promotion of discussion channels and forums. Rollout of Taking Care of Behaviours due to commence Q4 2024-2025.
Connecting People	16	Create networks within the Service to promote cross-sectional communication	Communication & Engagement	Calendar of Shout Forums has been confirmed and will be promoted to complement other communications, including all-staff briefing sessions and roadshows. Communication channels are considered for all meetings and events to encourage participation, such as facility to submit questions in advance of staff briefings. Staff networks are being re-established, informing and feeding into new Culture & Connections Group that sits within the revised internal governance structure.	In progress	Ongoing	Director of Strategic Change & Transformation	Promotion of staff networks and communication channels. Development of new staff-led channels. Development and implementation of Communication & Engagement Strategy.
Connecting People	17	CFO to visit Joint Control Room, and Training Centre, engage with staff there, and write report on their culture and action plan to improve it	Communication & Engagement	JFC and CGTC were visited by the Interim CFO and meetings held with staff. Briefings were provided to Commissioners in relation to the challenges that remain and are causing concern for staff working in the Control room in Bridgend. The three themes relate to: 1. The physical environment and the limitations of a retrofitted building rather than a purpose built modern and well equipped facility. Location within the room, noise levels, ceiling height, appropriate lighting and quiet breakout facilities that are accessible when required are the main issues raised. 2. The differences in conditions of service and operating procedures between those staff members who are employed by SWFRS and those employed by M&WWFRS. 3. Relationships with South Wales Police colleagues and limitations of operating in a building that is owned and controlled by another organisation. The Gold and Silver meeting structures have recently been reinvigorated with a view to address some of the concerns raised, recognising that some of the problems will not be possible to address in the short term. Conversations have also been held with the CFO from M&WWFRS regarding the potential to Tupe so that all staff are employed by a single employer and are working to the same conditions of service. This will be considered again depending upon	In progress		Chief Fire Officer	Continue to monitor effectiveness of the Silver and Gold meetings and regularly liaise with staff to understand how effective any changes instigated have been. Revisit the potential benefits that could be achieved by Tupe. Consider longer term potential to relocate the Control Room to a purpose built modern and well equipped control room facility.

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				the successes that can be achieved through the Gold and Silver partner meetings. Further meetings have been held with the new CFO who will continue to develop these discussions.				
Connecting People	18	Continue visits by Human Resources and Principal Officers to stations, including group discussions and 1:1 surgeries, and document follow up to issues raised at these visits	Communication & Engagement	A schedule of PO visits to stations is ongoing involving ELT/SLT which is scheduled via the Ops Calendar for station-based staff. Issues raised are captured with feedback provided to stations. The new CFO has undertaken to meet with all watches and teams by the end of February. Visits by People Services have been paused during the department's transformation but a wider programme of station working by HQ departments is being discussed, and People Services is due to commence station visits with the Taking Care of Behaviours programme.11 Jan 25 PO visit process has been extended to all teams and from all strategic managers. New CFO has 70% completed an ambitious plan to meet with all teams across the service - due to finish in April. CFO has implemented a process to raise concerns with him directly and confidentially that incudes meetings.	Complete	Dec-24	Senior Leadership Team	Schedule of PO visits for 2025 ongoing and will be supplemented by sessions with other teams every six months. All HQ based teams to be encouraged to take opportunity to work from station.
Speaking Up	19	Expressly refer to and encourage speaking up in actions under the headings Communications Action Plan, and Values and Standards	A safe & positive environment	Work is ongoing to ensure speaking up is referenced and encouraged, with promotion of appropriate channels, discussion of responsibilities and consideration of scenarios. This will also be included in the Code of Ethics resource that is in development and will be rolled out to stations and teams. People Services will commence station and department visits with the Taking Care of Behaviours programme.	Complete	Ongoing	Director of Strategic Change & Transformation	To be embedded in procedures and guidance, with supporting campaign, referencing ICR recs 19 and 21. Incorporate into Ethics, Values and Behaviours Project and Communication & Engagement Strategy.
Speaking Up	20	As part of the policy review (see below), ensure inclusion of references to encouragement of, and responsibility to, speak up	Policies & Procedures	See ICR 31	Closed			
Speaking Up	21	Support staff that speak up and keep them safe both at and outside of work, both in accordance with the National Framework (see para.30 of Appendix 2 to the Report) and more generally, including a zero tolerance approach to retaliation/victimisation	A safe & positive environment	There is a range of provision, support and guidance in place, including Violence at Work procedure; Strategic Safeguarding procedure; Whistleblowing procedure; Dignity at Work procedure; Equality Act 2010 (+ Oct 24 amendments); Disciplinary & Grievance procedures; Social Media procedure; FRS Speak Up reporting line; Resolutions Team and Occupational Health support; Blue light partnership working; MASH / DASH; and Safeguarding leads - CFS and People Services.	Complete	Ongoing	Director of People Services	Continue to review and develop support mechanisms. Supporting campaign, referencing recommendations 19 and 21. Further work is underway to embed and improve this through the project, recognising staff perception on need for improvement suggests need for awareness campaign.
Speaking Up	22	Expand (if this is not already the case) the role of the disciplinary oversight committee to include grievances and whistle-blowing	Policies & Procedures	The Oversight Committee has a remit to monitor whistleblowing, disciplinary and grievance cases. Procedures are being updated to reflect this.	Complete		Director of People Services	Related procedures to be updated and Terms of Reference for the Oversight Committee to be published.

