

# COMMISSIONERS FOR FIRE & RESCUE SERVICE

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

**Friday 28 March 2025, 1030hrs (Part 1)  
1400hrs (Part 2)**

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

**Or**

**Remotely via MS Teams**

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

**Meeting Link: <https://bit.ly/4fS6hrB> (Part 1)**

**<https://bit.ly/BoardOfCommissioners-28-03-2025> (Part 2)**

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

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

1. Apologies for Absence
2. Declarations of Interest

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
4. To receive the minutes of;

- a. Board of Commissioners of South Wales Fire & Rescue Service Committee Meeting held on Thursday 13 February 2025.

b.	Local Pension Board Meeting held on Thursday 24 October 2024	15
c.	People Committee Meeting held on Thursday 28 November 2024	21
5.	Update on Outstanding Actions	25
6.	<b>REPORTS FOR DECISION</b>	29
6.i	Pay Policy Statement 2025/2026	31
6.ii	2024 Gender Pay Gap	65
6.iii	Introduction of Market Supplements for Corporate Roles to Support Retention of Employees.	81
6.iv	Report on the Strategic Improvement Plan 2025/2040	93
6.v	Report on the Provisional Strategic Performance Indicator Projections 2025/2026	139
6.vi	Treasury Management Strategy Statement 2025/2026	161
6.vii	Carbon Reduction 2030 Roadmap	195
6.viii	South Wales Fire & Rescue Service Community Risk Management Plan	217
6.ix	Establishment of a Portfolio Management Office (PMO)	227
7.	<b>REPORTS FOR INFORMATION AND ASSURANCE</b>	237
7.i	Core Code of Ethics Update	239
7.ii	Committee Dates 2025/2026	247
7.iii	Forward Work Programme for Board of Commissioners for South Wales Fire & Rescue Service 2024/2025	251
8.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	255

Signature of Monitoring Officer:

A handwritten signature in black ink that reads "G. G. Neakhead". The signature is written in a cursive, slightly slanted style.

## **MEMBERSHIP**

### **Commissioners:**

C	Foulkes
V	Randeniya
Baroness	Wilcox
K	Williams

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## COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

### MINUTES OF THE COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE MEETING HELD ON THURSDAY 13 FEBRUARY AT 10:00 IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

#### COMMISSIONERS PRESENT:

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

**OFFICERS PRESENT:** ACO Alison Reed – Director of People Services, ACFO Dean Loader – Director of Service Delivery, T/ACFO Christian Hadfield – Director of Corporate Services, Lisa Mullan – Head of Finance, Procurement and Property, Dominic Mika – Director of Strategic Change and Transformation, Gabrielle Greathead – Interim Monitoring Officer, T/AM Mike Wyatt – Head of Risk Reduction, T/AM Matt Jones – Head of Operations, Wayne Thomas – T/Head of Corporate Support

#### 1. APOLOGIES FOR ABSENCE

Apologies were received from Chief Fire Officer Fin Monahan, Assistant Chief Fire Officer Brian Thompson and Kate Harvard from Audit Wales.

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

#### 3. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chairperson announcements.

#### 4. TO RECEIVE THE MINUTES OF:

##### a. BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE MEETING HELD ON THURSDAY 19 DECEMBER 2024

The Commissioners agreed the minutes from Thursday 19 December 2024 as a true record of discussion and no matters arising.

##### b. FINANCE AND AUDIT COMMITTEE MEETING HELD ON FRIDAY 20 SEPTEMBER 2024

The Commissioners agreed the minutes from Friday 20 September 2024 as a true record of discussion and no matters arising.

## **5. UPDATE ON OUTSTANDING ACTIONS**

The action log has been updated accordingly.

## **6. REPORTS FOR DECISION**

### **6.1 REVENUE AND CAPITAL BUDGET DETERMINATION FOR 2025/26**

Lisa Mullan presented the report which follows from the consultation budget presented to the Finance and Audit Committee on 19 December 2024. We are looking at a 5.7% increase on fire levies across the 10 unitary authorities. A letter was sent to all Chief Executives and Section 151 Officers, and we received 3 formal responses which 2 are attached in Appendix 1. We had received a late response from Newport Council, and this will be uploaded for transparency. A notable theme was the National Insurance Contributions (NIC), our efficiency programme and the plans for managing our budget going forward.

Lisa Mullan took the Committee through the report in detail and explained the context of setting the budget. We have a medium-term financial strategy, but this requires updating and is not published. Revenue budget overspends are at 1.2% which is mostly the cost of change and transformation which is taken from reserves. This trend will continue into next year with a lesser projected overspend to be funded from the reserves. Reserves also accommodate investment into our long-term objectives such as Sustainability, Equality, Diversity & Inclusion and firefighter welfare, specifically the issue of contaminants.

Lady Wilcox would like to record her thanks to Lisa Mullan for the detailed report and all the work that has been completed, recognising there have been staffing issues. There was a discussion surrounding setting a medium-term financial plan with the possibility of halting our projects. It was stated that future engagement with Local Government needs to happen earlier. Lady Wilcox stressed we must look at what we are doing and that we are providing good value for money for our communities and public service. Carl Foulkes clarified whether we would have a medium-term financial plan from 2025/26. Lisa Mullan stated this must happen and has scheduled meetings in April with all Directors and their Heads of Service to start collecting the data to understand our starting position and to measure the value of the efficiencies and define what these will look like.

Christian Hadfield provided a snapshot of the CRMP as a full report will be brought to the Board of Commissioners in March. It has started and there is a financial investment into this. Christian Hadfield is taking a blank approach, and this will require solid data for us to understand. This will take approximately 20 weeks from the point of procuring a system and the data collection and then they will move on to the decision-making process.

Carl Foulkes asked about the current capital programme. Dean Loader and Lisa Mullan sit on the Property Steering Group that looks at the medium to longer term look at our property investment plan and Christian Hadfield will join this from a CRMP perspective. The Property department will be categorising projects in what we must continue with as we have signed contracts, what is falling into questionable, and what is not going ahead. We have committed to the work at New Inn and Lisa Mullan is of the view that this needs to continue. The Commissioners requested specific information around New Inn to get assurance if we need to break or pause the contract, whilst recognising the impact of staff currently not being at the station.

Vij Randeniya commented that there are things that we can look at now that doesn't fall out of the medium term financial plan and thought it would be useful to have breakdown data on our major spends such as which projects we have, when were the contracts signed or due to be signed and what are the costings to give assurance around where we are in terms of those positions on those contracts. The Property Steering Group will be meeting in March and will determine these definitive pieces. The Commissioners would like to know all our big spends and not just property, such as programmes and capital spends and would like this fed into the Finance and Audit Committee and then to Board of Commissioners, timescales on this is to be decided. Kirsty Williams queried from a governance perspective where would the Commissioners see the output of the work at the Property Steering Group, where does it feed into and where is the oversight. The Commissioners would want some oversight of this to sense check the work that is going on. Dominic Mika provided a narrative around the governance structure; the director level would bring it into the SLT Planning and Performance and then feed into the Boards.

All actions arising out of this agenda item were noted and understood.

## **RESOLVED THAT**

- 6.1.1 The Commissioners approved the proposed revenue and capital budgets included within the report.

6.1.2 The Commissioners delegated authority to the Treasurer to make appropriate adjustments to the revenue budget and fire levies if NIC funding is paid directly to the Commissioners by specific grant.

6.1.3 Lady Wilcox requested that replies are sent back to formal responses that we received from the budget consultation.

## **6.2 APPROVAL OF SWFRS GOVERNANCE FRAMEWORK**

Dominic Mika presented an overview of the committee structure and the purpose of each meeting. Kirsty Williams asked for clarity around the Property Steering Group and why this is not explicitly mentioned in the governance framework and requested clarification on the decision making process and how this is communicated up to Board of Commissioners level.

It was explained that it would be the responsibility of the Director to feed up to the board and this is set out in the constitutional document on who has authority to make these decisions. Carl Foulkes stated that early agreement and conversations with the lead Commissioner on what comes to the board and how this is fed in is necessary. All statutory papers are where they need to be and work has been done on the Forward Work Programme on which board reports come to.

Vij Randeniya commented that no reference is made to the CRMP in the risk area. Dominic Mika stated they are looking at how they bring this into SLT Performance and Planning, as this develops the process will change. The Chief Fire Officer is prioritising this piece of work on risk and will be brought back to SLT soon as it will be a much larger piece.

Lady Wilcox queried if the framework will be reviewed periodically, how this is going to be done and what are the timescales of when the reviews will take place. It was agreed that Dominic Mika and Wayne Thomas will take this away and consider a formal review process and timeline.

### **RESOLVED THAT**

6.2.1 The Commissioners approved the South Wales Fire and Rescue Service Draft Governance Framework.

6.2.2 Dominic Mika and Wayne Thomas to consider a formal reviewing process of the governance framework.

## **7. REPORTS FOR INFORMATION**



## **7.1 CARBON REDUCTION PLAN ANNUAL UPDATE**

Lisa Mullan presented an update on the Carbon Reduction Plan (CRP). There will be an updated report presented at the March Board of Commissioners meeting that will provide further strategic direction as we now have permanent resource in place. Lisa Mullan is looking at ways to bolster this area of work. Vij Randeniya suggested looking at the Welsh Government research of CO2 by capturing our contribution to reducing CO2 as our unique selling point by doubling fires and how we can capture this. There were suggestions at looking at a Masters graduate placement for this area of data capturing. Carl Foulkes supported the idea of involving a university graduate to support capturing a broader piece of data.

### **RESOLVED THAT**

- 7.1.1 The Commissioners noted the progress made on the CRP 2020-23 and look forward to the new Carbon Reduction Plan at the March Board of Commissioners.

## **7.2 COMMUNITY FIRE SAFETY UPDATE**

Mike Wyatt, Area Manager Risk Reduction provided a summary of the Community Fire Safety update report and noted recruitment in Community Safety has been positive with interest from a recent vacancy. Activity trackers have been put in place to monitor what is currently ongoing which has led us to develop a new recording system where we can track ongoing activities and allow us to report to Welsh Government when requested. Mike Wyatt is continuing to seek out partnership working by establishing what we currently have and looking around the country and to HMI to see what other ideas there are on who we can collaborate with. A strategy has been drawn up in the department which is due to go live imminently. There is currently development and innovation in the department and the team were a part of a project in the University Health Wales contributing to Project Edward panel. Mike Wyatt stated that we are looking to factor in data for Fire Investigation and consider how we use this data more effectively and will feedback the developments of this in time. Mike Wyatt has implemented a new response group around the M37 to look at what we can do after the event.

Vij Randeniya was pleased to hear that the Community Safety team are out at University Hospital Wales and stated that it is a good way of seeing how other partnerships work and building relationships and this is an area we can make a lot of progress by engaging.

Mike Wyatt assured that they are getting out there and linking with partner agencies which is the primary role of the Arson Investigation Team; to look at age concerns, dementia, mobility concerns to identify vulnerable individuals but feels the hardest part is identifying the links but does have a dedicated project manager tasked to this work. Lady Wilcox suggested to reach out to Local Authorities that would hold data on this and partnership agencies, however Mike Wyatt stated there are GDPR restrictions. Carl Foulkes agreed that our need to help vulnerable people provides a good argument to be able to obtain data for us to work in partnership with other agencies and the Commissioners will support this as this was an area which funding was cut from Welsh Government. Vij Randeniya added that the amount of funding we receive for fire alarms, and if we had an assessment of our risk then we can provide this data to show that we are not receiving enough fire alarms for the amount of homes in the community.

## **RESOLVED THAT**

- 7.2.1 The Commissioners note the report as providing an update on Community Safety.

## **7.3 BUSINESS FIRE SAFETY UPDATE**

Mike Wyatt, Area Manager Risk Reduction provided a summary of the Business Fire Safety update report and began by explaining the need for a system that highlights and flags the data that we input to the system. It is important for the department to be diversified and there was a discussion around incorporating a fire engineer. A strategy is in place and a risk based inspection programme. We have published a look back on areas in Business Fire Safety and one will be replicated for Community Fire Safety now both departments have a strategy. Carl Foulkes agreed that it feels like the right opportunity to look at a fire engineer and recruit the right people for best practice and offered Commissioner support on ways we modernise the department. Vij Randeniya stated there were some basic points on the report but he is assured that Mike Wyatt and the Business Fire Safety department are working on these. Lady Wilcox agreed and felt that the report feels we are where we should be with forward progression.

Mike Wyatt explained that most issues in the department comes from promotion as people don't remain in the department as they could be allocated a role and the team will have to re-train a member of staff to get qualified, where we need to maintain people with the right skillset. Mike Wyatt will look at the fire engineer piece and take this away for

consideration. It was reiterated that the Commissioners are open about how they could support this.

## **RESOLVED THAT**

- 7.3.1 The Commissioners note the report as providing an update on Business Fire Safety.

## **7.4 ON CALL STRATEGY/ IMPROVEMENT OBJECTIVES QUARTER 2 REPORT 2024/25**

Matt Jones presented the On Call Strategy and Improvement quarter 2 report and key areas to note were that the On Call system is challenging nationally. We are trying to be dynamic in addressing this and looking at how we make this future fit. There are 576 males and 47 females and so the Service is keen to address how our contracts look to be more family friendly. We are underway on looking at our improvement objective on alternative crewing models. The team are looking at working locations for individuals to be able to provide on call cover. Data has been provided since the implementation of the 20mph speed limit and an early indication shows it is adding a minute per mile. Christian Hadfield is investigating the turnout time.

There was significant improvement to the On Call availability since June 2024 which increased from 63% to 82%. The Service is looking to build an outstanding on call system that's flexible and meets the needs of the organisation. Implementation of recognition for on call staff will be 5, 10 and 15 years instead of individuals having to wait 20 years. Kirsty Williams wants to highlight the significance of the On Call availability and its improvement. Carl Foulkes echoed the positive news around reward and recognition to involve families in recognising the hard work and time that individuals commit to when being on call.

## **RESOLVED THAT**

- 7.4.1 The Commissioners noted the progress made for the On Call improvement objectives for Q2.

## **7.5 SWFRS AUTOMATIC FIRE ALARM (AFA) RESPONSE CHANGE UPDATE**

Mike Wyatt, Area Manager provided an update of the automatic fire alarm (AFA) response change since the go live date of 6 January 2025. It was highlighted that there was a school fire on 12 February that came from an alarm receiving centre. Through a change request, the Service incorporated schools and an incident such as this shows how different

the outcome could have been if schools were not included in the response change. Statistics show that there has been a 42% decrease in the number of AFA's attended. The hospital go live date will be the 7 April, there has been 28 calls to hospitals in 2025. The implementation of the change has gone as predicted. Carl Foulkes felt it was important to do what is right when considering the change requests. Lady Wilcox appreciates the ongoing updates they receive from officers on these calls.

Kirsty Williams and Mike Wyatt maintained that would like to see the hospital AFA change before progressing to semi-regular updates. It was raised that we need to ensure that the exemption policy is robust and that exemptions are given because there is a sound reason to do so. The Commissioners are pleased with the progress and praised the work that has gone on. It was suggested that there would be 6 monthly updates once this becomes business as usual.

## **RESOLVED THAT**

7.5.1 The Commissioners note the report as providing an update on the progress of Automatic Fire Alarms response change.

## **7.6 REPORT ON THE STATUTORY CONSULTATION REGARDING THE ORGANISATION'S ANNUAL IMPROVEMENT OBJECTIVES FOR 2025/26**

Wayne Thomas reported on the statutory consultation to the organisational annual improvement objectives for 2025/26. The reports discussed the statutory requirement under the Local Government Wales Measure. The Service completed 9 face to face consultations, it is important to note that the number of responses were lower than last year as the face to face engagement was valued more. It was also a request in the Morris report to engage in face to face consultations. The Chief Fire Officer delivers feedback from his Principal Officer visits from the station that is incorporated to the feedback and key areas include people, culture, working conditions, discussions around communications and engagement and technology and equipment property and training. The feedback aligns with our future plans and the suggestions received aligns with what the Service is developing.