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Speaking Up	23	Continue Crimestoppers FRS Speak Up line, initiate appropriate investigations, take actions and record all of the same	A safe & positive environment	Our contract with Crimestoppers for the FRS Speak Up line has been extended to April 2025 with option for further annual extensions. Discussions have also begun to take reporting to the next level with calls being received by HR experts and the correct level of information recorded to enable advice to be given and action to be taken.	Complete		Director of People Services	Evaluation of service and process to take place to inform future processes. Regular reporting of take up to be included in Culture Dashboard.
Speaking Up	24	Exit interviews to be conducted by an independent person and/or someone from HR (not the individual's line manager), and appropriate investigations and actions are to take place in relation to any concerns raised, appropriately documenting all of the same	Talent management	The Exit Interview process has been changed to give the leaver options on how the process is completed and with whom. Interviews are now recorded via an online form, giving People Services sight of concerns raised and data to identify trends. Anonymised statistical reports have been developed.	Complete		Director of People Services	Anonymised quarterly monitoring reports to SLT with KPIs; review of feedback received and effectiveness of process to be carried out by People Services.
Policies and Procedures	25	Instruct specialist employment lawyers to review policies and procedures, and to assist in drafting a set which are clear and accessible	Policies & Procedures	Overall ownership of policies & procedures management to be confirmed, including development of scrutiny and oversight.	Not started		Director of People Services	Paper will be submitted to Service Improvement Board on project progress.
Policies and Procedures	26	Abolish P12s	Policies & Procedures	The P12a Informal Interview Form has been withdrawn and work continues to fully retire the P12 Formal Interview Record from all procedures. Guidance has been published by People Services. In the future there will still be a need to make a written record of conversations and the way in which this will be achieved is currently being considered.	In progress		Director of People Services	Review and update of related procedures with guidance/toolkits for managers.
Temporary Promotion	27	Pause use of temporary promotion for any period in excess of six months	Talent management	For business continuity, it has been necessary to continue some temporary promotions for periods longer than six months to cover extended absences and vacancies subject to review and restructure in accordance with Commissioners' remit regarding appointment of a Chief Fire Officer and senior management team. However, promotion/recruitment processes have taken place to minimise the number of extended periods of temporary promotion. Due to operational demand, the feasibility of fully achieving this recommendation is limited, but all temp promotions will be kept under regular review.	Complete		Director of People Services	Document and publish position for reference. Implement regular reporting of temporary promotion numbers and periods in culture dashboard and implement review mechanism, with regular reporting to ELT for evaluation.
Temporary Promotion	28	Immediate review of any current temporary promotion with record of reasons why, exceptionally, it should be permitted to continue beyond six months, and plan to end it	Talent management	This wholesale review was completed at the time with all temporary promotions subsequently kept under regular review. The implementation of annual promotional boards will mean that all permanent vacancies can be immediately appointed into, with temporary promotions resulting from sickness or other absence being reviewed regularly.	Complete		Director of People Services	Ongoing review of temporary promotions as noted in Recommendation 27
Fire Authority	29	Review their statutory functions, as set out in Appendix 2 to the Report, and publish a report on proposals for their use in order to facilitate these Recommendations	Governance & Strategy	The Commissioners' Terms of Reference include 'Develop proposals for the future governance of FRA to minimise the risk of further such failings (with reference to ICR)'. This is subject to discussion with Welsh Government in light of their own review of FRA governance arrangements following recommendations of the "Sound the Alarm" report from the Equalities Committee.	In progress		Commissioners	Awaiting guidance from Welsh Government. Commissioners will provide feedback on proposals.

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Change management process	30	Ensure consultation with members of the Service at an early stage before change	Communication & Engagement	Initial consultation via Working Groups has been replaced by focus groups looking at specific changes, enabling a more fluid membership and opportunity for wider involvement. Consultation in relation to policies and procedures will be reviewed as part of that workstream, with the aim of documenting and expanding consultation arrangements with stakeholders, including staff and representative bodies. All projects being initiated are taking consideration of stakeholder engagement, including staff. Review of internal governance has resulted in creating of a new group, the Culture & Connections Group, which will provide monitoring and consultation with staff groups and rep bodies. Workshops have been held for communication and engagement, digital transformation, a staff voice and social partnership strategic board - culture and connections. Feedback from these sessions has resulted in "quick win" changes as well as direction for longer term change. Extensive staff consultation has been conducted for vision, mission and values reviews, included managers sessions, over 150 team sessions and fire cadets.	Complete		Director of Strategic Change & Transformation	Continue to develop mechanisms for staff consultation, promotion and monitoring of effectiveness, including Social Partnership processes. Further development of our approach and evaluation as part of wider projects.
Policies	31	Redraft all policies and procedures with the benefit of specialist legal advice, taking account of the comments made, for example, in the following paragraphs of the Report: paras.108-110 (working from home); para.152 (personal relationships at work); para.162 (drugs and alcohol testing); paras.187-191 (standards, policies and procedures); para.343 (family- friendly policies); para.352 (gender identity policy); para.357-359 (reasonable adjustments)	Policies & Procedures	Full review of policy and procedure processes, including development, consultation and scrutiny, will be focus of Policies and Procedures Project. This will include review and revision of templates and development of guidance for staff and managers in line with best practice, ensuring compliance with all relevant legal requirements. It will also ensure inclusion of references to encouragement of, and responsibility to, speak up in the documents and supporting toolkits. Specific qualified resource is being allocated to this in respect of updates to HR procedures but, following restructure of People Services, resource to support ongoing administration of project and processes to be identified.	In progress	Ongoing	Director of People Services	Paper to be submitted to Service Improvement Board for consideration, setting out resourcing issues and proposals for ongoing monitoring and scrutiny.
Policies	32	Review proposed new policies and procedures with EDI officer	Policies & Procedures	All new policies and procedures require completion of an Equality Impact Assessment and the DICE Business Partner is a required consultee.	Complete		DICE Business Partner	Through Policies and Procedures project, develop system that monitors and reports on consultation and approval processes. Further development of the process through dedicated projects.
Policies	33	Initiate staff engagement on proposed new policies and procedures, both directly and via Trade Unions	Policies & Procedures	See ICR 30	Closed			

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Policies	34	Ensure compliance of policies and procedures with the law on equality, and national frameworks on violence against women and girls and on race	Policies & Procedures	See ICR 31	Closed			
Policies	35	Ensure the sending of a clear and unambiguous message of zero tolerance of harassment at work (especially sexual harassment), and comprehensive understanding of what amounts to harassment, throughout the Service	Ethics, values & behaviours	The Taking Care of Behaviours programme will embed ongoing work to promote and support the Core Code of Ethics and the Service's Culture Statement, which asserts zero tolerance of bullying, harassment, discrimination, abuse and harm.	Complete		Director of Strategic Change & Transformation	Delivery of Taking Care of Behaviours programme to staff, elements of which will be extended. Messages will be included in other activities, e.g., Shout Forums, to encourage discussion, and will also be incorporated into campaigns. Promotion of the Culture Statement as the Service's position on unacceptable behaviours.
Policies	36	Provide external training to managers on the new policies and procedures, including, in particular, training for all those involved in disciplinary and grievance processes on the identification of misconduct and the operation of those processes	Policies & Procedures	Training has been delivered to SLT by VWV Solicitors on employment panels.	In progress	Ongoing	Director of People Services	Further training and guidance to be developed and delivered to all managers, with regular programme to ensure new managers receive training. This will be supported by development of guidance to accompany all procedures.
Policies	37	Implement new policies and procedures	Policies & Procedures	See ICR 31	Closed			
Procedures	38	Engage external independent body to be part of disciplinary and grievance processes for, at least, the next 18 months	Policies & Procedures	Paper being written to propose alternative process. In the interim, where cases are considered to be complex or serious in nature external expertise is utilised.	In progress	Ongoing	Head of People Services	Paper to be submitted for consideration by SLT.
Procedures	39	Once a grievance or whistleblowing complaint is raised, agree with the complainant a list of issues to be addressed	Policies & Procedures	This recommendation is embedded as standard practice.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Procedures	40	Ensure complainants are regularly updated on the progress of their grievance/complaint	A safe & positive environment	This recommendation is embedded as standard practice.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Procedures	41	Appropriately investigate anonymous complaints and/or those with little detail, adequately document the same, and take appropriate action	A safe & positive environment	A process is in place to triage complaints for validity and, where appropriate, take action.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.

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Procedures	42	Provide template documents to guide managers through the things they need to consider in relation to, and record their reasoning for: suspensions, findings of fact on allegations of misconduct and grievance allegations, and disciplinary sanctions	Policies & Procedures	This is standard practice - no suspension is instigated without panel involvement, conflicts of interest are declared before risk assessments and People Services are involved in ratification of outcome letters.	Complete		Head of People Services	Suite of templates to be published as toolkit alongside updated procedures.
Procedures	43	Ensure there is a full written grievance outcome which mirrors original grievance and/or addresses each issue in the list of issues agreed with the complainant so that that all allegations are addressed	Policies & Procedures	This recommendation is embedded as standard practice.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Procedures	44	Ensure full written findings of fact and reasons for sanction in each disciplinary case	Policies & Procedures	This recommendation is embedded as standard practice.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Procedures	45	When a member of the Service is involved in criminal conduct, ensure prompt internal action is taken, and ensure such action is selected having regard to the culture of the Service and the impact on internal and external trust and confidence of the alleged offending	Policies & Procedures	This recommendation has been completed - we have in place and undertake a suspension risk assessment and/or a safeguarding of children and vulnerable adults risk assessment. Once it is appropriate to do so, taking account of the police investigation, the internal disciplinary process will be instigated and an appropriate sanction issued upon completion of proceedings.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Procedures	46	Aim to address all grievance and disciplinary cases within 1-3 months, including those where the individual leaves the Service's employment (whether through resignation, retirement and/or ill-health), and adequately document any reasons for delay outside of this timeframe	Policies & Procedures	While we aim to complete all grievance and disciplinary cases in a timely manner and track duration, many cases are complex in nature and multi-faceted so are not possible to achieve within this timescale. However, we continually strive for improvement and will instigate reporting on time to complete cases to review for improvement.	Complete		Head of People Services	Instigate PI reporting to SLT to review progress on this recommendation.
Recruitment and promotion	47	Review fairness and transparency in promotion processes, and implement change	Talent management	ELT/SLT have reviewed and made changes to promotion processes, with process documents publicised for transparency. These continue to be reviewed for improvement in partnership with trade unions.	In progress		Head of People Services	Recruitment and promotion process documents to be updated and shared with staff and stakeholders.
Recruitment and promotion	48	Devise fair and transparent process for "acting up" in place of temporary promotion	Talent management	This recommendation is being reviewed by the Organisational Resourcing and Talent Management Group.	In progress		Head of People Services	Agree response, document in procedures and share with staff.

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Recruitment and promotion	49	Ensure all vacancies are advertised swiftly, both internally and externally, including senior non-operational roles being advertised to both uniformed and non-uniformed members of staff	Talent management	All vacancies are advertised as soon as correct authority to proceed is in place (People XD provides an audit trail and prevents advertisement until sign off has been completed by responsible managers). All permanent vacancies are now advertised both internally and externally.	Complete		Head of People Services	Regular reporting of recruitment PIs as part of culture dashboard.
Recruitment and promotion	50	Engage external independent body to be part of promotion and recruitment processes for, at least, the next 18 months	Talent management	Since the time that this report was written the Executive Leadership Team and Service Leadership Team has been through wholesale change. This, along with a member of HR sitting at every interview panel provides independence but it would not be feasible or practical to have an external body on every interview. There is independent quality assurance of all interview boards at every level and external independence has been put in place for senior positions, all of which has been overseen by Commissioners.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Recruitment and promotion	51	Ensure at least one female member of staff and/or one member of staff from an ethnic minority group sits on each promotion/recruitment panel	Talent management	Diversity of panels is now considered as standard practice.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Recruitment and promotion	52	Consider whether the promotion and transfer lists should be published, and if a decision is made not to do so, record the reasons for the decision, and whether any other steps might be taken to improve transparency and confidence in the process	Talent management	A paper is being prepared by the Head of People Services and the Area Manager - Operations for consideration, detailing options. The current position that is being taken is that as part of the debrief process and individual will be told their own individual scores, but that lists will not be published as they would contain personal information about indivials performance and the performance of others is not appropriate to share with the wider workforce.	In progress		Head of People Services	Paper to be submitted for consideration.
Recruitment and promotion	53	Provide written feedback to all candidates for promotion and recruitment (including retained firefighters applying for the wholetime duty system)	Talent management	Detailed verbal feedback is offered for all candidates regardless of whether they have been successful or unsuccessful at interview stage with an opportunity for the individual to take notes. It is not feasible for written feedback to be provided following every panel, therefore for the purposes of reporting this recommendation is considered to be complete.	Complete		Head of People Services	Procedures to be updated and monitored for evaluation of process.
Recruitment and promotion	54	Reach out to religious and other leaders within the community and build stronger connections in order to better understand whether any barriers to diversity exist and how they can be removed	DICE	Work ongoing to establish an Independent Advisory Group, drawing from communities and stakeholders with oversight of all Service activities. This will support the Commissioners' Strategic Change, Transformation & Culture Committee in exploring any barriers to diversity. People Services Culture & Engagement Manager, supported by DICE Business Partner, will engage with internal and external communities.	In progress	Ongoing	Head of People Services	Ongoing development of processes and engagement with communities.
Training	55	Review training of new recruits, including explicit values and standards training	Talent management	See ICR 61	Closed			
Training	56	Implement EDI training – in person and interactive – across the Service	DICE	DICE Business Partner is part of all induction sessions and there are compulsory units to complete via e-Hyb for new starters. The Taking Care of Behaviours programme will include EDI training.	In progress	Ongoing	Director of People Services	Roll out training, including Taking Care of Behaviours, and identify opportunities to further embed EDI into regularly scheduled training.