Our new strategy will be launched with the aim for this to be signed of at the March Board of Commissioners Committee. Carl Foulkes queried whether the feedback from the 10kv overlaps the strategy. The key themes were similar and the team are now putting this together with some pieces to separate out. There is improvement needed on public

consultation as the numbers were low. The Planning, Performance and Risk team are looking at how other fire and rescue services are rolling this out for us to have better community engagement. It is pleasing that our internal engagement has improved with the Chief Fire Officer station and departmental visits, the Hydra 10kv activity and as well as our Vision, Mission and Values.

## **RESOLVED THAT**

7.6.1 The Commissioners reviewed the consultation evaluation in appendix 1.

7.6.2 The Commissioners note the responses to the public consultation detailed in appendix 1 for the Service to consider as it reviews the current Strategic Themes and Objectives and creating a new Vision, Mission and Values.

## **7.7 FORWARD WORK PROGRAMME FOR BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE 2024/25**

It was discussed that the March Board of Commissioners contains a heavy agenda and will be split in two parts. Carl Foulkes suggested that if colleagues are comfortable, on this occasion timeslots could be incorporated to manage time effectively.

Lady Wilcox noted that she would like an update on the Monitoring Officer position. Alison Reed has redrafted the job description around the legal requirements of the role and will be meeting with Christian Hadfield to discuss the structure more generally.

## **RESOLVED THAT**

7.7.1 The Commissioners noted the Forward Work Programme for the Board of Commissioners held on 28 March 2025.

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

There were no items that the Chairperson deemed urgent.

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

### **MINUTES OF THE LOCAL PENSION BOARD COMMITTEE HELD ON THURSDAY, 24 OCTOBER 2024 IN MEETING ROOM 8 & REMOTELY VIA TEAMS**

**OFFICERS PRESENT:-** T/ACFO Dean Loader (Chair) – Director of Service Delivery, ACO Alison Reed – Director of People Services, Ms Gabbie Greathead – Interim Monitoring Officer & Legal Services Manager, Ms Julia Thompson – Pensions Liaison Officer, Mr Lee Bunkham – Senior Procurement Officer, Mr Gareth Tovey – Fire Brigades' Union, Mr Ian Traylor – Pensions Service Director, RCTCBC

#### **1. APOLOGIES**

Dave King - Fire & Rescue Service Association, Wayne Thomas – T/Head of Corporate Services

#### **2. DECLARATIONS OF INTEREST**

Each Member of the board declared a personal non-prejudicial interest in each agenda item.

#### **3. CHAIR'S ANNOUNCEMENTS**

There were no announcements.

#### **4. LOCAL PENSION BOARD COMMITTEE HELD ON 3 JULY 2024**

The minutes were presented from the Local Pension Board Committee meeting held on 3 July 2024.

#### **RESOLVED THAT**

- 4.1 The minutes of the previous meeting held on held on 3 July 2024 were agreed as a true record, following slight amendment to the attendee list.

#### **5. UPDATE ON OUTSTANDING ACTIONS**

The Monitoring Officer presented the outstanding actions.

#### **RESOLVED THAT**

Pension Board Members reviewed and updated the outstanding actions.

## **6. REVIEW OF KEY PERFORMANCE INDICATORS**

The Pensions Services Director RCT reported on the The Service Level Agreement between South Wales Fire & Rescue Service and Rhondda Cynon Taf County Borough Council sets out the manner in which certain duties and responsibilities are expected to be carried out. A key element of the SLA is the reporting on actual performance activity against the agreed key delivery Service Standards. The report provided Members with an update on key activity undertaken during the reporting period and shares the performance data for the periods April 2024 – August 2024. Each board member wished to commend the Pensions Service Director, SWFRS Pensions Team and ICT for the dissemination of annual benefits within a timely manner, which was a complex piece of work.

### **RESOLVED THAT**

- 6.1 Members of the Local Pension Board noted the performance data included at Appendix 1 attached to the report.
- 6.2 Members noted the relevant pension administrative overview and update included at Appendix 2 attached to the report.
- 6.3 Members agreed to the inclusion of Pension Dashboard Onboarding as a standard agenda item going forward.

## **7. LOCAL PENSION BOARD – SERVICE LEVEL AGREEMENT (SLA)**

The ACO People Services presented the Service Level Agreement (SLA) which is a contract between a service provider and its customer. It documents the service the provider will furnish and defines the service standards the provider is expected to meet.

There is a Service Level Agreement for the provision of services for Fire Pensions. These services are provided by RCT Pensions.

A discussion arose around 'fees payable by SWFRS' being included in future annual budget discussions, to include all fees and a brief on what the Service will receive for its money, this will also be built into the SLA going forward. There was a discussion in relation to formal contractual requirements and it was agreed this should be discussed further with Procurement.



## **RESOLVED THAT**

- 7.1 Members reviewed the Service Level Agreement attached to the report at Appendix 1.
- 7.2 It was agreed that The Service Level Agreement (SLA) will formally be reviewed by the Members on an annual basis.
- 7.3 The Senior Procurement Officer to consider the development of a contract, link in with the SLA and undertake a review of the SLA whilst receiving input from the Pensions Service Director RCT and Pensions Liaison Officer.

## **8. LOCAL PENSION BOARD RISK REGISTER**

The ACO People Services reported on the newly developed Risk Register for the South Wales Fire & Rescue Authority Local Pension Board.

Mr Gareth Tovey wished to take the opportunity to thank the Director of People Service for the work undertaken on the risk register.

It was noted that the register will tie in with the corporate risk register.

## **RESOLVED THAT**

Members considered and agreed the contents of the report and discussed the draft Risk Register at Appendix A. Risks are compiled under the headings of:-

- 1) Operational Pensions; 2) Financial Risks; 3) Funding Governance; 4) Regulatory Compliance.

## **9. PUBLIC SECTOR PENSION SCHEME LEGISLATION – MCCLOUD & O'BRIEN REMEDY EXERCISES AND THE PENSION DEPARTMENT DASHBOARD PROJECT**

The ACO People Services reported on the public sector pension scheme legislation which sets out the statutory timelines imposed by the changes to Public Sector Pension Scheme legislation and more specifically Firefighter Pension Schemes. These are more commonly known as McCloud and O'Brien (Matthews 2) pension remedy exercises.

In addition, the Pensions Dashboard Project, which is being implemented by the Department of Work and Pensions (DWP), is now gathering pace and Pension schemes in the Fire Sector have been given a connection date of October 2025.

Pensions dashboards are digital services – apps, websites and other tools – which savers will be able to use to see their State Pension. A saver will be able to use dashboards to search records of all pension schemes to confirm whether or not they are a member.

## **RESOLVED THAT**

- 9.1 Members of the board noted the content of the report.
- 9.2 Members noted the statutory obligation placed on the Scheme Manager to ensure that these timelines are met for all 3 national projects.

## **10. INTERNAL DISPUTE RESOLUTION PROCEDURES (IDRP)**

The ACO People Services reported on the procedures for resolving internal disputes in relation to pension matters. The ACO People Services also updated Local Pension Board Members on the cases that were considered under this procedure during 1 April 2023 to 31 March 2024.

## **RESOLVED THAT**

- 10.1 Members noted the procedures for resolving internal disputes.
- 10.2 Members noted the cases considered under the IDRP procedure during the period of 1 April 2023 to 31 March 2024.
- 10.3 Updates will be provided on an annual basis going forward.

## **11. SCHEME ADVISORY BOARD – VERBAL UPDATE**

The ACO People Services reported that the previous meeting was held on 8 July 2024 with a discussion around changes to employee contribution rates which would take effect from 1 April 2025. A discussion ensued upon what the changes would look like. Changes will be implemented by 1 April 2025. Several models were shared at the meeting including gaps, salary and boundaries within bands. No definitive decision has been made at present on this. Ongoing discussions are taking place at present. This continues to be work in progress and will be monitored by the ACO People Services and the SWFRS Pensions Team.

## **RESOLVED THAT**

- 11.1 Pension Board Members noted the update provided on the Scheme Advisory Board.

## **12. PUBLICATIONS, UPDATES, INFORMATION (STANDARD ITEM)**

The ACO People Services provided an update on relevant publications, updates and information relating to pension matters, with Members of the Local Pension Board.

### **RESOLVED THAT**

- 12.1 Members reviewed and noted the publications which were shared for information and awareness purposes, as attached at Appendix 1.

## **13. FORWARD WORK PROGRAMME FOR LOCAL PENSION BOARD COMMITTEE 2024/2025**

The ACO People Services presented the Forward work Programme for 2024/2025.

### **RESOLVED THAT**

- 13.1 Members of the board noted the content of the Forward Work Programme for 2024/2025.

- 13.2 Members of the Board agreed to the inclusion of Pensions Dashboard, Service Level Agreement and Risk Register.

- 13.2 Meeting dates to be updated within the forward work programme.

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

There were no items of business that the Chair deemed urgent.

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## COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

### MINUTES OF THE PEOPLE COMMITTEE HELD ON THURSDAY 28 NOVEMBER 2024 AT 1000 HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS

#### COMMISSIONERS PRESENT:

Mr V Randeniya

#### OFFICERS PRESENT:

Assistant Chief Officer A Reed – Director of People Services, D Mika – Director of Strategic Change and Transformation, T/Assistant Chief Fire Officer B Thompson – Director of Technical Services, T/Assistant Chief Fire Officer C Hadfield – Director of Corporate Services, G Greathead – Interim Monitoring Officer, Head of People Services – L Shroll, Head of Corporate Services – W Thomas, People Services Manager – J Wells, People Services Manager -S Ford,

#### 1. APOLOGIES FOR ABSENCE

Chief Fire Officer F Monahan, T/Assistant Chief Fire Officer – D Loader, T/Treasurer and Head of Finance, Property and Procurement – L Mullan

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 3. CHAIRPERSONS ANNOUNCEMENTS

The Commissioner Vij Randeniya had no announcements.

#### REPORTS FOR INFORMATION

#### 4. TO RECEIVE THE MINUTES OF; PEOPLE COMMITTEE HELD ON 25 JULY 2024

The minutes were received as a true and accurate record of the Committee meeting.

#### 5. UPDATE ON OUTSTANDING ACTIONS

There were no outstanding actions.

## **6. ANNUAL REVIEW OF TRAINING, LEARNING AND DEVELOPMENT 2023/2024**

The report presented by the T/Assistant Chief Fire Officer Brian Thompson provided an overview of the Training and Development departments performance during 2023/2024, which included highlights from each of the training lead areas that are delivered by Cardiff Gate Training and Development Centre (CGTDC).

The report also highlighted activity, development and advancements for the Service's Learning and Development team within 2023/2024.

Discussions were held around the Hydra 10KV Event. Vij Randeniya showed interest to this event.

### **RESOLVED THAT**

- 6.1 The Commissioner noted the content of the report.

## **7. ANNUAL REVIEW FOR RECRUITMENT 2023/2024**

The report presented by People Services Manager Serena Ford provided an overview of the activity of the Services recruitment and function within 2023/2024. This included attraction, engagement and recruitment and selection activities.

The Commissioner Vij Randeniya suggested raising awareness at career events around other careers within the Fire and Rescue Service, other than a role of a Firefighter and marketing the Service in a way applicable to all.

The Assistant Chief Officer of People Services shared that the Service has faced significant challenge in recruiting for roles in Health and Safety and Finance so are looking at other ways to support in terms of remuneration. A paper will be shared at Decembers Board of Commissioners presenting options for discussion around this.

It was also shared by the Assistant Chief Officer of People Services that the Service have recently reviewed recruitment processes for whole time employees – the discussion was had at Senior Leadership level. Further discussions are needed under the new Chief Fire Officer.

From a People Services aspect, the department are aware that there is still a lot of change and advancements that are required in terms of the Service's recruitment, but assured the Commissioner that work is ongoing.

## **RESOLVED THAT**

7.1 The Commissioner noted the content of the report.

## **8. JOB EVALUATION AT SOUTH WALES FIRE AND RESCUE SERVICE**

The Service undertook a job evaluation exercise between 2020 and 2022. Following this, the Service introduced a period of 12 months whereby no further job evaluations were to be undertaken unless they were no posts or where a department had undertaken a formal restructure.

The report presented by People Services Manager Jemma Wells updated the Commissioner on the outcomes of the original evaluation and forward plans for the scheme.

In terms of comparison externally, the Assistant Chief Officer of People Services advised that the Service are pay negotiated centrally for grey book and green book and follow the NJC pay scale approach. The Service are looking at how we compare and sit in the market with roles in both public and private sector organisations.

## **RESOLVED THAT**

8.1 The Commissioner noted the content of the report.

## **9. FORWARD WORK PROGRAMME**

The Commissioner would like to see changes made within the People Committee Forward Work Programme for a more tangible approach with regards to the scheduling. He wanted to avoid long periods before items are brought back for discussion/update from a performance management point of view. He would like to see RAG ratings on each upcoming item.

The Commissioner would like to see comparative data in reports.

The Commissioner requested that 'any items to report back to Board of Commissioners' is added to the agenda following 'To consider any items of business that the Chairperson deems urgent' to ensure that information/requests are fed through to Board of Commissioners.

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

There were no items of urgent business to discuss.



## AGENDA ITEM NO 5

<b>UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS</b>
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<b>Minute No</b>	<b>Item</b>	<b>Action</b>	<b>Leading Officer</b>	<b>Current Status:</b>
12/19 6.1	Market Supplements For Corporate Roles To Address Recruitment Pressures	<p>ACO Alison Reed to provide a supplementary paper for the Board of Commissioners in March on retention strategy.</p> <p>ACO Alison Reed to review the make up of approval panels for market supplements to avoid conflict of interest.</p>	<p>ACO Alison Reed</p> <p>ACO Alison Reed</p>	<p>On agenda for March 2025 meeting.</p> <p><b>17/02/2025 ACTION COMPLETED.</b></p> <p><b>CLOSED</b></p>

12/19 6.1	Pay Policy Statement	ACO Alison Reed to update the Pay Policy Statement and to bring this to the Board of Commissioners Committee in March, following the People Committee for sign off.	ACO Alison Reed	On agenda for March 2025 meeting. <b>17/02/2025 ACTION COMPLETED. CLOSED</b>
12/19 6.2	Health and Safety comparative data	ACFO Dean Loader to provide a mid-year report on progress giving the statistics on Health and Safety comparative data in the March Board of Commissioners Committee.	ACFO Dean Loader	Will be included in Forward Work Programme for Board of Commissioners in Financial Year 2025/26.  UPDATE: This will be included in the March 2025 Board of Commissioners meeting. <b>17/02/2025 ACTION COMPLETED. CLOSED</b>
12/19 7.4	Request for additional support for Grenfell review	ACFO Brian Thompson to bring additional information to outline and provide reassurance that resources have been aligned to the work and a timeline to monitor how performance is improving.	ACFO Brian Thompson	Paper to be presented to Strategic Change, Transformation and Culture Committee on 16 May 2025 before being brought back to Board of Commissioners if required.  UPDATE: The paper has been added to the forward work programme and will be presented on 16 May 2025. <b>17/02/2025 ACTION COMPLETED. CLOSED</b>

12/19 7.6	Thematic Review reporting mechanism	Wayne Thomas to consider the uniformity of reporting and to discuss with ACFO Brian Thompson and Area Managers the best way to provide the information and assurance via report papers to the Board of Commissioners.	Wayne Thomas	New report template is being presented to ELT in February 2025 and will be implemented from 01 April 2025.  UPDATE: The template was approved on 14 February 2025. <b>17/02/2025 ACTION COMPLETED. CLOSED</b>
02/13 6.1	New Inn Station construction work	Commissioners requested information around the New Inn construction for reassurance around the contract whether to pause the contract while recognising staff impact.	Lisa Mullan	Mike Davies from Property has provided the financial information and guidance note to the Commissioners who have reviewed this.
02/13 6.1	Medium-term financial plan	Medium-term financial strategy to be created.	Lisa Mullan	This will be taken to the Finance and Audit Committee September 2025 and then fed into the Board of Commissioners

02/13 6.1	Efficiency plan	Lisa Mullan to lead on efficiency programme to capture what we have so far and the plan to achieve efficiencies around transformation and report back to the Commissioners.	Lisa Mullan	<p>On agenda for the Board of Commissioners Committee in September 2025.</p> <p>Lisa Mullan has planned meetings with all of Executive Leadership Team and their Heads of Service throughout April.</p>
02/13 6.2	Governance Framework	Dominic Mika and Wayne Thomas to consider a formal review process and timelines of the governance framework.	Dominic Mika and Wayne Thomas	This is included in the framework and refers to continually evaluating the framework and conduct a yearly review.

## AGENDA ITEM NO 6

**Reports for Decision**

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 6.i  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF PEOPLE SERVICES

**PAY POLICY STATEMENT 2025/26**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE DIRECTOR OF PEOPLE SERVICES  
REPORT PRESENTED BY ASSISTANT CHIEF OFFICER ALISON REED,  
DIRECTOR OF PEOPLE SERVICES

**SUMMARY**

The Fire and Rescue Service is required to publish a Pay Policy Statement for each financial year which sets out the policy approach on pay for the new financial year. This report contains the Pay Policy Statement for 2025/2026 and seeks approval of the content from Commissioners. Formal sign off is required from Board of Commissioners and as such the Statement is tabled for the meeting on 28 March 2025. The Statement must be published by the required deadline of 31 March 2025.

**RECOMMENDATIONS**

1. That Commissioners review and approve the Pay Policy Statement for 2025/2026.

**1. BACKGROUND**

- 1.1 The Localism Bill 2010 was enacted in Parliament in November 2011, and as such requires the Service to publish a Pay Policy Statement by 31 March each year.
- 1.2 A Pay Policy Statement is expected to contain a number of key elements including the remuneration levels of its Chief Officers, the approach to pay on appointment, changes to the level of remuneration for Chief Officers and more generally the policy approach for pay levels of other staff including those covered by Green and Grey Book Terms and Conditions.
- 1.3 There are supplementary provisions relating to statements as follows:-

- A relevant Pay Policy Statement must be approved by resolution before it comes into force.
- The Statement must be prepared and approved before the end of 31 March.

1.4 The Pay Policy Statement may be amended by resolution, including after the beginning of the financial year to which it relates.

1.5 As soon as is reasonably practicable after approving or amending a Pay Policy Statement, the Statement must be published on the organisation's website.

## **2. ISSUE / PROPOSAL**

2.1 Attached at Appendix 1 is the 2025/2026 Pay Policy Statement.

2.2 The Pay Policy Statement contains all relevant information and therefore meets the requirements for publication by 31 March 2025.

2.3 Salary levels within the Pay Policy Statement reflect the latest position in terms of annual pay settlements.

2.4 The Statement has been updated to reflect the introduction of market supplements to support the recruitment and/or retention of employees in 2024.

2.5 The Morris report contains two specific recommendations in relation to elements of the Pay Policy Statement; the first is to pause the use of temporary promotions in excess of six months and the second relates to an immediate review of any current temporary promotion with a record of reasons why, exceptionally, it should be permitted to continue beyond six months, and plan to end it. A review was undertaken in early 2024 and a similar review is currently underway.

## **3. IMPLICATIONS**

### **3.1 Community and Environment**

The Pay Policy Statement provides a consistent policy approach to decisions relating to pay. This reduces the risk of equal pay challenge.

### **3.2 Regulatory, Strategy and Policy**

The Localism Act includes the provision of general powers with a requirement to publish a Pay Policy Statement each year.



### 3.3 Resources, Assets and Delivery

There are no implications with this regard.

## 4 EVALUATION & CONCLUSIONS

- 4.1 The Service is required to publish its Pay Policy Statement by 31 March each year.
- 4.2 The Pay Policy Statement at Appendix 1 contains all relevant information and therefore meets the requirements for publication by 31 March 2025.

## 5 RECOMMENDATIONS

- 5.1 That the Commissioners for South Wales Fire and Rescue Service review and approve the Pay Policy Statement for 2025/2026.

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

<b>Appendices</b>	
Appendix 1	PAY POLICY STATEMENT 2025/2026

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## **South Wales Fire and Rescue Service Pay Policy Statement 2025/26**

### **1. Introduction**

South Wales Fire & Rescue Service is committed to providing consistent and equal pay arrangements for all our employees. This policy establishes key principles that must be followed in establishing employee pay levels and in approving pay related allowances. It sets out the basis for determining salaries, how salary levels are arrived at, the method of pay progression and the approval process for acting up, honoraria and severance payments.

Section 38 (1) of the Localism Act 2011 requires English and Welsh Local Authorities to produce a Pay Policy Statement for each financial year. The Bill as initially drafted referred solely to Chief Officers (a term which includes both statutory and non-statutory Chief Officers; and their Deputies); but amendments reflecting concerns over low pay and also drawing on Hutton's 2011 'Review of Fair Pay in the Public Sector' that introduced requirements to compare the policies on remunerating Chief Officers and other employees, and to set out policy on the lowest paid.

The legislation requires pay to include all remuneration including salary, allowances, and expenses. All such payments are covered within this policy, or the other pay policies referred to in 'Other Pay Related Policy' section. There are no discretions to make further payments outside of these policies.

### **2. Pay Principles**

- South Wales Fire and Rescue Service recognises the importance of a pay and reward system that allows us to recruit and retain talented staff who are committed to delivering for the people of South Wales.
- We believe our pay system should be equal to all, and action will be taken to address gender, ethnicity and disability pay gaps.
- We believe that pay structures should be transparent, appropriate and simple to follow.
- We believe that pay Structures should provide value for money for taxpayers.
- We believe that pay Structures should reward staff fairly for the work they perform.
- We believe that pay structures should allow employees to progress with incremental pay scales to enable employees to reach the rate pay for their role, based on experience and/or qualifications gained.
- South Wales Fire and Rescue Service are committed to paying salaries based on The Real Living Wage (as defined by the Real Living Wage Foundation) wage rates as we have Real Living Wage accreditation.

### **3. Legislative Framework**

In determining the pay and remuneration of all its employees, South Wales Fire and Rescue Service will comply with all relevant legislation. The legislations include Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Equality Act 2010 and Agency Workers Regulations 2010.

#### 4. **Scope**

The Act as finally passed, required the Pay Policy Statement to range over disparate aspects of remuneration policy and must include the following: -

- A Local Authority's policy on the level and elements of remuneration for each Chief Officer.
- A Local Authority's policy on the remuneration of its lowest-paid employees (together with its definition of 'lowest-paid employees' and its reasons for adopting that definition)
- A Local Authority's policy on the relationship between the remuneration of its Chief Officers and other Officers.
- A Local Authority's policy on other specific aspects of Chief Officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.
- The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases in/enhancements of pension entitlements, and termination payments.

The Fire & Rescue Service advocates collective bargaining arrangements and supports existing national level provisions that govern pay and conditions of service for the following employee groups:-

- National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book)
- National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service (Gold Book)
- National Joint Council for Local Government Services (Green Book)
- British Medical Association (BMA) guidance within the Occupational Physician (Consultant initial appointment) salary range
- Royal College of Nursing - NHS Agenda for Change - Pay Rates
- Joint Negotiating Committee for Local Authority Craft and Associated Employees
- Joint Negotiating Committee (JNC) for Youth and Community Workers

For the purposes of this statement the term 'Chief Officer' is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them both statutory and non-statutory. For South Wales Fire & Rescue Service this includes the Chief Fire Officer, Deputy Chief Fire Officer, Deputy Chief Officer, Assistant Chief Fire Officers, and Assistant Chief Officers.

#### 5. **Honoraria and acting up payments**

There may be occasions where an employee is required to take on additional responsibility for duties on a temporary basis and payment of honoraria or acting up payments may be agreed to be made to recognise the additional responsibility.

#### 6. **Additional Benefits**

In addition to paid salary and allowances where appropriate, South Wales Fire Service offers a range of financial benefits, these include membership of the Firefighters Pension Scheme (Wales) 2015 and Local Government Pension Scheme and salary sacrifice arrangements. We also offer non-financial

workplace benefits, including learning and development opportunities, Employee Wellbeing and Fitness schemes, Employee Assistance Programmes, free onsite gym, free onsite parking, as well as ways of working that build on recent advances in technology and smart working.

## 7. Chief Officer Remuneration

National Joint Council for Brigade Managers of Fire and Rescue Services (Services Constitution and Scheme of Conditions of Service 5<sup>th</sup> edition 2006) confirms the approach on Principal Officers pay. It states there is a two-track approach for determining levels of pay for Brigade Manager roles. At national level the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to Fire Authorities by circular. All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the Commissioners for South Wales Fire & Rescue Service, who will annually review these salary levels. To support the twin-track approach identified above, the services of an independent pay consultant have been utilised.

Chief Officers are employed under Joint National Council terms and conditions which are incorporated in their contracts. The Joint National Councils for Chief Fire Officers / Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Fire Officers / Chief Officers employed under Joint National Council terms and conditions are contractually entitled to any national Joint National Council determined pay rises and the Commissioners for South Wales Fire & Rescue Service will therefore pay these as and when determined in accordance with current contractual requirements. NJC for Brigade Managers of Fire and Rescue Services (Services Constitution and Scheme of Conditions of Service 5<sup>th</sup> edition 2006) recommends that salary levels are reviewed.

South Wales Fire and Rescue Service's Executive Leadership Team Remuneration matrix is identified as comprising:-

Title	Notional % of CFO salary
Chief Fire Officer (CFO)	100%
Deputy Chief Fire Officer (DCFO)	80% of CFO
Deputy Chief Officer (DCO)	76% of CFO
Assistant Chief Fire Officer (ACFO)	75% of CFO
Assistant Chief Officer (ACO)	62% of CFO
Treasurer*	Treasurer's salary is not directly linked to the CFO however has been determined through a benchmarking exercise. Annual pay increases reflect the same level to that awarded to the CFO. The Treasurer reports directly to the Commissioners, does not hold directorate responsibility and is employed for 118 days per annum.

Note: from time to time the percentage figures may need to be amended to reflect the pay award made to ensure that each role's salary actually receives the pay award.

Chief Officer's remuneration on appointment is determined by the Commissioners for South Wales

Fire & Rescue Service and no additional allowances or enhancements to salary or pension are offered upon employment. On cessation of their duties no additional payments are made other than those that are due for salary purposes or payments made to the individual in line with the appropriate pension scheme on retirement.

Information on the remuneration of Chief Officers is published as part of the South Wales Fire & Rescue Service annual end of year Statement of Accounts which is published on our website.

In accordance with this Pay Policy Statement, Chief Officers' remuneration levels should be reviewed annually as part of South Wales Fire & Rescue Service's commitment to maintaining a competitive grading and remuneration structure. In the absence of nationally determined guidance on 'cost of living' increases the Fire & Rescue Service may identify and agree a local rate and implementation date. The People Committee will be responsible for reviewing this situation, and for making recommendations to the Commissioners. Only the Commissioners for South Wales Fire and Rescue Service may make a final determination in respect of remuneration rates for Chief Officers, including annual cost of living awards.

The Senior Occupational Health Physicians are part time roles and remuneration is a fixed rate based on market forces.

### **Area Managers – Local Agreement**

Following a review of the Area Managers' establishment and operational rota, it was determined that the number of posts would reduce from 6 to 4, with a move to a continuous duty system rota. The remuneration for this group of staff has been locally agreed as Area Manager B (once deemed competent) salary as per NJC Fire and Rescue Services uniformed pay scales, plus an additional 20% flexi duty allowance, plus 14% continuous duty system payment.

### **8. Job Evaluation Scheme**

In 2021 the Fire Authority approved the outcome and implementation of a job evaluation exercise for Corporate Staff, in line with the National Joint Council for Local Government Services' (NJC) Job Evaluation Scheme. This exercise determines the level of responsibility of a role in relation to other roles within the Service to establish a rational pay structure and pay equity between roles. The pay principles adopted included consideration of several factors including the pay framework to be implemented as a result of the exercise. This resulted in the lowest spinal point for Corporate Staff becoming Point 5 for the National Joint Council for Local Government Services (Green Book) spinal point.

### **9. Corporate Heads of Service**

Since 2023 that the Corporate Heads of Service base salary is linked to the base salary for Area Managers.

### **10. All other staff**

All other staff employed by South Wales Fire and Rescue Service are encompassed within Wholetime, On Call Duty System, Control, Corporate, Fleet Apprentices, Fire Cadet Instructors and Auxiliary Staff categories. Their remuneration is based on the relevant NJC agreed salary schemes listed above.

The Service recognises the role of trade unions in consultation of pay at local, and national levels and for collective bargaining purposes. These arrangements are embodied in the Scheme of Conditions of Service of the National Joint Council and are supplemented by the Fire and Rescue Service's rules, records, Organisational Policy and Procedural documents, and other instructions, as amended, along with such other employment law legislation which will apply from time to time.

The 'lowest salary' used by the Fire and Rescue Service is the National Joint Council (NJC) for Local Government Services (Green Book), Spinal Point 5.

An examination of the current pay levels within the Authority enables the Authority to identify the multiplier between the lowest pay point and that of the Chief Fire Officer. The multiple between the lowest paid (full time equivalent) employee and the Chief Fire Officer is 1:7.05.

#### 11. **Delegated Authority Levels**

People Services is responsible for overseeing any decisions on pay in order to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay Policy and legislation.

Delegations for decision on pay cannot be delegated below the levels outlined in the table below.

Any variation in pay detailed within this policy is subject to appropriate approval, as described below.

<b>DECISION</b>	<b>DELEGATED AUTHORITY LEVEL</b>
Starting pay (above grade minimum) but not including Assistant Chief Officer (and equivalent level)	Assistant Chief Officer People Services (As identified in the Standing Orders)
Starting Pay Assistant Chief Officer (and equivalent) level and above	Commissioners for South Wales Fire and Rescue Service to agree the senior management organisational structure including grades and salary bands. Appointment panel to agree and approve actual salary on appointment within the management structure agreed by full Commissioners for South Wales Fire and Rescue Service.
Appointment to higher graded job (above grade minimum) up to, but not including Assistant Chief Officer level.	Assistant Chief Officer People Services or delegated to Head of HR.
Acting-up payment at Assistant Chief	Chief Fire Officer

Officer level where total salary package is less than £100k.	
Acting up payment for posts where total salary package is more than £100k.	Commissioners for South Wales Fire and Rescue Service

## 12. Pay Relativities

The lowest paid persons employed under a Contract of Employment with the Fire & Rescue Service are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Fire & Rescue Authority's grading structure. As at 1 April 2024, this is £24,790 per annum. The Fire & Rescue Service engages apprentices (and other such trainees) who are not included within the definition of 'lowest paid employees.

South Wales Fire and Rescue Service remunerates substantive personnel above the National Living Wage as a Real Living Wage accredited employer.

## 13. Starting Salary

Employees appointed to roles will normally be appointed to the minimum point of the pay grade for the job.

In certain circumstances it may be appropriate to appoint to a higher point in the pay grade. This may arise when the preferred candidate for the job is in or has been in or has been in receipt of a salary at a higher level than the grade minimum.

An Appointment Panel wishing to appoint a candidate up to, but not including Assistant Chief Officer level, at a salary above the grade minimum must seek approval from the Assistant Chief Officer, fully outlining the business case. Managers may seek guidance from People Services, if required.

The business case should incorporate the following:-

- Preferred candidate's current or most recent salary.
- Salary range for job being appointed to, preferred candidate's interview assessment outcome and details of point scores for other interviewees.
- Benefits to Service and customers of appointing the preferred candidate.
- Potential impact on other jobholders of appointing the preferred candidate at a level higher than the grade minimum.
- Confirmation that increased employee costs will be met by the existing Service budget.