ICR THEME	REF	RECOMMENDATIONS	SF PROJECT	PROGRESS	STATUS	END DATE	Lead	Next Steps
Training	57	Roll out the training given to new recruits in relation to domestic abuse and sexual violence to all members of the Service	Talent management	Training continues to be delivered to WDS recruits and will be included in On-Call training package being developed by L&D. Taking Care of Behaviours will be included in future inductions. In addition all staff complete on-line training in relation to Violence Against Women, Domestic Abuse and Serious Violence (VAWDASV).	In progress		Director of People Services	Ensure training is embedded in regularly scheduled training, including induction, and report on completion across all groups.
Training	58	Implement leadership training – its content to be informed by the performance review referred to at recommendation 1 in the 'Leadership' section of the 'Initial phase' above, but to include role-modelling, communication, transparency, self-reflection, accountability, and recognition of EDI at core of leadership	Leadership	Options are being considered for a programme of SLT development which will inform wider leadership training, pending advice on training required following independent review noted in Recommendation 10. Plans are being developed for a Leadership Academy.	In progress	Ongoing	Director of Strategic Change & Transformation	Outline training programme to be developed, exploring resources available including Academy Wales, Data Cymru, etc.
Training	59	Implement an equitable mentoring scheme across the Service, including external mentors for ELT and SMT, as well as specific mentoring for members from underrepresented groups to encourage career progression	Talent management	A mentoring strategy and mentoring scheme are in place. We are reviewing its implementation within the Talent Management project to evidence its uptake and value.	In progress		Head of People Services	Continue to develop and promote the scheme. Reporting on provision and take up to be provided to SLT as part of culture dashboard.
Training	60	Set a training plan in accordance with para.198 of the Report, ensuring sufficient budget allocated for training goals [ICR para 198 - A comprehensive package of face-to-face and interactive training, using various methods and learning platforms (including, for example, lived-experience discussions from both internal and external people, where appropriate), and covering at least the following should be implemented: Dignity at work, EDI, DV and sexual violence, disability discrimination, social media and management training on above plus leadership skills, managing and developing people, cultivating a compassionate culture, challenging poor behaviour, D&G procedures and GDPR/confidentiality]	A safe & positive environment	Taking Care of Behaviours workshops are being finalised and will be rolled out to all staff, addressing a number of elements listed. An update of the Service's Social Media Procedure is being finalised and will be supplemented with a campaign. Options are being considered for a programme of SLT development which will inform wider leadership training as well as development of a leadership academy.	In progress		Head of People Services	The Leadership Project will coordinate a number of elements of management training. L&D will continue to develop and lead on non-operational training.

ICR THEME	REF	RECOMMENDATIONS	SF PROJECT	PROGRESS	STATUS	END DATE	Lead	Next Steps
Training	61	Explicit values and standards training for recruits and those who work at the Training Centre	Talent management	A full update of training for recruits has been completed, with a week added to the programme for WDS recruits covering values, standards and personal skills. Similar support for On-Call recruits is being developed, cognisant of their time constraints. Training has been delivered to centre staff. This is supported by the Learning & Development Team and the Resolutions Team and will include Taking Care of Behaviours. Training will be reviewed annually.	In progress	Jan-25	Head of Training	Complete review, document and deliver updated training.
Training	62	Teacher training for instructors at the Training Centre, and fire cadet instructors, to include training in relation to the identification and prevention of bullying, harassment and inappropriate communications, and the positive communication of values and standards	Talent management	All instructors are TAQA qualified. Taking Care of Behaviours programme and delivery of Safeguarding training will include CGTC staff, with consideration of their specific roles and responsibilities, and they have been involved in the values review.	In progress		Head of Training	Instructors will continue to be included in general training and receive instruction
Training	63	Consider appointing an EDI champion at each station or department	DICE	DICE Champion Network has been established, with an initial meeting held in December.	In progress		DICE Business Partner	DICE pledge to be launched.
Training	64	Implement Work with Me passports' provision within a reasonable period of time	DICE	Work with Me passport provision is in place and we will make reasonable adjustments to accommodate. A focussed project to promote the Service's "Work with Me" passport will be developed to culminate in Neurodiversity Month (March 2025). This will explore support at all stages of career journey, from pre-application to recruitment to in-service provision.	Complete		Director of People Services	
Human Resources	65	Introduce effective document management system [ICR para 55 - Whilst the Service uses CoreHR for data management and basic HR processes, there does not appear to be a centralised document management system in place.]	Digital transformation	Document management is delivered by use of the SharePoint system.	In progress		Director of People Services	Review of use of system to be undertaken, identifying any developments/ improvements/ alternatives required.
Human Resources	66	Review structure of HR and devise and implement more holistic structure	Talent management	The HR Department has transitioned to People Services, moving from a transactional model to a transformational person centred approach where business partners deliver specialisms. Matrix management will apply, adopting project management principles in the delivery of activity. New processes are now embedding.	Complete		Director of People Services	Requires staff communication and evaluation.
Human Resources	67	Occupational health to be removed from HR function and to have its own Head of Service	Talent management	This recommendation has been considered as part of the People Services transformation, Commissioners to ratify Service proposal for OHU to remain within People Services function.	In progress		Director of People Services	Position to be confirmed by Commissioners.
Diversity Monitoring	68	Encourage staff to provide accurate EDI information	DICE	Categories for collection of EDI data have been updated to align with the national Census. This will allow us to compare with the wider community and support new annual reporting requirements to Welsh Government. The change has been promoted which will continue to improve data quality. 11 Jan 25 Included in middle manager engagement sessions.	Complete		DICE Business Partner	Further Service-wide communication with information on the change and request to update Core records will be issued at least annually.

ICR THEME	REF	RECOMMENDATIONS	SF PROJECT	PROGRESS	STATUS	END DATE	Lead	Next Steps
Diversity Monitoring	69	Institute two yearly EDI information collection	DICE	New reporting requirements from Welsh Government will require the Service to report enhanced workforce data from March 2025, so there will be an annual reminder and report update, covered by ICR 68.	Closed		DICE Business Partner	Comms to be scheduled annually from late February.
Staff review	70	Seek disclosure of criminal convictions of all operational staff, and review in light of the role they have in the Service	Talent management	Enhanced DBS with Barring project underway for regulated roles and will be ongoing as a business as usual tasks.	Complete		Director of People Services	
Staff review	71	Identify specific individual at Training Centre to whom any new recruit or trainee may bring concerns in confidence, and publicise their name to anyone attending the Centre	A safe & positive environment	Designated welfare support is in place for face to face and is promoted in briefings at the start of courses and by posters at CGTC. The instructor process has been reviewed to incorporate welfare and mediation role. Our aspiration is that recruits should be able to approach any member of the Centre's staff.	In progress	Ongoing	Head of Training	Complete review of arrangements and continue to publicise support. Feedback from recruits.
Staff engagement	72	10KV Event, with follow-up action plan based on comments received	Communication & Engagement	See ICR 79	Closed			
Staff engagement	73	Ensure ELT and SMT evidence how staff feedback is promoted, managed and acted upon in their area of responsibility	Communication & Engagement	Feedback on PO visits to be shared. Pre-consultation feedback is discussed with departments/directorates in planning meetings and is shared with SLT. Feedback from initial 10KV event is being reviewed and feedback will be given on future events in accordance with themes/issues considered. Staff feedback / consultation to be considered in all decisions.	In progress		Senior Leadership Team	Further develop and embed consultation and feedback routes.
Staff engagement	74	Where leaders are not able to provide satisfactory evidence, provide targeted support for improvement	Communication & Engagement	Development of engagement and provision of feedback will be covered in leadership training with SLT/ELT, as well as more general guidance in the form of toolkits for managers. This will be led by the recently appointed Head of Communications & Engagement.	In progress		Director of Strategic Change & Transformation	Develop leadership training and strategic planning framework. Instigate staff review panels for key changes. Produce Communication & Engagement Strategy.
Leadership	75	Before the end of the 18 month period, follow up earlier performance review of ELT under the same headings (see recommendation 1 in the 'Leadership' section of the 'Initial phase' above), and carry out similar assessment of any new appointees	Leadership	Relates to ICR 10 - on hold. Follow up programme will be developed as part review of ELT performance.	On hold			
Leadership	76	Restructure corporate departments, with the assistance of independent external input, to ensure non-operational managerial roles are held by those with the best skills and experience for the role, whether uniformed or non-uniformed, and aim to improve diversity within such roles	Leadership	Transformation of People Services is embedding, Finance Team structure has been reviewed. Wider structural review will be taken forward with new CFO.	In progress		CFO	Efficiency and effectiveness review will be considered informed by HMICFRS assessment with new CFO, exploring alternative structures and alignment of responsibilities.

ICR THEME	REF	RECOMMENDATIONS	SF PROJECT	PROGRESS	STATUS	END DATE	Lead	Next Steps
Leadership	77	Seek and promote opportunities to work in a structure other than a command and control model	Leadership	This will be considered as part of ICR 76.	Closed			
Facilities	78	Assess all facilities, equipment and uniform and take steps to ensure that it is fully inclusive based on all protected characteristics where possible	A safe & positive environment	Contaminants project has fast tracked work on facilities at CGTC, therefore work to deliver inclusive facilities at all stations has slipped. Corporate uniform project has considered all users, in accordance with EqIA.	In progress		ACFO Technical Services	
Staff engagement	79	10KV Event for different sections of the workforce (not just managers), with follow-up action plan based on comments received	Communication & Engagement	We have worked with University of South Wales to develop a 10kv programme for FRSs that will be rolled out to different staff groups, including operational staff. This was delivered in a session held at HQ on 23/01/25 with a group of over 40 frontline and supervisory staff from across ops and corporate teams.	In progress		Director of Strategic Change & Transformation	Report will be produced by the Hydra Foundation and is scheduled to be reviewed by SLT in February 2025. Feedback on the session has been positive and further events will be arranged, subject to availability of Hydra/USW colleagues.
Leadership	80	External performance review of ELT	Leadership	See ICR 10	Closed			
Training	81	Carry out compliance training in accordance with para.199 of the Report	A safe & positive environment	See ICR 60	Closed			
Culture Assessment	82	Culture assessment, possibly by external independent body, to track progress in relation to culture targets identified in initial phase, and review of need to modify targets	Leadership	HMICFRS assessment will include consideration of culture, providing an independent assessment and benchmark.	In progress	Apr-25	Director of Strategic Change & Transformation	Culture metrics and measures to be developed and targets agreed.

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7
21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE HEAD OF TRAINING AND OPERATIONAL DEVELOPMENT NEIL DAVIES

THEMATIC REVIEW - OPERATIONAL TRAINING UPDATE

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON
REPORT PRESENTED BY AREA MANAGER NEIL DAVIES

SUMMARY

This report will provide the committee 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

1. It is recommended that the Committee take note of this paper as an update on the implementation of the Thematic Review of Operational Training.
2. The Committee refers financial requirements to implement recommendations to the Finance and Audit Committee.

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3. 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) outlined seven recommendations for the 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 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 5.

2   PROPOSAL

That the committee consider the contents of the report as an update.

2.1   **Recommendation 1 update –**
Work is ongoing in support of recommendation 1. Operational development managers have met with the LearnPro Group to discuss modifying the current single calendar that dictates the frequency and delivery of training across all of the 47 fire stations and day duty locations within SWFRS to bespoke calendars grouped into 3 different calendar types. These are – an urban station, a semi-rural station, and a rural station calendar. The plan is to roll out these changes by unitary authority area.

This change will allow each location to have a training needs analysis (TNA) and training delivery that reflects the hazards, risks, and threats in their response area. It is anticipated that this entire rollout will take at least six months, and it is recommended that a dedicated person is employed on a permanent basis to undertake a regular assessment of hazards, risks, and threats in all areas, and to develop and manage the training calendars within pdrPro. Currently, this role is undertaken as an additional role by a watch manager in the skills for justice team, but their skills are better placed undertaking the tasks commensurate with their role.

A briefing paper has been prepared to be delivered at SLT, and we are awaiting an agenda slot to present this. Without this resource in place, progress will be slowed and we will not achieve the deadline.

"The current reporting position for this recommendation is now at 40% completion"

2.2   **Recommendation 2a & b update**
The Head of Training & Operational Development is responsible for this recommendation. This data collection for this document is complete. The training support unit are professionalising the report for publication. It will then be circulated for peer review internally before final publication.

"The current reporting position for this recommendation is now at 95% completion"

2.3   **Recommendation 3 update**
Work has commenced on this recommendation. Using the data collected for recommendations 2a & 2b, it is clear that our RDS stations have insufficient time to complete all of the training currently allocated to them on their training planner. Recommendations to overcome this will be presented as part of a suite of recommendations that are published in the unconstrained analysis. There are close links to the work undertaken for this recommendation and recommendations 1 & 2b.

"The current reporting position for this recommendation is now at 5% completion"

2.4 **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. A business case was presented to the CFO to employ a multi-media developer on a 12 month fixed-term basis to develop the suite. The position has been approved, and the advert, person specification, and job description uploaded to core for advertising. We have set an ambitious timeline of employing someone by the 1st March 2025. Once in role this individual's sole focus will be to develop the micro-teaches. The majority of remaining micro-teaches that need to be developed are from our technical delivery training area. These can be complex to setup and develop, hence the request for additional support.