The Assistant Chief Officer People Services will:-

- Consider the request presented by the recruiting manager.



- Discuss their proposed decision with Head of People Services to ensure it is compliant with the terms of the Pay Policy.
- Response to the appointment panel.
- Complete the relevant payroll authorization so that the recruitment process can be completed.

The decision of the Assistant Chief Officer People Services is final. A resolution of the Commissioners for South Wales Fire and Rescue Service is required for all organisational re-structures and associated grading and salary.

#### **14. Market Supplements**

In 2024 the Service introduced the use of market supplements to support recruitment and challenges and in 2025 it did the same for retention challenges. A market supplement may be paid where the “going rate” for a specific job or specialism is higher than that offered by the Service and it has been unable to recruit or retain post holders as a result. A clear business case is required in order to pay a market supplement.

#### **15. Re-Employment of former employees**

Former employees are able to be re-employed, but there are several determining factors.

The introduction of the application of abatement of salaries/pension for a fixed term period in order to retain specialist skills, expertise, and knowledge was agreed.

Applications for abatement of salaries/pension will be referred by directors back the Commissioners for consideration based on business needs.

When someone retires or is released on voluntary or compulsory redundancy, it would not be expected that they would be re-employed as either an employee or an agency worker/contractor in the same or similar job role or service area from which they were made redundant. Such action could indicate that the original decision on the voluntary or compulsory redundancy was not a value for money decision for the taxpayer. Therefore, any exceptions to this approach leading to the re-engagement of voluntary or compulsory redundant employees will have to be justified to ensure that the original terms of the redundancy i.e., cessation of work has actually occurred.

Managers who wish to recruit former employees or procure workers who have previously been made redundant from the same Service area will need to provide a business case for doing so and request authorisation from the Commissioners for South Wales Fire and Rescue Service or designated Assistant Chief Officer.

When a Local Government Pension Scheme or Fire & Rescue Services (on Grey Book terms and conditions) pensioner is re-employed within the Local Government sector, and combined earnings and pension exceeds final salary in the original employment when adjusted for inflation, the pension will be abated.

#### **16. Acting-up to a higher Graded Job**

Acting up is appropriate when the higher graded post becomes vacant due to maternity leave, sick leave etc. Acting-up allowances are made to employees who agree to carry out the full or partial duties, and responsibilities of a higher grade job. The higher graded job must be part of the agreed staffing establishment.

The allowance is payable when an employee carries out the work of the higher grade job for a continuous period for any reason other than annual leave.

Employees who undertake the full duties and responsibilities of a higher graded job will receive the salary that would apply if they were promoted to the higher graded post.

Employees who undertake part of the duties and responsibilities of a higher-grade job will receive a partial acting-up allowance. For example, if the employee is covering 20% of the higher graded duties and responsibilities then they would receive 20% of the grade differential as acting up allowance.

Where there are only one or two employees who are able to 'act-up' to the higher grade job it is relatively easy to identify the jobholder(s) who could reasonably be asked to carry out the higher graded job. Where there are a large number of employees who may be in a position to 'act-up' to the higher graded job, the most appropriate person will be chosen in line with Service promotional processes.

Managers who wish to use either full or partial acting up arrangements must seek approval from their Head of Service. In addition, managers may also seek guidance from People Services if required.

The approving officer will:

- Consider the request presented by the requesting manager.
- Discuss their proposed decision within the People Services Department to ensure it is compliant with the Pay Policy.
- Provide a response to the requesting manager, normally within 10 working days.
- Complete and notify the Employee Relations Team if a pay variation is to be implemented.

Any acting up arrangements at Assistant Chief Officer level must be agreed by the Chief Fire Officer. Any acting up arrangements for posts with remuneration package at or above £100k must also be agreed by the Commissioners for the Fire and Rescue Service. In both cases the salary must be within the organisational structure agreed by Commissioners for South Wales Fire and Rescue Service and be financed in full.

Acting-up allowances are removed once the need for the acting-up arrangement no longer exists. Managers are responsible for ensuring that employees receive sufficient notice of this.

## **17. Honorarium Payments**

Whilst the majority of the workforce are contracted to substantive posts, at any given point in time there will be some corporate employees who carry out specific duties in a temporary capacity.

Where the Service wishes to recognise the significant and additional discretionary efforts of an employee in the above instance, honoraria can be requested to be paid to the employee.

Payments are made to recognise the employee undertaking agreed additional work against their existing job description. This could be due to a sudden and critical requirement to complete a time bound project or a task of which the employee willingly gives their time and effort to undertake, whilst continuing to undertake their usual work. This work can also be planned, but it will be expected that other ways to reward for the work is considered first (e.g. the creation of a new temporary project job, which should be assessed against the job evaluation framework).

If a manager wishes to recognise this effort and believes the work falls within the definition of an honorarium payment, they must prepare a business case outlining the key factors to their Head of Service and the Head of People Services explaining the circumstances, length of honorarium payment and the amount they recommend should be paid. This will then be considered by the Heads of Service and a decision will be made as to whether it can be paid.

The payment structure is set out below:

- In the majority of cases this shall be for an additional three spinal points above the individual's substantive point. This will take account of any natural progression through the spinal scale to ensure the honorarium payment maintains its value.
- In exceptional cases, and only with the approval of the respective Director, the honorarium may be increased beyond three spinal points.

The duration is as follows:

- Where an honorarium payment is requested, this shall not normally extend beyond six months. Where it is considered necessary to continue payments beyond six months a review must be undertaken between the Head of Service and their Director to consider whether the payment should continue, or if some other arrangement should be made to cover the duties.
- Any extension beyond the six-month period must be approved by the Director of People Services prior to commencement and should not normally last for more than a twelve-month period unless there is a specific business reason.

Only one honorarium can be paid to each employee within a 12-month period. Honorarium payments based on spinal column point differentials will be subject to any cost-of-living increase applied by the Commissioners for South Wales Fire and Rescue Service.

Honorarium payments may be pensionable, this however will be dependent on the individual's pensions scheme regulations.

Information on all honoraria payments will be compiled and reviewed annually by People Services and reported to the Commissioners for South Wales Fire and Rescue Service for monitoring purposes.

If the payment of a honoraria leads to a remuneration package exceeding £100k it must also be approved by the Chief Fire Officer and the Commissioners for South Wales Fire and Rescue Service having taken advice from the Assistant Chief Officer for People Services or their nominated representative.

## 18. Severance

On ceasing to be employed, employees will be paid contractual payments due under their contract of employment. In the event of redundancy, severance pay will be paid in line with the employer's discretions as set out in the Employment Protection Policy retained by Rhondda Cynon Taff Pension Section.

All business cases for redundancy, early retirement and severance must be reported to the Commissioners for South Wales Fire and Rescue Service for scrutiny prior to the Commissioners for South Wales Fire Service making a resolution to either accept or reject.

Regulation 30(6) 'Flexible Retirement' – Local Government Pension Scheme Discretion. This discretion will be applied subject to the Chief Fire Officer and Assistant Chief Officer People Services agreeing to the application after taking into account the costs and benefits to the organisation. There will be a requirement by the employee to reduce their working hours by at least 40%. Any actuarial reductions in pension benefits will apply.

The Commissioners for South Wales Fire and Rescue Service will receive reports to countersign the Chief Fire Officer and Assistant Chief Officer People Service's decisions.

## 19. Uniformed Fire and Rescue Services

All Fire & Rescue Service employees up to and including Area Managers, are paid in line with the National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of Conditions of Service. These are nationally agreed terms and conditions (the 'Grey' Book).

Under the National Joint Council for Brigade Managers of Fire & Rescue Services, Constitution and Scheme of Conditions of Service (the 'Gold' Book), the Chief Fire Officer and Brigade Managers have separate pay arrangements in place. The Chief Fire Officer's salary is reviewed prior to a new appointment being made and a number of factors are taken into account during this process. These are summarised below:

- The relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data.
- The relationship of current salary to the national benchmark.
- Any substantial local factors not common to Fire and Rescue Authorities of similar type and size.
- Comparative information on salaries in other similar authorities.
- Top management structures and size of management team compared to those of other Fire and Rescue Authorities of similar type and size.
- The relative job size of each post
- Incident command responsibility and the requirement to provide operational cover.

Other Fire & Rescue Service managers who are paid as a percentage of the Chief Fire Officer's salary may be reviewed at the same time as any review to the Chief Fire Officer's salary takes place.

For a review the benchmarking and associated analysis will be collated by the People Services Department and any recommendations presented to the Commissioners for South Wales Fire and Rescue Service for final determination.

## **20. Other Pay Related Policies**

Other pay related policy areas that are applicable to all employees are: -

- Business Travel and Expenses
- Relocation expenses
- Handling redundancy
- Early retirement – including redundancy, flexible retirement, and efficiency of service
- Pensions – LGPS, Firefighters' Pension Scheme 1992, New Firefighters' Pension Scheme 2007, and the Firefighters' Pension Scheme (Wales) 2015, RDS Modified Scheme, Firefighter Compensation Scheme

## **21. Other Terms and Conditions**

The Act defines remuneration widely, to include not just pay but also charges, fees, allowances, benefits in kind, increased enhancements of pension entitlements and termination payments (Ref Section 4 Principal Officers Pay Construct).

South Wales Fire & Rescue Service contributes to the lease vehicle payments for its Senior Members of staff that choose to take part in the Service lease vehicle scheme. Contributions level vary and are dependent on the specific post. These Service contributions form only part of the lease vehicle cost.

## **22. Monitoring and Review**

The Assistant Chief Officer People Services will review the application of this policy on an annual basis. The Pay Policy will then be presented to Commissioners for South Wales Fire and Rescue Service for final determination annually in March. Any changes or deviation from this policy outside of such a review requires Commissioners for South Wales Fire and Rescue Service approval.

## **23. Salary Scales**

Appendix 1 - South Wales Fire & Rescue Service Principal Officers and Heads of Service, salary matrix.

Appendix 2 - Firefighting Roles, salary matrix

Appendix 3 - Control – specific roles, salary matrix

Appendix 4 - On-Call Duty System Payment Structure, salary matrix

Appendix 5 - Corporate Staff, salary matrix

Appendix 6 - Local Authority Craft & Associated Employees, salary matrix

Appendix 7 - Auxiliary Firefighter, salary matrix

Appendix 8 -Auxiliary Firefighter (Control), salary matrix

Appendix 9 - Fire Cadet Instructors, salary matrix

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## Appendix 1

**SOUTH WALES FIRE AND RESCUE SERVICE, PRINCIPAL OFFICERS AND HEADS  
OF SERVICE SALARY DETAILS**

	<b>FT Salary</b>	<b>Actual Salary</b>
<b>DIRECTORS [date of last award – 1 January 2024]</b>		
Chief Fire Officer	£174,661	£174,661
Deputy Chief Fire Officer (80% CFO)	£139,729	-
Deputy Chief Officer (76% - CFO)	£132,742	-
Assistant Chief Fire Officer - Technical Services (75% CFO)	£130,996	£130,996
Assistant Chief Fire Officer- Service Delivery (75% CFO)	£130,996	£130,996
Assistant Chief Fire Officer- Corporate Governance (75% CFO)	£130,996	£130,996
Assistant Chief Officer - People Services (62% -CFO)	£108,290	£108,290
Assistant Chief Officer – Corporate Services (62% - CFO)	£108,290	£108,290
<b>STATUTORY OFFICER</b>		
Treasurer	£ 82,182	
The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.		
<b>HEADS OF SERVICE [date of last award – 1 July 2024]</b>		
Head of Service - Finance (AM baseline salary)	£ 72,054	£ 72,054
Head of Service - Corporate (AM baseline salary)	£ 72,054	£ 72,054
Head of Service - PS (AM baseline salary)	£ 72,054	£ 72,054
Head of Service - ICT (AM baseline salary)	£ 72,054	£ 72,054
Head of Service - Comms and Engagement (AM baseline salary)		
Area Manager - Head of Operations	£ 99,375	£ 99,375
Area Manager - Head of Operational Risk Management	£ 99,375	£ 99,375
Area Manager - Head of Risk Reduction	£ 99,375	£ 99,375
Area Manager - Training & Development	£ 99,375	£ 99,375
<i>Area Manager B - Baseline Salary</i>	£72,054	
	£14,411	
<i>20% flexi duty allowance</i>	£12,105	
<i>14% continuous duty system pay</i>		
<i>CPD</i>	£805	

All **Principal Officers and Treasurer** are included in the pay arrangements as covered by the Brigade Managers pay arrangements, effective 1 January. All **Heads of Service** are included in the pay arrangements as covered by the National Joint Council for Local Authorities' Fire & Rescue Services, Scheme of conditions of service, effective 1 July.

**MEDICAL**

Sessional Doctor	£144,686
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## Appendix 2

## FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2024

	Basic annual £	Basic hourly rate £	Overtime rate £
<b>Firefighter</b>			
Trainee	28,265	12.91	19.37
Development	29,442	13.44	20.16
Competent	37,675	17.20	25.80
<b>Crew Manager</b>			
Development	40,041	18.28	27.42
Competent	41,767	19.07	28.61
<b>Watch Manager</b>			
Development	42,672	19.48	29.22
Competent A	43,857	20.03	30.05
Competent B	46,707	21.33	32.00
<b>Station Manager</b>			
Development	48,580	22.18	33.27
Competent A	50,041	22.85	34.28
Competent B	53,586	24.47	36.71
<b>Group Manager</b>			
Development	55,953	25.55	Not Applicable
Competent A	57,632	26.32	“
Competent B	62,028	28.32	“
<b>Area Manager</b>			
Development	65,690	30.00	Not Applicable
Competent A	67,658	30.89	“
Competent B	72,054	32.90	“

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## Appendix 3

## CONTROL SPECIFIC ROLES – PAY RATES FROM 1 JULY 2024

\*(95% of the respective firefighting role basic annual salary as set out in Appendix A)

	Basic annual £	Basic hourly rate £	Overtime rate £
<b>Firefighter (Control)</b>			
Trainee	26,852	12.26	18.39
Development	27,970	12.77	19.16
Competent	35,791	16.34	24.51
<b>Crew Manager (Control)</b>			
Development	38,039	17.37	26.06
Competent	39,679	18.12	27.18
<b>Watch Manager (Control)</b>			
Development	40,538	18.51	27.77
Competent A	41,664	19.02	28.53
Competent B	44,372	20.26	30.39
<b>Station Manager (Control)</b>			
Development	46,151	21.07	31.61
Competent A	47,539	21.71	32.57
Competent B	50,907	23.25	34.88
<b>Group Manager (Control)</b>			
Development	53,155	24.27	Not applicable
Competent A	54,750	25.00	“
Competent B	58,927	26.91	“

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OCDS SCHEME PAY AWARD 1ST JULY 2024

	Firefighter					Crew Manager	Watch Manager				Station Manager	
105 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	62.5	62.5	62.5	62.5	62.5	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin	62.5 + 12.5 hrs Admin
Paid a Month						75	75	75	75	75	75	75
Total Salary	£12,103.13	£12,600.00	£14,010.00	£15,420.00	£16,125.00	£20,565.00	£21,453.75	£21,915.00	£22,533.75	£23,996.25	£24,952.50	£25,706.25
94.5 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	14.94	16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	56.25	56.25	56.25	56.25	56.25	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin	56.25 + 11.25 hrs Admin
Paid a Month						67.5	67.5	67.5	67.5	67.5	67.5	67.5
Total Salary	£10,892.81	£11,340.00	£12,609.00	£13,878.00	£14,512.50	£18,508.50	£19,308.38	£19,723.50	£20,280.38	£21,596.63	£22,457.25	£23,135.63
84 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	50	50	50	50	50	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin	50 + 10 hrs Admin
Paid a Month						60	60	60	60	60	60	60
Total Salary	£9,682.50	£10,080.00	£11,208.00	£12,336.00	£12,900.00	£16,452.00	£17,163.00	£17,532.00	£18,027.00	£19,197.00	£19,962.00	£20,565.00
73.5 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	43.75	43.75	43.75	43.75	43.75	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin	43.75 + 8.75 hrs Admin
Paid a Month						52.5	52.5	52.5	52.5	52.5	52.5	52.5
Total Salary	£8,472.19	£8,820.00	£9,807.00	£10,794.00	£11,287.50	£14,395.50	£15,017.63	£15,340.50	£15,773.63	£16,797.38	£17,466.75	£17,994.38

63 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	37.5	37.5	37.5	37.5	37.5	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin	37.5 + 7.5 hrs Admin
Paid a Month						45	45	45	45	45	45	45
Total Salary	£7,261.88	£7,560.00	£8,406.00	£9,252.00	£9,675.00	£12,339.00	£12,872.25	£13,149.00	£13,520.25	£14,397.75	£14,971.50	£15,423.75

52.5 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	31.25	31.25	31.25	31.25	31.25	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin	31.25+6.25 hrs Admin
Paid a Month						37.5	37.5	37.5	37.5	37.5	37.5	37.5
Total Salary	£6,051.56	£6,300.00	£7,005.00	£7,710.00	£8,062.50	£10,282.50	£10,726.88	£10,957.50	£11,266.88	£11,998.13	£12,476.25	£12,853.13

42 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	25	25	25	25	25	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin	25+5 hrs Admin
Paid a Month						30	30	30	30	30	30	30
Total Salary	£4,841.25	£5,040.00	£5,604.00	£6,168.00	£6,450.00	£8,226.00	£8,581.50	£8,766.00	£9,013.50	£9,598.50	£9,891.00	£10,282.50

31.5 Hours	Trainee	Development	Development Phase 1	Development Phase 2	Competent	Development	Competent	Development	Competent A	Competent B	Development	Competent A
Hourly Rate	£12.91	£13.44	£14.94	£16.45	£17.20	£18.28	£19.07	£19.48	£20.03	£21.33	£22.18	£22.85
Active Hours	18.75	18.75	18.75	18.75	18.75	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin	18.75+3.75 hrs Admin
Paid a Month						22.5	22.5	22.5	22.5	22.5	22.5	22.5
Total Salary	£3,630.94	£3,780.00	£4,203.00	£4,626.00	£4,837.50	£6,169.50	£6,436.13	£6,574.50	£6,760.13	£7,198.88	£7,485.75	£7,711.88

## Appendix 5

**South Wales Fire & Rescue Service**  
**Corporate Staff Salary Scales Effective from 01 April 2024**

<b>Grade</b>	<b>Spinal Point</b>	<b>Salary</b>
<b>4</b>	<b>5</b>	<b>£24,790</b>
	<b>6</b>	<b>£25,183</b>
<b>5</b>	<b>7</b>	<b>£25,584</b>
	<b>8</b>	<b>£25,992</b>
<b>6</b>	<b>10</b>	<b>£26,835</b>
	<b>11</b>	<b>£27,269</b>
	<b>12</b>	<b>£27,711</b>
<b>7</b>	<b>15</b>	<b>£29,093</b>
	<b>16</b>	<b>£29,572</b>
	<b>17</b>	<b>£30,060</b>
<b>8</b>	<b>20</b>	<b>£31,586</b>
	<b>21</b>	<b>£32,115</b>
	<b>22</b>	<b>£32,654</b>
<b>9</b>	<b>23</b>	<b>£33,366</b>
	<b>24</b>	<b>£34,314</b>
	<b>25</b>	<b>£35,235</b>
<b>10</b>	<b>26</b>	<b>£36,124</b>
	<b>27</b>	<b>£37,035</b>
<b>11</b>	<b>28</b>	<b>£37,938</b>
	<b>29</b>	<b>£38,626</b>
<b>12</b>	<b>30</b>	<b>£39,513</b>
	<b>31</b>	<b>£40,476</b>
<b>13</b>	<b>32</b>	<b>£41,511</b>
	<b>33</b>	<b>£42,708</b>
<b>14</b>	<b>34</b>	<b>£43,693</b>
	<b>35</b>	<b>£44,711</b>
<b>15</b>	<b>36</b>	<b>£45,718</b>
	<b>37</b>	<b>£46,731</b>
<b>16</b>	<b>38</b>	<b>£47,754</b>
	<b>39</b>	<b>£48,710</b>
<b>17</b>	<b>40</b>	<b>£49,764</b>
	<b>41</b>	<b>£50,788</b>
<b>18</b>	<b>42</b>	<b>£51,802</b>
	<b>43</b>	<b>£52,805</b>

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## Appendix 6

## Extract

**Joint Negotiating Committee for Local Authority Craft &  
Associated Employees**

**CRAFT & ASSOCIATED EMPLOYEES**

Pay for craft & associated employees from the pay week including 1 **April 2024** are as follows:

**Apprentice Engineers & Electricians**

Engineering and Electrical Apprentices following a recognised training course. Rate per week and rate for calculation of overtime and other premium payments from the pay week including 1 **April 2024** are as follows (percentage of full-time rate is denoted in brackets).

<b>Age at Entry</b>	<b>1st Year</b>	<b>2nd Year</b>	<b>3rd Year</b>	<b>4th Year</b>
<b>16 Years</b>	£261.48 (55%)	£332.79 (70%)	£427.88 (90%)	£451.65 (95%)
<b>17 Years</b>	£261.48 (55%)	£380.34 (80%)	£427.88 (90%)	£451.65 (95%)
<b>18 Years+</b>	£380.34 (80%)	£404.11 (85%)	£427.88 (90%)	£451.65 (95%)

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## **SOUTH WALES FIRE & RESCUE SERVICE AUXILIARY FIREFIGHTERS**

From 1 April 2022 Auxiliary Firefighter will be linked to Green Book terms and conditions and as such pay will be made up of the following components:

### **Pay award 1 April 2024**

- £1,158.17 per year retainer (paid in quarterly instalments of £289.54) for the availability of previous 3 months
- £1,158.17 per year for training attendance (paid in quarterly instalments of £289.54) for the attendance and compliance with training requirements
- £289.54 per year enhancement for LGV drivers (to include a one day per year EDRT)

Therefore (subject to availability in meeting retainer requirements and attendance on quarterly training):

- An Auxiliary Firefighter will receive £2,316.34 per annum
- An Auxiliary Firefighter that is also a EDRT (LGV response driver) will receive £2,598.82 per annum
- An Auxiliary who is only EDRT (LGV Response driver) will receive £1,440.65 per annum

Additionally, WDS and RDS personnel of all ranks (up to and including Area Manager) are also able to apply for a "Resilience Contract". The salary will be between £2,316.34 and £3,184.96 depending on skill sets.

Upon deployment Auxiliary firefighters will be paid £70 per hour (inclusive of holiday pay calculation). Existing operational personnel will see their normal pay rate and other Terms & Conditions (including normal hours worked) suspended and all will be paid £70 per hour, irrespective of the position they are deployed to.

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## Appendix 8

### SOUTH WALES FIRE & RESCUE SERVICE AUXILIARY CONTROL OPERATORS

#### Pay award 1<sup>st</sup> April 2024

Auxiliary Control Operators will be paid at 95% of the ARFF rate above, in line with the main pay agreement for Control Operators. Therefore, their deployment rate will be £66.50 per hour (inclusive of holiday pay calculation).

- £1,100.25 per year retainer (paid in quarterly instalments of £275.06) for the availability of previous 3 months
- £1,100.25 per year for training attendance (paid in quarterly instalments of £275.06) for the attendance and compliance with training requirements

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## Appendix 9

**Fire Cadet Instructors**

Fire Cadet Pay Award wef 1st September 2024

<u>Role</u>	<u>Hours Per 40 week Year</u>	<u>New Hourly Rate</u>	<u>Annual salary</u>
Fire Cadet Instructor	50	£14.27	£713.50
Fire Cadet Instructor	75.2	£14.27	£1,073.10
Fire Cadet Instructor	100	£14.27	£1,427.00
Branch Manager	125	£22.79	£2,848.75
Branch Manager	150	£22.79	£3,418.00

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.ii  
28 MARCH 2025

BOARD OF THE COMMISSONERS

REPORT OF THE DIRECTOR OF PEOPLE SERVICES

**2024 GENDER PAY GAP****THIS REPORT IS FOR DECISION**REPORT APPROVED BY ALISON REED, DIRECTOR OF PEOPLE SERVICES  
REPORT PRESENTED BY HEAD OF PEOPLE SERVICES, LISA SHROLL**SUMMARY**

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the public sector Regulations), all public authorities are required to publish Gender Pay Gap (GPG) information by reporting the percentage differences in pay between their male and female employees.

In Wales, public bodies, including fire and rescue services, must comply with the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

These regulations set broader equality duties, which include a focus on gender pay reporting as part of advancing equality and fostering good relations.

The deadline for publication is 31 March 2025. The report was presented to and approved by the People Committee in February 2025.

The report also references specific aspects of the Morris report into the culture of South Wales Fire and Rescue Service and how this is likely to impact the GPG in future years.

**RECOMMENDATIONS**

That Commissioners approve the 2024 Gender pay Gap (GPG) Report at Appendix 1 to be published by 31 March 2025.

**1. BACKGROUND**

- 1.1 The Equality Act 2010 (GPG Information) Regulations 2017 came into force from 6 April 2017, which requires relevant employers with 250 or more employees to publish specific gender pay gap data annually.

- 1.2 There are key differences between English and Welsh gender pay gap reporting which stem from legislative frameworks and additional expectations in Wales tied to the Well-being of Future Generations (Wales) Act 2015 and other devolved responsibilities.
- 1.3 Public sector bodies in Wales, including fire and rescue services, are required to:
- Publish GPG data.
  - Set specific equality objectives to address any identified pay gaps as part of their Strategic Equality Plan (SEP). Objective 5 of the [South Wales Fire and Rescue Service Strategic Equality Plan](#) identifies some of the ways in which we plan to tackle this and measure the success of changes made to address these gaps.
  - Integrate gender pay reporting into broader equality duties under the Public Sector Equality Duty (PSED).
  - Welsh regulations explicitly link gender pay reporting to broader equality outcomes, requiring a proactive action plan.
- 1.4 The GPG report must be published within 12 months of the ‘snapshot date’ of 31 March, meaning that the deadline for publication for the 2024 report (see Appendix 1) is 31 March 2025.
- 1.5 The GPG information should be published, together with a written statement confirming its accuracy, on its own website and the Government website. While there is no legal requirement to do so, organisations are encouraged to publish a narrative to explain their GPG information.

## **2 ISSUE / PROPOSAL**

- 2.1 The GPG (Gender Pay Gap) should not be confused with equal pay, which concerns pay differences between male and female employees performing the same or similar work.

The Service has recently conducted a review of its GPG reporting and noted the differences in reporting requirements between England and Wales. Previous GPG reports were prepared using calculation guidance from a contracted third-party Employment Law service. It has been established that this guidance differs from Gov.UK guidance. The Service has therefore recalculated last years data to the Gov.UK guidance for accurate comparison and the Service will take steps to update the Gov.UK website for last year.

Public bodies in Wales are required to integrate GPG reporting into their overall equality strategies, ensuring it aligns with other equality priorities (e.g. socio-economic inequalities, disability pay gaps).

Welsh fire and rescue services often go further by detailing recruitment, retention, and cultural strategies to reduce pay disparities over time.

Evaluating within a cultural and operational context, Wales places a greater emphasis on participatory approaches and involving employees and stakeholders in addressing pay gaps.

Reports often include a narrative focusing on localised challenges, such as the specific recruitment and progression barriers faced by females in fire and rescue services.

While both England and Wales require GPG reporting, the Welsh approach is more holistic, embedding the reporting within broader equality, diversity, and well-being strategies.

Welsh public bodies, including fire and rescue services, are expected to take proactive steps to address identified gaps, making reporting more action-oriented and aligned with long-term societal goals.

In Wales, gender pay reporting aligns with the Well-being of Future Generations (Wales) Act 2015, which requires public bodies to demonstrate how they are working towards seven well-being goals, including creating a more equal Wales.

<https://www.futuregenerations.wales/about-us/future-generations-act/>

This means Welsh public bodies are expected to demonstrate not just compliance but active measures to tackle inequalities in pay, representation, and opportunity.

- 2.2 Following review of the guidance for calculating GPG in Wales, for the purposes of year-on-year comparison of 2023/2024 data, the 2023 data has been recalculated according to the guidance to provide accurate comparison.
- 2.3 As referenced in the previous GPG annual report and the Morris Report of 2024, whilst the GPG figures identified in the report contained in Appendix 1 indicate an improvement compared to the previous year's figures, the Service remains wholly committed to improving the diversity of its workforce, and a whole system approach is required so that culture improves throughout.

Initiatives to diversify the workforce are anticipated to have a longer return on investment and thus marginal gains are more likely to be achieved year on year, particularly in reference to typical annual Wholetime recruitment.

## 2.4 Analysis of the 2024 GPG data tells us that:

- The Mean GPG is 7.89%.
- The Median GPG is 6.33%.
- There was a decrease in the mean GPG and a similar percentage in median GPG between 2023 and 2024.
- Female employees in SWFRS earn less than both the mean and median male hourly pay and the mean and median Service-wide hourly pay. This illustrates the impact of the significantly higher proportion of male than female employees across the Service.
- The Lower Quartile, which is made up of the lower hourly rates of pay is where the highest number of female employees are populated. This could be contributed to by personal and societal factors.
- Female representation at each quartile shows an increase across the Upper, Lower Middle and Lower Quartiles, but a significant decrease at the Upper Middle quartile. This could be partially contributed to by the promotion of existing female employees.
- In comparison to Family Group 4 Fire and Rescue Services, SWFRS is ranked 6<sup>th</sup> and 7<sup>th</sup> of 10 respectively, in terms of the mean and median GPG percentages.
- In comparison to Family Group 4 Fire and Rescue Services, we have a lower percentage of female employees at all levels than over half of the Services in the group.

2.5 Initiatives to improve these statistics include supporting recruitment campaigns through female fire-fit sessions, supporting and promoting initiatives such as the recent expedition to the Antarctic by the Antarctic Fire Angels, where one of the females was an employee of South Wales Fire and Rescue Service.

2.6 Recent decisions taken to support and achieve an improved gender balance in the organisation include:

- Opening up recruitment for all vacancies at all levels in the organisation to external candidates.
- Moving to 52 weeks full maternity paid leave.
- Commencing a review of our approach to internal placements by ensuring non-operational managerial roles are held by those with the best skills and experience for the role, whether uniformed or non-uniformed.

- Current review of agile working, coupled with Service family-friendly procedures e.g. flexitime scheme, care of dependents procedure.
- Menopause and Menstruation Procedure and Toolkit.
- Provision of sanitary/welfare packs on all stations, appliances and vehicles.

Current initiatives that are under consideration and consultation include:

- NFCC Direct Entry  
<https://nfcc.org.uk/national-fire-chiefs-council-launches-pioneering-direct-entry-scheme/>
- Fast Track career progression  
<https://www.gov.uk/government/publications/pathways-and-barriers-to-leadership-in-fire-and-rescue-services/pathways-and-barriers-to-leadership-in-fire-and-rescue-services>

As noted in 2.2 above, these initiatives will take time to generate anticipated outcomes. Through its positive action the Service has seen some success in increasing the number of employment contracts secured by females, with 17.33% of contracts in March 2024 being held by females, compared to 16.66% at March 2023. This increase is focussed mainly in the Lower and Lower Middle quartiles.