"The current reporting position for this recommendation is now at 70% completion"

2.5 **Recommendation 5 update**

Hose & Branch Nozzle trials were conducted through November & December. The BA team conducted trials using flow meters during core skills activity and compartment firefighting activity at the Real Fire Training Facility (RFTF) utilising increased internal bore 22mm high pressure hose reel jet, 51/52mm lay flat low pressure delivery hose, and a Delta Attack 500 SBC Pro nozzle.

The trials were filmed and documented to help future students understand the firefighting tactics associated with the increased diameter hose, such as ease of deployment, tank contents exhaustion times, throw and flow of the stream, and effective working pressures etc.

GM Michael Evans is now discussing equipment purchasing pan Wales, to understand what each service is planning to do and if there are any economies of scale to be realised.

"The current reporting position for this recommendation is now at 70% completion"

2.6 **Recommendation 6 update**

All tactical managers attended and online training event on Thursday 9th January at FSHQ which was delivered by Ricardo Weewer the internationally renowned Professor of Fire Service Science from the Fire Service Academy (Institute for Safety) in the Netherlands will provide input on firefighting tactics to officers and BA practitioners. Members of the BA team and co-opted members of the delivery group will attend Institute for Safety in February to learn more about the techniques that were discussed during the presentation.

These members also attended M&WWFRS on the 17th January whereby the NFCC NOG team are presenting on the tactics set out in the new national operational guidance (NOG).

Additional research has also been conducted by the team in support of the work that GM Mike Evans is leading on around SWFRS' response to the CFRA&IW dwelling fire report. This work includes the trialling and implementation of a new briefing & debriefing model and the team are reviewing the Dutch Quadrant Model for Fighting Structure Fires.

They are also analysing and trialling the implementation of other international research such as the B(E)SAFH fire behaviour indicators model –

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

All of this research will shape the training syllabus of future compartment firefighting tactics employed by SWFRS, and training is currently being delivered to crews during audited exercises.

"The current reporting position for this recommendation is now at 70% completion"

3 IMPLICATIONS

There are 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 need to be undertaken to ensure that there are no adverse impacts to staff, the community or environment.

3.2 Regulatory, Strategy and Policy

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.

Amendments to national operational guidance are being implemented, and amendments to the service's policies, procedures, and training materials will need to be made prior to any introduction of new tactics. Once presented and accepted, the lead officers will be responsible for any changes, and the planning & implementing of additional training requirements.

3.3 Resources, Assets and Delivery

There are obvious financial implications to some if not all of the work ongoing through the analysis and possible introduction of the recommendations detailed above. **E.g., the cost implications of changing all of the frontline fire engines to 22mm internal diameter hose-reels is going to be £134,540.00. This is a recommendation of the delivery team and the funds will need to be sourced.**

If the delivery team recommend that the service purchase the **Delta Attack 500 SBC Pro nozzle (smoothbore branch)**, these retail at **£485.00 each**. It is not clear yet if they will recommend purchasing, but one unit per appliance would cost approx.. **£30k**

Additionally, it is not yet clear if the delivery team will recommend that all frontline appliances should carry **52mm lay flat delivery hose**. This hose retails at **£193 per length.** If a total asset refresh were undertaken, we would need to purchase **500 lengths** at a total cost of **£96,500.**

The ORM A&E team have some budget available for this new equipment but not enough to satisfy the whole purchase. It is anticipated that this funding will need to be sourced from the capital finance budget.

It is also recommended that a dedicated person is employed on a permanent basis to undertake the regular assessment of hazards, risks, and threats in all station areas, to develop and manage the training calendars within pdr Pro. Currently, this role is undertaken as an additional role by a watch manager in the skills for justice team, but their skills are better placed undertaking the tasks commensurate with their role.

4   EVALUATION & CONCLUSIONS

To conclude, there has been significant developments around the introduction of the recommendations outlined above undertaken by the members of the delivery group.

5   RECOMMENDATIONS

It is recommended that the Committee take note of this paper as an update on the implementation of the Thematic Review of Operational Training.

The Committee refers financial requirements to implement recommendations to the Finance and Audit Committee.

Contact Officer:	Neil Davies Area Manager, Head of Training and Operational Development	
Background Papers	**Date**	**Source / Contact**
Agenda Item No 7.iii – Operational Training Thematic Review Update at Board of Commissioners Committee	19.12.2024	

Appendices	
	None

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SOUTH WALES FIRE & RESCUE SERVICE   AGENDA ITEM NO 8
                                                                 21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE AREA MANAGER, RISK REDUCTION

GRENFELL THEMATIC REVIEW

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER, BRIAN THOMPSON
REPORT PRESENTED BY 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 recommendation is that the Commissioners for SWFRS note this report as providing an update on progress and take assurance that the services has mechanisms in place to respond to the Thematic Review.

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1. BACKGROUND

1.1 **Update on Progress**

1.1.1 The new High-rise Standard Operating Procedure (SOP) has been amended and is currently out for consultation. A new evacuation SOP is current in draft form and will be released for consultation following the full publication of the High-rise SOP.

1.1.2 A meeting has been scheduled with London Fire Brigade (LFB) High-rise lead in January 2025. LFB has recently enhanced their incident ground to Fire Control evacuation App. We are exploring the feasibility of integrating this app to our Vision system while Joint Fire Control (JFC) continue to explore an integrated, dedicated system. Currently, there are no UK Fire Service with a dedicated electronic solution integrated into their mobilisation system. The LFB App may

provide a short-term solution until a system that links to our mobilisation system is available.

1.1.3 All Wholetime crews completed their year-one evacuation training in December. Year two training will focus on evacuation exercises, forming part of the Operations department's exercise programme. This training will include the use of an evacuation alert system. Additionally, our On-Call staff will be provided with an introduction to the new procedures as part of this development cycle.

1.1.4 The High-Rise Working Group has arranged for a National Fire Chiefs Council (NFCC) evacuation alert training package to be made available on the Service's online training portal.

1.1.5 The Operational Development and Support Team has amended its incident monitoring forms to capture the lessons from the Grenfell recommendations.

1.1.6 Following the approval of a dedicated High-Rise team, a business case has been written, which includes an action plan to address all outstanding recommendations.

2. ISSUES

2.1 The creation of a dedicated High-rise team will still require those responsible for individual actions to complete these in a timely manner. Currently, the individuals from the various departments are facing competing priorities. Senior Managers responsible for any actions associated with their departments, will need to ensure that these are prioritised appropriately.

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

3.2.1 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.

3.2.2 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.

3.3 Resources, Assets and Delivery

3.3.1 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.

3.3.2 Assets and Resources
No clearly identified budget exist 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 appointment of a dedicated High-rise team highlights the commitment of the Service to achieving the recommendations. This dedicated team will follow a comprehensive plan which maps out an action plan completing all recommendations within a defined time period with key measurables.

4.2 **Next Steps**

4.2.1 To agree on the recommendations of the business plan for the High-Rise Working Group, including identifying priority areas, defining what is in scope and out of scope, and determining key personnel, resources, and financial requirements. A detailed timeline for the completion of recommendations will be provided, outlining key deliverables and updates for the dedicated team.

4.2.2 Securing a budget of approximately £15,000 to participate in the trial of the NEC app, which will enable communication between the control room and the fireground during incidents where fire survival guidance is needed.

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

4.2.4 We are currently 50.04% complete against all the recommendations. This is up from 49.4% since the last update to the Board of Commissioners in January 2025.

5. RECOMMENDATIONS

5.1 The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress and take assurance that the services 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	
Agenda Item No 7.iv – Grenfell Thematic Review Update to Board of Commissioners Committee	Dec 2024	

Appendices	
	None

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SOUTH WALES FIRE & RESCUE SERVICE   AGENDA ITEM NO 9
                                              21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF GROUP MANAGER OPERATIONS

OPERATIONAL EXCELLENCE REVIEW - UPDATE

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON
REPORT PRESENTED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON

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

That the Commissioners note the contents of the report and take assurance that work is underway to respond to the Thematic Review.

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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 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

A guidance document has been produced called *Building Firefighting Tactics for South Wales Fire and Rescue Service*. This document has had an initial review and is currently being edited by the multimedia development team. Following this final edit the document will be distributed for a full review before the planned service publication in April 25.

Service Wide Awareness session - We are currently running awareness session with all Tac officers and crews across our service. The purpose of these sessions is to discuss the operational effectiveness report and the recommendation. The aim of these sessions is to provide all operational staff with the service's proposed responses to this report. These awareness sessions mainly focus on recommendation 2 and 3 of the SWFRS report but we do touch on all 6 of the report's recommendations. We have 26 sessions programmed between 9th Jan and 25th March for station personnel and 4 additional awareness session running from JPSC

with each of the control watches. Currently 8 of the 30 sessions have been completed.

Dr Ricardo Weewer presented details of the Dutch 4 Quadrant Model and Firefighting Principles to members of SWFRS on the 09 January 24.

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 ACFO Thompson as the strategic lead.

2.3 **Recommendation 2 update**

A guidance document has been produced called *Building Firefighting Tactics for South Wales Fire and Rescue Service*. A decision has been made following the initial review of the guidance document to delay the role out of the guidance document until a cross-mapping exercise and training packages are in place. The new expected roll out date for this document is April 25.

The initial roll out training programmed from Jan-March 25 has been changed to awareness training sessions. This will allow additional feedback on the guidance document but still raise awareness of the direction the service is taking regarding response to domestic dwellings

Continue researching international best practice to improve the service's firefighting tactics. Link in with the 2 other Welsh FRSs to work jointly and share information regarding this subject but progress for SWFRS operational response improvements to be prioritised. A team of 16 personnel from across UK FRS's and the NFCC are attending a research visit to the Netherlands review building firefighting methods and training practices that are currently employed by the Dutch FRS's

2.4 **Recommendation 3 update**

Work has commenced 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 awareness training is ongoing. Rollout of the guidance document and the associated training. The training schedule will cover all tactical officers and all operational crew. 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. A cross-mapping exercise has taken place to identify training shortfalls in practices outlined in the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document. This exercise has identified several areas where training packages will need to be produced. These training areas have been assigned to individual Subject Matter Experts to produce the outlined training material reflecting the new tactics. 6 training areas have been assigned to individual SME's to produce the outlined training packages. Progress reports will be generated end of Jan 25.

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. Additional research has been conducted to support the work around SWFRS' response dwelling fire. This work includes the trialling and implementation of a new briefing & debriefing model, and the team are reviewing the Dutch Quadrant Model & BE-SAHF model for Fighting Structure Fires.

SWFRS personnel attended an event at M&WWFRS on the 17th of January whereby the NFCC NOG team presented on the tactics set out in the new national operational guidance (NOG). Links have also been established with NWFRS regarding this work stream.

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:

- Review current SWFRS ops assurance team and look at possible improvements.

- Research other services ops assurance process looking for best practices.

- Drafting and delivering to SLT a scoping document to outline the key areas of focus and possible changes to the service's current ops assurance team, once agreement is reached at the Service Delivery Board Thematic' s.

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

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 CFRA&IW.

5 RECOMMENDATIONS

That the Commissioners note the contents of the report and take assurance that work is underway to respond to the Thematic Review.

Contact Officer:	Mike Evans Group Manager	
Background Papers	**Date**	**Source / Contact**
Agenda Item No 7.vi – Operational Excellence Review Update at Board of Commissioners Committee	19.12.24	

Appendices	
Appendix 1 *	Highlight Report Operational Effectiveness

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Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Highlight Report

Title: Operational Effectiveness – Response to Domestic Dwelling Fires

South Wales Fire and Rescue Service – Highlight Report

No	High Level Objective	RAG Status
1	Produce a guidance document for building firefighting tactics 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.	◄ RAG Status (Green) RAG Status ►
2	Awareness training regarding building firefighting tactics overview of future guidance document and the associated training. The training schedule will cover all tactical officers and all operational crews	◄ RAG Status (Green) RAG Status ►
3	Cross mapping exercise linking all aspects of the new guidance document to training and SOP's, this is to identify any gaps in training	◄ RAG Status (Green) RAG Status ►
4	Production of 6 station-based training package that align to building firefighting guidance document	◄ RAG Status (Amber) RAG Status ►
5	Develop working relationships between all Welsh FRS's to established joint working and information sharing regarding building firefighting tactics. Establish links with UK and international partners to review firefighting tactics, research work, best practice and training.	◄ RAG Status (Green) RAG Status ►
6	Roll out guidance document and training packages for SWFRS building firefighting tactics	◄ RAG Status (Amber) RAG Status ►
7	Establish and embed central training course profiles and course schedules for building firefighting tactical training	◄ RAG Status (Amber) RAG Status ►
8	Review current SWFRS ops assurance team and look at possible improvements	◄ RAG Status (Amber) RAG Status ►
9	Research other services ops assurance process looking for best practices	◄ RAG Status (Amber) RAG Status ►
10	Draft and deliver to SLT a scoping document to outline the key areas of focus and possible changes to the service's current ops assurance team, once agreement is reached at the Service Delivery Board Thematic' s.	◄ RAG Status (Amber) RAG Status ►
11	Review and develop SWFRS ops assurance program	◄ RAG Status (Amber) RAG Status ►
12	Roll out new ops assurance program	◄ RAG Status (Amber) RAG Status ►

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.