- 2.7 To further enhance our activities to diversify the workforce, a Step Forward project, 'Talent Management' will see the development of a Talent Programme, inclusive of an Apprenticeship, Graduate, Internship, Work Experience and Virtual Work Experience programme (pending approval); along with the proposal to develop an apprenticeship to bridge the gap between our graduating Fire Cadets and eligibility to join as a wholetime or on-call firefighter, further aiding our workforce diversity ambitions as the cadet programme does attract a higher number of females.
- 2.8 The Service remains committed to continuing to reduce the overall gap; this is detailed as part of the SWFRS Strategic Equality Plan 2023/2026 Objective 5: Increase the diversity of our workforce at all levels across the Service. Ongoing work to meet this objective and reduce the GPG is demonstrated through the following initiatives:

Our processes – recruitment, retaining and developing a diverse workforce:

- Mixed gender sifts and interview panels.
- Blind sifting where all identifiable characteristics are removed.
- Changing the perception of roles in the Service through our media campaigns.

- Developing new learning pathways for all staff.
- Unconscious Bias Training.
- Creating a more inclusive workplace.
- Flexible working options.

2.9 Attached at Appendix 1 of this report is the GPG report for 31 March 2024.

### **3 IMPLICATIONS**

#### **3.1 Community and Environment**

3.1.1 The GPG is based on the average pay of females and males and is directly impacted by the numbers of each group in different roles and at different levels in the organisation.

3.1.2 Reasons which may contribute to the gap include:

- Differing terms and conditions ie. Green Book/Grey Book and pay scales for groups of staff across the Service.
- A high proportion of female employees in often lower paid part-time roles.
- Pay or promotional choices that are made at various points of an individual's working life.

#### **3.2 Regulatory, Strategy and Policy**

3.2.1 An employer who has a headcount of 250 or more must comply with regulations on GPG reporting.

3.2.2 Failure to comply amounts to a breach of the Equality Act 2010 and would therefore open an organisation up to action by the Equality and Human Rights Commission (EHRC). The EHRC have a series of actions and penalties that they can impose on organisations depending on the type of business and nature of the breach.

3.2.3 Failure to address the Gender Pay Gap could damage the Service's reputation and adversely impact staff recruitment and retention.

#### **3.3 Resources, Assets and Delivery**

3.3.1 As outlined in Section 2 of this report, whilst the GPG figures signify an improvement compared to the previous year's figures, the Service remains committed to improving the diversity of its workforce. Failure to achieve this will risk the Service's ability to diversify, grow and improve service delivery.

#### 4 EVALUATION & CONCLUSIONS

The Service is required to publish its GPG by 31 March each year.

- 4.1 The GPG at Appendix 1 contains all relevant information and therefore meets the requirements for publication by 31 March 2025.

#### 5 RECOMMENDATIONS

- 5.1 That the Commissioners approve the 2024 GPG Report at Appendix 1 to be published by 31 March 2025.

<b>Contact Officer:</b>	Jemma Wells People Services Manager	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None		
Title		
<b>Appendices</b>		
Appendix 1	GENDER PAY GAP REPORT	

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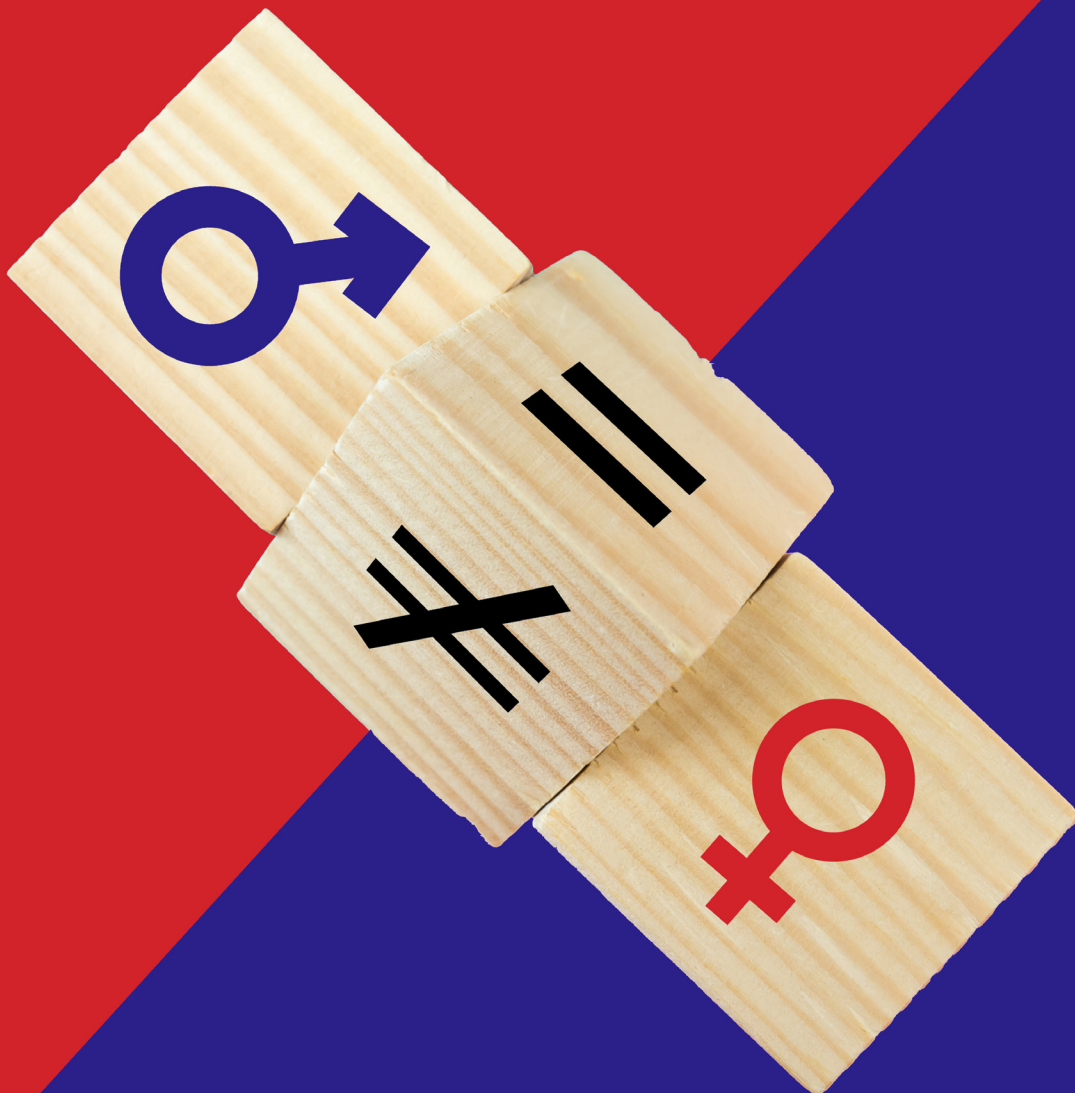


Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

SOUTH WALES FIRE AND RESCUE SERVICE

# GENDER PAY GAP

REPORT - MARCH 2024



Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the Public Sector Regulations), all public authorities are required to report annually on their Gender Pay Gap (GPG).

The Gender Pay gap is based on the difference between the average earnings of male and female employees. All organisations that are required to submit and publish their GPG must do so against six different measures.

1

Mean Gender Pay Gap – The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

2

Median Gender Pay Gap – The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

3

Median Bonus Gap – The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

4

Mean Bonus Gap – The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

5

Bonus Proportions – The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

6

Quartile Bands – The proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands, by hourly pay rate.

The data for calculations for these measures is based on a snapshot of pay data from the 31st of March each year. These calculations are based on each employee's net earnings paid in March and take account of elements such as salary, allowances, honorariums, and salary sacrifice payments. South Wales Fire and Rescue Service does not award bonus payments and therefore does not report on bonus gap or proportions.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits audits.
- evaluate job roles and pay grades to ensure fairness.

South Wales Fire and Rescue Service is confident that male and female employees are paid equally for undertaking equivalent roles across the organisation, as staff are paid, irrelevant of gender, using nationally agreed pay scales.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Male employees are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Female employees are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. Fire and Rescue Services also have differing terms and conditions (e.g. Green Book, Grey Book) and pay scales for groups of staff.

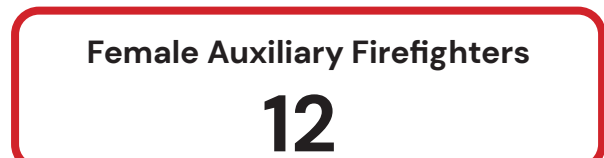
This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most line managers and senior managers are male.

## South Wales Fire and Rescue Service Gender Pay Gap Data



Through its positive action, South Wales Fire and Rescue Service has seen some success in increasing the number of employment contracts secured by females, with **17.33%** of contracts in March 2024 being held by females, compared to **16.66%** at March 2023.

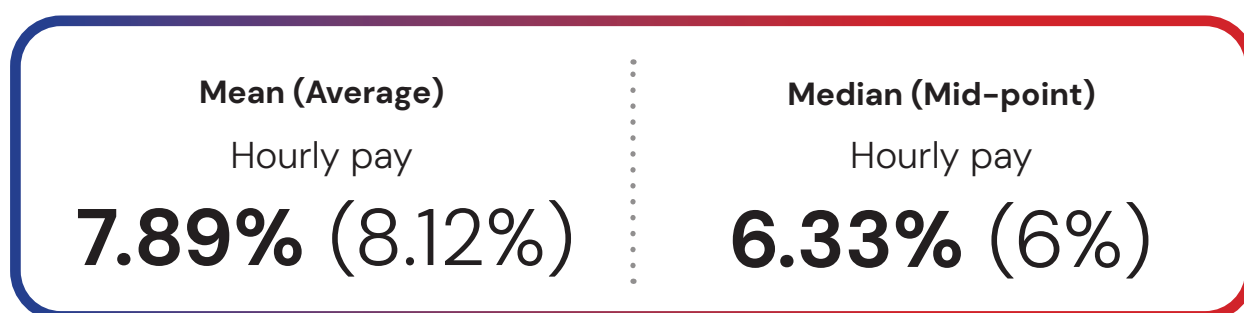
### The contracts above are broken down into:



This profile clearly demonstrates that there is a far higher proportion of roles filled by male employees at SWFRS than female, with roles filled by male employees currently making up **83%** of the workforce. It is therefore inevitable that gender disparities are exacerbated, and this disparity will continue until there is an increase in women employed in operational and senior-level roles. There is no quick solution to this, but we are committed to eliminating all barriers to the attraction and progression of female employees to achieve a more diverse workforce.

### Mean and Median Data

Difference between male and female employees



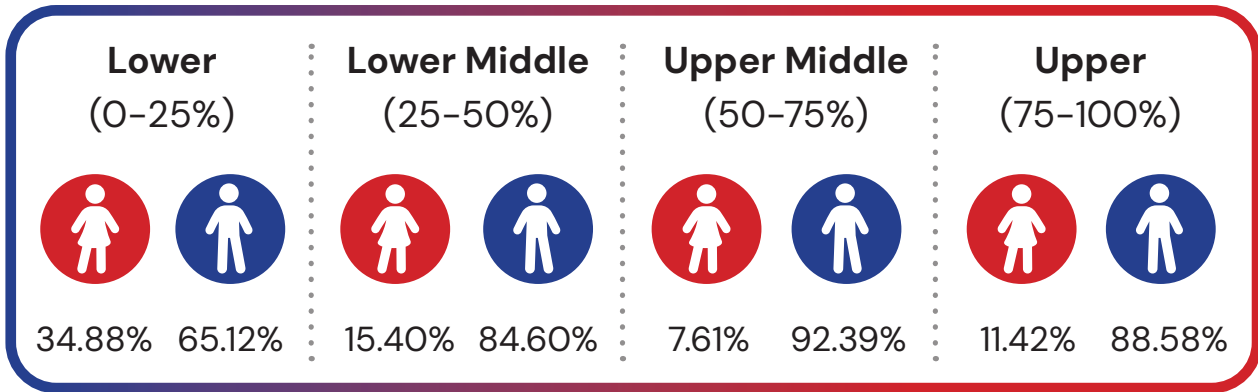
**Note:** The figures in brackets are the 2023 figures for comparison purposes.

The table above shows our overall mean (average) and median (mid-point) gender pay gap based on hourly pay as at the 31 March 2024. The decrease in the mean gender pay gap figure indicates a positive reduction in the gap between male and female employees. The small increase in the median percentage figure is explained by an increase in the number of senior roles held by male employees.



Also worthy of note is that Grey Book staff, who are predominantly male, did not receive the 2022/23 pay award until April 2023, however Green Book staff, who are predominantly female, received their pay award for 2022/23, in November 2022.

The delay in the Grey Book pay award relating to 2022/23, would have had some impact on the hourly rate differential being captured within this analysis. The March 2024 figures include the 2 pay awards for 2022/23 and 2023/24.

### Pay Quartiles (based on hourly pay)



The above information illustrates the gender distribution at South Wales Fire and Rescue Service, as of 31st March 2024, by Pay Quartile.

	Hourly Pay Range		
<b>Upper Quartile</b>	£79.95 – £18.68	54 (11.42%)	419 (88.58%)
<b>Upper Middle Quartile</b>	£18.68 – £16.70	36 (7.61%)	437 (92.39%)
<b>Lower Middle Quartile</b>	£16.70 – £15.82	73 (15.40%)	401 (84.60%)
<b>Lower Quartile</b>	£15.82 – £7.72	165 (34.88%)	308 (65.12%)

Rates quoted here are not the actual hourly rates paid to employees, but are the result of applying the criteria laid out for the preparation of the data for relevant employees (taking into account allowances, honoraria and salary sacrifice scheme payments).

Since there are many contributing factors to a gender pay gap, there is not one simple solution.

As part of our Recruitment and Attraction Strategy, South Wales Fire & Rescue Service actively encourages applications from women, from all backgrounds, across all roles and is also working actively with focus groups to better understand how we break down any perceived barriers to females undertaking uniformed roles in the Service.

## Closing the Gender Pay Gap

We are committed to continuing to reduce the overall gap and this is demonstrated through the following initiatives to increase the recruitment, retention and development of a diverse workforce:

- Mixed gender sifts and interview panels
- Blind sifting where all identifiable characteristics are removed
- Opening up recruitment for all vacancies to external candidates
- Improving our maternity benefit offering
- Changing the perception of roles in the Service through our media campaigns
- Developing new learning pathways for all staff
- Unconscious Bias Training
- Creating a more inclusive workplace
- Family-friendly Service procedures e.g. flexitime scheme and care of dependants leave.
- Commencing a review of our approach to internal placements by ensuring that non-operational managerial roles are held by those with the best skills and experience for the role, whether uniformed or non-uniformed
- Introduction of a Menopause and Menstruation Procedure and Toolkit.
- Provision of sanitary/welfare packs on all stations, appliances and vehicles.

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.iii  
28 MARCH 2025

BOARD OF THE COMMISSONERS

REPORT OF THE DIRECTOR OF PEOPLE SERVICES

**INTRODUCTION OF MARKET SUPPLEMENTS FOR CORPORATE ROLES TO SUPPORT RETENTION OF EMPLOYEES****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE CHIEF FIRE OFFICER, FIN MONAHAN  
REPORT PRESENTED BY ASSISTANT CHIEF OFFICER, PEOPLE SERVICES,  
ALISON REED

**SUMMARY**

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

**RECOMMENDATIONS**

1. Commissioners note the report and agree to implement the provision of market supplements with immediate effect to address business critical retention needs.
2. Commissioners note that the Service's Pay Policy Statement has been updated to include the provision of market supplements for corporate staff.

**1. BACKGROUND****1.1 INTRODUCTION**

The Service has recently faced challenges in retaining employees in key roles i.e. Finance and Health and Safety. The impact of this has become a business-critical issue.

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

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

According to the CIPD, employee turnover can have a negative impact on an organisation's performance. By understanding why staff leave an organisation, employers can devise initiatives that reduce turnover and increase employee retention.

CIPD suggest investing in developing the workforce and prioritise continuous learning and training to enhance adaptability, productivity and employee retention, particularly where there is a need to do more with less.

## 1.3 **Retention challenges at South Wales Fire and Rescue Service**

The Service has seen a spike in the current year in the number of people resigning from their roles. The data is shown in the table below:

<b>Financial Year</b>	<b>Number of Resignations – staff in Corporate Roles</b>
2024/25	22
2023/24	18
2022/23	15
2021/22	18
2020/21	11

## 1.4 **Introducing market supplements to support retention of employees**

The “Local Government Services Job Evaluation Scheme Technical Note 15: Market Supplements” recognises that financial pressures and pay restraint have impacted on the competitive position of public sector organisations as employers. It states that organisations should check that the posts have been properly evaluated to reflect current job demands including:

- Is there any other evidence which might indicate that posts have been incorrectly evaluated and graded?
- Is there a case for re-evaluating the post[s]? Have there been any significant changes in the demands of the job[s] since the initial evaluation to the extent that a re-evaluation could lift the post to a higher grade?
- Do job descriptions and person specifications reflect the demands and requirements of the role?

- Have opportunities for learning and development and career progression been highlighted in relation to the role?
- Is there evidence from exit interviews or union representatives that unresolved and/or recurring workplace dissatisfaction could be significant contributory factors which need to be addressed?

Where there is a real business need to retain staff in “hard to fill” posts, if the problem cannot be resolved through the organisation’s job evaluation/grading process in the first instance; if it can be shown that non-pay measures will not resolve the problem; and there is evidence that uncompetitive pay must be addressed to resolve it, it would be appropriate to make an application for approval to pay a market supplement.

### **1.5 Trade Unions consultation**

This report will be shared with the Trade Unions in advance of the meeting on 28 March 2025.

### **1.6 Equal Pay considerations**

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

### **1.7 Qualifying criteria for the payment of market supplements to support retention**

Retention supplements focus primarily on the individual. The key steps and requirements that would trigger a discussion about a retention supplement are:

- An individual is able to provide evidence of a job offer – this would take the form of an offer of employment letter.
- A discussion is held between the line manager and the relevant Head of Service to discuss the retention of the individual. Consideration should focus on knowledge and skills possessed by the individual.
- A review of the market rate for the role and a decision in relation to the current grading of the role and whether it should progress to the Job Evaluation Board for review.

- Where the role is part of a group of the same roles, consideration would need to be given to awarding the retention supplement to all those who occupy the same role.

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

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

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

## 1.8 **Amount of Market Supplement**

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

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

Setting the amount of a market supplement involves assessing:

- The level which is considered necessary to ensure that the overall remuneration for the post(s) is sufficient to enable the retention of staff (and no higher).
- Within the framework of its pay policy, where the organisation wants to position itself in relation to the comparator market. This could vary according to the type or level of post(s) concerned and the specific retention difficulties experienced. Because these decisions determine the extent of the pay difference between posts in receipt of a supplement and non-recipient posts, it is important that the rationale for them is transparent and evidenced.

### 1.9 **Duration of the market supplement**

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

### 1.10 **Other relevant information**

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

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

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

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

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

### **1.11 Pay Policy Statement**

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

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

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

### **1.12 Service Risks**

The Service is at risk of not meeting its statutory obligations if it is unable to retain people in key roles.

## **2 EVALUATION & CONCLUSIONS**

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

### 3 RECOMMENDATIONS

3.1 Commissioners note the report and agree to implement the provision of market supplements with immediate effect to address business critical retention needs.

3.2 Commissioners note that the Service's Pay Policy Statement has been updated to include the provision of market supplements for corporate staff.

		Alison Reed Director of People Services
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
<b>Appendices</b>		
Appendix 1	Application for approval of market supplement	

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## APPENDIX 1

## APPLICATION FOR APPROVAL FOR PAYMENT OF A MARKET SUPPLEMENT

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

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

### 1. POST DETAILS

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

### 2. JUSTIFICATION FOR PAYMENT

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

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

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

### (10.) Comparable posts

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

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

#### Post 1:

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

<b>Job title</b>
<b>Salary range</b>
<b>Other benefits</b>
<b>Authority/organisation</b>

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

### 3. PAYMENT AMOUNT AND TYPE

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

If approved, how will the market supplement be paid?

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

### 4. SOURCE OF FUNDING (please specify)

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

### 5. ANY OTHER COMMENTS

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

### 6. SIGNATURE OF MANAGER MAKING THE APPLICATION

Signature
Your job title
Department/Directorate
Date

### 7. SENIOR MANAGER / HR / FINANCE / APPROVAL

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

.....

### 8. APPROVAL BY HEAD OF FINANCE AND HEAD OF HR

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

### **9. ADMINISTRATION**

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

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 6.iv  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND  
TRANSFORMATION

**REPORT ON THE STRATEGIC IMPROVEMENT PLAN 2025/2040**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE AND  
TRANSFORMATION

REPORT PRESENTED BY TEMPORARY HEAD OF CORPORATE SUPPORT,  
WAYNE THOMAS

**SUMMARY**

The Service must publish its Strategic Improvement Plan to define the annual high-level priorities and improvement objectives for 2025/2026 within longer-term Strategic Themes. The Service has devised a new fifteen-year Strategic Improvement Plan (replacing the previous 2020 to 2030 Plan). Feedback obtained during the 12-week consultation undertaken with the public, staff and senior leaders following the publication of the Annual Improvement Plan on 31<sup>st</sup> October 2024 has been considered within the plan.

**RECOMMENDATION**

It is recommended that Commissioners:

Approve the publication of South Wales Fire and Rescue Service's Strategic Improvement Plan 2025/2040 by 31 March 2025.

**1. BACKGROUND**

- 1.1 The purpose of this report is to approve the publication of the Service's new Strategic Improvement Plan 2025 to 2040. This Plan sees the organisation move away from the previous 10-year, 2020 to 2030 Strategic Plan, towards a new 15-year Strategy to reflect the wholesale transformation and change that will improve performance across the Service.

- 1.2 Commissioners will be aware of the requirement to publish the first stage of the Annual Improvement Plan by the statutory deadline of March 31<sup>st</sup> in accordance with the requirements of the Local Government (Wales) Measure 2009.
- 1.3 This sets out the Service's commitment to the communities of South Wales for a minimum of fifteen years. It is a single strategic plan incorporating the longer-term community and organisational challenges (Strategic Themes), with short-term service improvements (Objectives) required to support and complement our longer-term objectives. The document will outline how these objectives support the achievement of Wellbeing Goals as part of the Wellbeing of Future Generations (Wales) Act 2015.

## **2. ISSUE**

- 2.1 The Strategic Improvement Plan 2025/2040 has been written to demonstrate that the organisation is progressing on its journey of transformation and change and to emphasise the commitment to delivering the recommendations and requirements of the Morris Review, Welsh Government's Thematic Reviews and our other statutory obligations.
- 2.2 This Plan outlines the eight amended Strategic Themes and supporting high-level Improvement Objectives for the forthcoming financial year, based on an internal analysis conducted at Executive and Senior Leadership Team level with support from the Service Performance Department.
- 2.3 For clarification, as well as utilising the feedback from the public consultation, the Strategic Themes have been developed with reference to the chapters of the Fire and Rescue National Framework for Wales 2016 and closely align to the Wellbeing Goals published under The Wellbeing of Future Generations of Wales Act 2015.
- 2.4 Each Strategic Theme has a set of improvement objectives (outlined in Appendix 1) that have been developed to capture the key priorities for the coming years. They have been influenced by feedback obtained during the consultation phase along with priorities outlined within station plans, project activities within the Step Forward Transformation and Change Programme, references to the NFCC Standards and Frameworks and awaited outcomes from the HMICFRS Review of the Service undertaken at the end of 2024.
- 2.5 These Objectives meet our statutory obligations as per the Local Government (Wales) Measure 2009 and provide greater clarity and focus.

2.6 The new Strategic Themes are:

- Effective working
- Prevention
- Protection
- Response
- Protecting and enhancing the environment
- Communication and engagement (internal, external, consultation, social partnership)
- Valuing and developing our people
- Innovation transformation

2.7 During January and February 2025 the Planning, Performance and Risk Team held planning meetings with internal departments to capture high-level priorities and objectives for the forthcoming year.

### **3. IMPLICATIONS**

#### **3.1 Community and Environment**

3.1.1 Diversity, Inclusion, Cohesion and Equity - Equalities outcomes were considered in the development of the Strategic Improvement Plan and Themes from the feedback received in the public consultation. In determining relevant departmental actions to deliver the priorities, objectives and themes, diversity, inclusion, equalities and well-being outcomes will be considered.

3.1.2 Well-Being Of Future Generations (Wales) Act 2015 – Publishing, consulting, and monitoring our progress in meeting our objectives, and effectively implementing planned improvement strategies as necessary, enable us to ensure that we positively influence the long-term impacts of our decisions and actions on future generations. This contributes to the seven well-being goals that will help address global problems such as poverty, health inequalities and the impacts of climate change.

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

### **3.2 Regulatory, Strategy and Policy**

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

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

### **3.3 Resources, Assets and Delivery**

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

## **4 EVALUATION & CONCLUSIONS**

4.1 The Plan provides an overview of the Service's high-level strategic priorities for the financial year 2025/2026 with a focus on performance, continuous improvement and accountability as the organisation moves in a new strategic direction. These priorities, along with our other statutory obligations and public consultation feedback have all been considered during our planning activities for the ensuing year.

4.2 The organisation's long-term Strategic Themes have been reviewed and amended to consider the objectives identified as part of the Service's Transformation and Change Programme, and wider improvement activities proposed for 2025/2026.

4.3 In addition to reporting on performance for the preceding financial year 2024/2025, the Annual Improvement Plan, due in October 2025 will measure progress against the previous 8 Strategic Themes as part of the 'look back' of the previous year and build on the transition to our new fifteen-year Strategy and our newly amended Strategic Themes covered in this report.



## 5 RECOMMENDATIONS

5.1 It is recommended that Commissioners:

- 5.1.1 Approve the publication of the final version of the South Wales Fire and Rescue Service's Strategic Improvement Plan 2025/2040 by 31 March 2025.

<b>Contact Officer:</b>		David Canning Planning, Performance and Risk Manager
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None		
<b>Appendices</b>		
Appendix 1	South Wales Fire and Rescue Service's Strategic Improvement Plan 2025/2040	

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**South Wales Fire and Rescue Service  
(SWFRS) Strategic Improvement Plan  
2025/2040**

THIS DOCUMENT IS ALSO AVAILABLE IN WELSH

**Contents**

- Forewords
  - Commissioners
  - Chief Fire Officer
- SWFRS new Vision, Mission, Values
- SWFRS Look forward – new strategic themes.
  - Effective working
  - Prevention
  - Protection
  - Response
  - Protecting and enhancing the environment
  - Communication and Engagement (internal, external, consultation, social partnership)
  - Valuing and developing our people.
  - Innovation transformation
- Developing Our Plan
  - The context of this plan
  - Independent Culture Review
  - Step Forward Transformation and Change Programme.
  - Thematic Reviews
  - Annual Improvement plan consultation and engagement.
  - His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report on SWFRS
  - National Fire Chiefs Council (NFCC) Core code of ethics
- Well-being of Future Generations (Wales) Act 2015
- Socio-Economic Duty 2021
- Social Partnership and Public Procurement (Wales) Act 2023
- Community Risk Management Plans (CRMPs)/Station plans
- Our Public Service Boards (PSBs)
- Other Plans and Strategies
- 2023-2024 Statistics Overview
- Strategic Performance Indicators
- Our Budget 2025-2026
- Welsh Language, Alternative versions, and Have Your Say

## **Board of Commissioners Foreword**

Commissioners welcome the launch of South Wales Fire and Rescue Service's Strategic Improvement Plan 2025-2040, including the launch of the Service's new Vision, Mission, and Values.

As Commissioners, in addition to ensuring that the Service performs efficiently and effectively day-to-day, we have been charged with ensuring the full and sustainable implementation of the recommendations arising from the Morris Review, as well as acting on recommendations of the Welsh Government's Chief Fire and Rescue Advisor and Inspector (CFRAI).

Our vision for South Wales Fire and Rescue Service, and what we are working towards, is for the Service to be a healthy, efficient and effective fire and rescue service. Delivering an excellent service to our communities and supporting staff to be their very best selves.

This can only be achieved by working together (Commissioners, staff, representative bodies, and external stakeholders) and supporting each other, it cannot be achieved by one person alone. This is recognised in the Service's new Vision "Working together as one team to be an outstanding Fire and Rescue Service protecting South Wales today, ambitiously innovating for tomorrow".

This Strategic Improvement Plan sets out the strategic direction of the Service for the next 15 years, having been developed through consultation and engagement, and will help to secure an efficient and effective Service and the sustainable implementation of the recommendations of the Morris Review and those of the CFRAI.

It is supported by the Service's Annual Improvement Plans. By continuing to listen and understanding what people have to say, the Service will ensure that the strategic direction of the Service continues to remain fit for purpose in the years ahead.

## **Chief Fire Officer's (CFO) Foreword**

Welcome to South Wales Fire and Rescue Service's Strategic Improvement Plan for 2025/2040.

### **Culture Change**

In February 2024, following the Fenella Morris KC Culture Review that identified serious cultural issues, four Commissioners were appointed by the Welsh Government to oversee the governance of South Wales Fire and Rescue Service. The Commissioners are working with senior leaders to develop robust processes for new strategic approaches, decision-making processes, improvements for mitigating risk, and driving greater organisational transparency to address the concerning culture of the organisation.

The Commissioners are working with the Executive Leadership Team to oversee progress on key areas of work to address the unacceptable behaviours identified in the review, and to ensure that the Service is honed for operational excellence to protect the 1.5 million people it serves.

### **Transformation programme**

A Transformation Programme, known as 'Step Forward,' was launched to address the 82 recommendations highlighted by Fenella Morris KC in the Culture Review.

This programme focuses on nine key work strands dedicated to improving communications, establishing a clear framework of values and behaviours, and developing leadership at all levels of the organisation to build the foundation for positive culture change.

### **HMICFRS report**

On 4 July 2024, HM Inspector of Constabularies and Fire and Rescue Services were commissioned to conduct a full inspection of the efficiency and effectiveness of South Wales Fire and Rescue Service. The results of this inspection will be available in the next few weeks, and will provide further recommendations for improvement, particularly focused on the operational aspects of the Service.

### **Strategy - vision, mission and values**

Recent work has focused on the strategy of the Service. This identifies the vision, mission and values of the Service and lays out the overall pathway for how we will develop the Service in coming years and decades.

As part of this work, in January 2025, we published our new culture statement. This outlines our approach to behaviour change, ways of working, and how we will embed the National Fire Chiefs Council Core Code of Ethics into practice. It also explains how we will put our communities first and the way that we will instil dignity, respect, leadership, equality, diversity and inclusion into everything we do.

The culture statement has been built and tested by our people during many workshops and engagement sessions held over recent months. It builds on the pride of our dedicated personnel and provides the cultural and ethical foundations that will allow South Wales Fire and Rescue Service to work effectively as one team, with care and compassion to effectively protect our communities.

**Station Plans**

Our 47 fire and rescue stations create annual plans based on community needs, which identify local risks. These plans also include community activities that are planned and support work of Public Service Boards (PSBs).

In 2025, South Wales Fire and Rescue Service will be launching a Service-wide Community Risk Management Plan (CRMP), which, when published, will include all foreseeable fire and rescue related risks and will consider how the Service will allocate resources for its vital prevention, protection, and response work.

**Conclusion**

The Commissioners, the Executive and Senior Leadership Teams, and staff across our sites are on a mission to make South Wales Fire and Rescue Service the best it can be. Our joint aim is to be a healthy, efficient, and effective fire and rescue service – delivering an excellent service to our communities to ensure we can continue to keep South Wales safe by reducing risk, with courage to act and compassion to care.

### **SWFRS new Vision, Mission, Values**

Our CFO and the Senior Leadership Team (SLT) have created new Vision, Mission, Values and Strategic Themes in consultation with 939 operational and 283 corporate colleagues, as well as Fire Cadets.

This collaborative approach is aimed at ensuring we all work together. as one team to be the best we can be for ourselves, each other, and people in our communities across South Wales.