South Wales Fire and Rescue Service – Highlight Report

1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?

Progress against High level Objective number 1

A guidance document has been produced called *Building Firefighting Tactics for South Wales Fire and Rescue Service*. This document has had an initial review and is currently being edited by the multimedia development team. Following this final edit the document will be distributed for a full review before the planned service publication in April 25. *Progress on track*

Progress against High level Objective number 2

The training package has been developed along with practical exercises. A schedule of 25 half-day sessions have been programmed, that will cover all operational personnel from firefighters to group managers.

The awareness training across the service is underway and will be completed by the end of March 25. Feedback from this session will be provided to SLT when the awareness training has been completed.

An online learning event has been run on Thursday 9th January at FSHQ whereby internationally renowned Professor of Fire Service Science from the Fire Service Academy (Institute for Safety) in the Netherlands provided input on firefighting tactics to service tactical officers and BA practitioners. *Progress on track*

Progress against High level Objective number 3

A cross-mapping exercise has taken place to identify training shortfalls in practices outlined in the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document. This exercise has identified several areas where training packages will need to be produced. These training areas have been assigned to individual SME's to produce the outlined training material reflecting the new tactics.. *Progress on track*

Progress against High level Objective number 4

The 6 training areas have been assigned to individual SME's to produce the outlined training packages. Progress reports will be generated end of Jan 25. *Amber*

Progress against High level Objective number 5

Additional research has also been conducted to support the work around SWFRS' response to the WCFRA dwelling fire review.. This work includes the trialling and implementation of a new briefing & debriefing model, and the team are reviewing the Dutch Quadrant Model & BE-SAHF model for Fighting Structure Fires.

A research trip has been planned for the 4th February. This trip will involve a small team from SWFRS visiting the Netherlands to review the research work undertaken by The Netherlands Institute for Safety NIFV. The team will be joined on the research visit by 10 members of the NFCC.

We are also attending an event at M&WWFRS on the 17th of January whereby the NFCC NOG team are presenting on the tactics set out in the new national operational guidance (NOG). Links have also been established with NWFRS regarding this work stream. *Progress on track*

Progress against High level Objective number 6

South Wales Fire and Rescue Service – Highlight Report

Work on the roll-out program for the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document will start March 25. *Amber*

Progress against High level Objective number 7

Work on this objective will not start until the completion of objective 6 *Amber*

Progress against High level Objective number 8 – 11

Work on these objectives start 20/01/25 *Amber*

2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?

- Decision has been made following the initial review of the guidance document to delay the role out of the guidance document until a cross-mapping exercise and training packages are in place. The new expected roll out date for this document is April 25.
- Change the initial training programmed from Jan -March 25 to awareness sessions. This will allow additional feedback on the guidance document but still raise awareness of the direction the service is taking regarding response to domestic dwellings
- Continue researching international best practice to improve the service's firefighting tactics. Link in with the 2 other Welsh FRSs to work jointly and share information regarding this subject but progress for SWFRS operational response improvements to be prioritised.
- Introduction of the BA briefing and Debriefing models and changes to the door assessment procedure to be implement as of Feb 24

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?

The available capacity of individuals to support or undertake complex task relating to the recommendations alongside BAU is an ongoing challenge but something that is being managed at present.

Increasing demand will be place on TSU in the production and supporting material for the planned training package. This might lead to an additional capacity requirement for TSU.

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?

- Continue with research and initial awareness program and monitor feedback
- Finalise and publish *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document and identified training packages by April 25
- The operational effectiveness report has already been the subject of extensive consultation, including engagement with focus groups representing a cross-section of the service. These discussions have been instrumental in refining the services response to the recommendations to this report and ensuring it reflects both operational needs and workforce perspectives. As part of this collaborative approach, a key meeting with the Fire Brigades Union (FBU) has been scheduled for January 22, 2025, to present the programme and gain their formal support.
- Produce a report for SLT, once approval has gone through the SRB governance framework. This will outline the key areas of focus and possible changes to the service's current ops assurance team. It is highly likely that the report will identify the centralising of the operational assurance process to a single function/team (combining ODRT, OAST and Ops intel) with a clear recording and feedback process, collating and piecing together all available opportunities for operational learning from within the Service, leading to improved operational response.

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
To continue the research and implementation of the outline recommendations, I will need whole service support, operational, training, finance etc. There are obvious financial implications to some if not all the work ongoing, and the 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.	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
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.	

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE   AGENDA ITEM NO 10
                                                                 21 FEBRUARY 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE AREA MANAGER, OPERATIONS

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 the committee with an update on the progress to date of the Thematic Review - Broadening the role of Firefighters - in the 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.

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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 the Senior Leadership Team and the Board of Commissioners and made available to ensure transparency and accountability.

1.5 Whilst there are four recommendations within the Thematic Review, further clarification and direction may be required around Recommendations 1 and 2 which are focused on shift changes. However, the Delivery Board will focus on Recommendations 3 and 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 The FBU has endorsed the trial of Op Reset, marking a significant step forward. This progress will facilitate the scheduled training, ensuring it aligns with the planned timeline.

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 CFRA&IW 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 form, 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 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.

4.5 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 committee 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.

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STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE FORWARD WORK PROGRAMME 2024/2025

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Feb 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I	Contact Officer: Neil Davies	On Agenda
Feb 2025	Thematic Review – Grenfell Update	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 |
| Feb 2025 | Thematic Review – Operational Excellence Update | To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations | I | Contact Officer: Mike Evans | On Agenda |
| Feb 2025 | 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 |

Feb 2025	Proposed Terms of Reference for Strategic Change, Transformation and Culture Committee	The report proposes terms of reference for the newly formed Strategic Change, Transformation and Culture Committee (SCTCC)	D	Interim Monitoring Officer , Gabrielle Greathead	On Agenda
Feb 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Strategic Change, Transformation & Culture	On Agenda
Feb 2025	SWFRS vision, mission & Values	To update Commissioners on the Services vision, mission & values	D	Director of Strategic Change, Transformation & Culture	On Agenda

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

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Any items to report back to the Board of Commissioners Committee

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1.   Apologies for Absence

2.   Declarations of Interest

     Attendees 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

REPORTS FOR DECISION

REPORTS FOR INFORMATION