#### **New Vision**

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

#### **New Mission**

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

#### **New Values**

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

#### **New Strategic Themes**

Following publication of our Annual Improvement Plan on 31st October 2024, we opened a 12-week public consultation on our plans and priorities for 2025/2026. The purpose of this was to allow the public, partners, and our staff to have input on our plans and priorities for the coming financial year.

Examples of key themes raised by our most recent consultation are shown in the ‘Annual Improvement Plan consultation and engagement’ section of this plan, and include valuing our people, ensuring a safe and inclusive environment, being transparent while always involving and communicating effectively.

In November 2024, we welcomed our new Chief Fire Officer, and as part of the Service’s new strategy we have consulted with staff to review our vision, mission and values, consequently updating our eight strategic themes.

We will look back on our highlights and successes against our previous strategic themes in our next Annual Improvement Plan, which will be published on 31st October 2025.



## New strategic themes

### Effective working

**Working together as one to achieve operational excellence through clear accountability and transparent policies and procedures.**



A prosperous  
Wales



A Wales of vibrant  
culture & thriving  
Welsh language



A healthier  
Wales

#### **We will review our governance framework.**

- **WHY:** Following publication of '*Sound the Alarm*': *The Governance of Fire and Rescue Services* in June 2024, questions were raised about the extent to which governance arrangements may have contributed to the cultural failings identified in the Culture Review. The introduction of a new governance framework is needed; both in response to this, and to make us more accountable and consistent with other public bodies.
- **HOW:** Our Governance and Strategy project, part of our Transformation and Change Programme, will set the structures in place to support change now and prepare us for future challenges. This project will deliver three workstreams: delivery of statutory functions, transparency and scrutiny and decisions made and shared.

#### **We will develop a service-wide Community Risk Management Plan (CRMP).**

- **WHY:** We must assess community related risks and use this knowledge to decide how those risks will be reduced.
- **HOW:** We will produce a CRMP which will assess risk, consider the demand for our services and the vulnerability of our communities using data and information to help make informed decisions. From this, we will develop actions focused on the prevention of fires and other types of emergencies.

#### **We will develop individual strategies for prevention, protection and response.**

- **WHY:** Prevention, protection and response are the three more visible public facing areas of the Service, with the highest exposure to risk for our communities and personnel. It is therefore appropriate that we have clear strategies for how we will ensure our people are fully prepared and ready to meet these requirements and keep our communities safe.
- **HOW:** We will create individual strategies for prevention, protection and response covering how we will better manage risk, prioritising those who are most vulnerable through a continuous improvement and learning approach in accordance with national guidance, operating procedures, and business continuity processes.

#### **We will ensure that our Business Fire Safety (BFS) department shapes and puts into practice all new legislation and guidance changes within Wales.**

- **WHY:** There have been many regulatory changes in Wales over the last few years, including the introduction of the Fire Safety Act 2021 and the Building Safety Act 2022. As a regulator, we must keep up with changes to ensure the application of legislation is appropriate and consistent.
- **HOW:** We continue to work in partnership with Welsh Government, Unitary Authorities, and other Welsh FRS' to shape additional legislation in the Building Safety (Wales) Bill, and fully supporting the Welsh Building Safety Programme.

**We will explore ways to monitor and evaluate community safety performance outcomes.**

- **WHY:** To ensure we achieve our strategic aims, it is important we monitor our performance.
- **HOW:** A new performance management system will be developed, enabling us to work more efficiently and evidence the good work taking place.

**We will explore options for the contracted services at our Cardiff Gate Training and Development Centre (CGTDC).**

- **WHY:** The contract with the current provider is expiring in 2030.
- **HOW:** We are exploring our present and future requirements to inform the future procurement procedure.

**We will review and update our policies and procedures to improve fairness, better consider our risks, empower our people, and enhance efficiency.**

- **WHY:** The Culture Review highlighted shortcomings in our policies and procedures and the impact they had on decisions and actions.
- **HOW:** A transformation programme has been created to review and develop an inclusive, comprehensive suite of policies and procedures with supporting guidance and training. This will result in staff having greater confidence that they will be carrying out their duties efficiently, effectively, and fairly.

**Establish and trial a standards and evaluation unit (STANEVAL) for operations and corporate teams.**

- **WHY:** This will provide internal assurance and a higher degree of confidence in quality levels across the Service by enhancing our learning and sharing best practice across teams and stations.
- **HOW:** We will encourage collaborative learning in the spirit of adopting a 'just culture.' This will help to set, monitor, and uphold professional standards, supporting and developing our colleagues through our transformation programmes.

## Prevention

**Focussing on prevention work to help reduce the need for you to call us.**



A resilient  
Wales



A Wales of cohesive  
communities



A healthier  
Wales



A globally  
responsible Wales

**We will reduce the number of fires in the home, and work to understand causes and behaviours.**

- **WHY:** To prevent the loss of life, risk of injury, and destruction of property and the environment.
- **HOW:** We will improve our use of data and intelligence, improve public education and awareness, and identify and prioritise those at highest risk.

**We will reduce the number of those killed and seriously injured (KSI) in road traffic collisions (RTCs).**

- **WHY:** Preventing deaths from occurring due to RTCs is a top priority for us.
- **HOW:** We will further develop and deliver road safety initiatives to young people.

**We will reduce the number of deliberate fires and minimise the impact of wildfires.**

- **WHY:** Deliberate fires continue to provide a clear and present danger to our environment, our economy, and our communities.
- **HOW:** We will increase public awareness, work with partners, and target land management and intervention activities at “hotspot” areas.

**We will improve safety in and around water.**

- **WHY:** Responding to flooding and water rescue is one of our statutory duties. “On average 37 people die each year in water-related incidents in Wales.” – WAID Water incident database.
- **HOW:** We will further develop our joint work with partners, identify areas of concern, and continue to engage with and educate members of the waterside economy and communities.

## Protection

**Focussing on protecting life and property.**



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Wales



A Wales of cohesive  
communities



A healthier  
Wales



A globally  
responsible Wales

**We will provide our firefighters with enhanced knowledge of buildings, firefighting provisions, and local risks; aiming to reduce firefighter injuries and deaths, keep our communities safe, and improve our response.**

- **WHY:** This will provide firefighters with enhanced knowledge of buildings, firefighting provisions, and local risks, with the aim being to reduce injuries and deaths.
- **HOW:** We have implemented a trial of Commercial Fire Safety Checks (CFSCs) utilising operational crews to improve firefighter and community safety. Our focus is on specific buildings governed by existing and future station plans, and historical incidents which affect firefighter safety.

**We will work closely with our partner agencies to establish the full extent of work required to make high-rise residential buildings (HRRBs) safer.**

- **WHY:** This has been a critical area for many years and was a focal point in the recently published Phase 2 of the Grenfell Tower Inquiry.
- **HOW:** We will continue to work with Welsh Government and other partner agencies to fully establish the status of HRRBs and to collaborate on delivery of the Welsh Building Safety Programme.

**We are exploring options to recruit more inspecting officers with enhanced succession planning into the Business Fire Safety (BFS) department.**

- **WHY:** Our BFS department continually experiences change of uniformed inspecting officers, placing an increased pressure on the need to develop inspectors to a competent level. Despite all efforts to attract, recruit, and retain sufficient staff to meet the demands of the Regulatory Reform (Fire Safety) Order 2005, challenges persist, leading to the need for several proposals aimed at mitigating these risks and ensuring the future effectiveness of the Service's statutory fire safety duties.
- **HOW:** This will support the services improvement plan of building a workforce that represents the communities we serve. This will also support the department in reducing the impact of succession planning, transfers, retirements, and promotions.

## Response

Ensuring we respond quickly and effectively when you need us.



A resilient Wales



A healthier Wales

**We will work to reduce the time we take to arrive at an emergency by ensuring that our fire appliances are optimally deployed and that our firefighters are prepared for rapid and effective incident response.**

- **WHY:** Time is critical at emergencies, and having firefighters arrive earlier can help limit the escalation of an incident.
- **HOW:** We will adopt a strategic, data-driven approach involving optimising resources, improving operational processes, and continuously monitoring performance against a newly defined response standard.

**We will review and amend, where necessary, the required number of fire appliances we send to each type of emergency.**

- **WHY:** Risks within our communities, demographics, and public expectations have changed significantly.
- **HOW:** An annual review will be implemented to ensure that our response models are both efficient and aligned with the risks within our communities.

**We will adopt a strategic approach to measure, improve, and sustain on-call firefighter availability, ensuring it aligns with station needs and risk profiles.**

- **WHY:** Ensuring adequate on-call firefighter availability is critical to maintaining our operational readiness. Balancing availability against required staffing levels to meet community risk demands presents a unique challenge.
- **HOW:** We will analyse risk profiles and compare them with current on-call availability. We will target recruitment campaigns aimed at boosting on-call firefighter numbers, particularly in areas where availability does not meet station establishment needs. We will invest in ongoing development programs for on-call firefighters to ensure they remain highly skilled and motivated.

**We will improve our existing post incident reviews.**

- **WHY:** We live in a constantly changing world with existing and emerging risks. We must become a learning organisation which adapts and evolves our operational capabilities and competencies to meet these changing risks.
- **HOW:** We will explore a comprehensive and structured post-incident review framework which is designed to capture key lessons from both real incidents and training exercises.

**We will reduce the number of times we send fire appliances to automatic fire alarm (AFA) activations to free up time for operational crews to undertake training or risk reduction activities.**

- **WHY:** During 2023-2024, we attended 5,974 AFAs, which accounted for 31.5% of all incidents attended. Additionally, 1,518 AFA calls were filtered/challenged at the point of the call by our Joint Fire Control (JFC), and a further 929 AFA mobilisations were recalled while enroute to incidents. During 2023-2024 the total call impact on the Service was 8,421.
- **HOW:** The change to our response to AFAs will reduce the demand on operational resources, whilst ensuring the most vulnerable in our communities continue to receive protection by tailoring this change to assessed risk. This will ultimately enhance our overall efficiency and effectiveness.

**We will enhance the efficiency and effectiveness of joint exercising and partnerships to ensure a coordinated, rapid, and resilient response across all levels of emergency management.**

- **WHY:** To ensure that we are fully prepared for complex incidents that require multi-agency collaboration through shared learning and identification of mutual risks
- **HOW:** We will increase the frequency and scope of joint exercises with multi-agency partners and ensure we are aligned with National Resilience Wales frameworks. Through shared learning and identification of joint risks we will foster stronger relationships and operational alignment with neighbouring fire and rescue services.

## Protecting and enhancing the environment

Carrying out our activities in a way that helps sustain the planet for future generations.



A globally  
Responsible  
Wales



A healthier  
Wales



A resilient  
Wales



A Wales of cohesive  
communities

### We will implement an accredited Environmental Management System (EMS).

- **WHY:** The Wellbeing of Future Generations (Wales) Act 2015 is helping us to create a Wales that we all want to live in; now and in the future. Our vision of protecting and enhancing our environment supports all seven well-being goals outlined within the Act.
- **HOW:** We will implement an accredited Environmental Management System so that we can gain recognition for our environmental practices and demonstrate our commitments to sustainability, consideration of environmental impacts, compliance with legislation, and environmental protection.

### Publish an update to our Carbon Reduction Plan.

- **WHY:** To support the ambition of Welsh Government to be carbon neutral by 2030, and update our staff, partners, and our communities on what actions we will be taking to support this.
- **HOW:** We will shortly release our new Carbon Reduction Plan that will run up to 2030.

### Implement a short-, medium-, and long-term sustainability strategy.

- **WHY:** To harness emerging green technologies to reduce our impact on the environment, and to reduce our longer-term energy costs.
- **HOW:** We will explore new green technologies, ways of working, and implement strategic plans to support Welsh Government's carbon neutral commitment by 2030.

## Communication and Engagement (internal, external, consultation, social partnership).

Enhancing our communications and engagement with our staff, partners, and communities.



A resilient  
Wales



A Wales of cohesive  
communities



A Wales of vibrant  
culture & thriving  
Welsh language



A more equal  
Wales

**We will carry out an audit of current communications and write and implement a media and communications strategy.**

- **WHY:** We must reach audiences with our warning and informing messages, safety campaigns and recruitment opportunities.
- **HOW:** We will set out how we will develop an effective two-way communication process with all our audiences, which includes our own staff, colleagues in partner organisations, other fire and rescue services, government, media, and the public.

**We will make our corporate documents more accessible.**

- **WHY:** We must reach as wide an audience as possible to connect and engage with all members of our communities.
- **HOW:** We will use clear and simple language, explain the meaning of technical terms, abbreviations, or acronyms.

**We will engage with people to protect, support, inspire and influence positive life choices.**

- **WHY:** Youth interventions help create resilience in young people. The objective is to help young people cope with life challenges and achieve positive outcomes.
- **HOW:** Referrals are received from partner organisations and allocated according to requirement across the Youth Engagement team according to needs. We will continue to adapt the delivery of our youth intervention schemes to ensure we are evolving to meet changes and challenges within our communities.



## Valuing and developing our people.

Putting our people at the heart of our Service by having a diverse and highly developed workforce that is motivated to deliver for the communities of South Wales.



A more equal Wales



A healthier Wales



A prosperous Wales



A Wales of vibrant culture & thriving Welsh language

**In partnership with our People Services department, Operations will develop a recruitment strategy to address shortfalls in firefighter numbers, ensuring the workforce reflects the diverse communities we serve. This will include a focus on both new entrants and transferees from other services.**

- **WHY:** Maintaining optimum staffing and crewing levels is crucial for ensuring that we can deliver effective operational services whilst safeguarding the health and well-being of our firefighters.
- **HOW:** We will implement a targeted recruitment strategy to address shortfalls in operational firefighter numbers, ensuring the workforce reflects the diverse communities we serve. We will ensure the retention of skilled operational personnel through enhanced well-being programmes, career development opportunities, and a supportive working environment.

**We will ensure that all operational personnel consistently demonstrate behaviours and values aligned with the NFCC Code of Ethics, fostering a culture of integrity, inclusivity, and professionalism.**

- **WHY:** The NFCC Code of Ethics sets out the core values and behaviours expected of all fire service personnel, emphasising integrity, professionalism, and respect for all communities. We are also committed to continuing embedding a diverse, inclusive, cohesive, and equitable (DICE) workforce representative of the communities we serve.
- **HOW:** We will integrate these ethics into all aspects of operations, including recruitment, training, and ongoing professional conduct.

**We will attract, recruit, and retain personnel to build a competent and robust Business Fire Safety (BFS) department by providing initial and ongoing training to ensure suitable skills, knowledge, experience, and behaviours in relation to technical fire safety - ensuring that high-risk premises remain a focus.**

- **WHY:** The BFS department continually experiences periods of change in personnel and recognises the need to implement its recurring development strategy to maintain high standards. A review in relation to key stages of staff training and development is being undertaken to ensure that high-risk premises are considered when qualified BFS inspector numbers are low.
- **HOW:** The training and development team within the BFS department will collect and store information relating to competence through our management information system. This information will be reviewed on a quarterly basis as part of a monitoring process. We will also undertake a review of recruitment and retention of fire safety inspectors.

**We will train our staff in line with the National Safeguarding Training standards for Wales.**

- **WHY:** The aim of safeguarding is to stop abuse or neglect wherever possible and to prevent harm. We must ensure we are delivering a quality service which is fit for purpose and protects individuals as well as satisfying our legal obligations.
- **HOW:** We are reviewing our safeguarding service with the aim of streamlining the referrals process. We train staff to recognise signs of abuse and to report concerns using the National Safeguarding Training for Wales standards. A robust reporting system is in place to receive and submit referrals in a timely manner.

**We will develop a training and competence matrix across all Community Safety (CS) teams to accurately record competence and qualifications.**

- **WHY:** Community Safety is made up of several inter-dependant teams, each with its own area of responsibility. We need to add cross-skilling to increase resilience and efficiency.
- **HOW:** All teams within Community Safety have been consulted in the creation of the training matrix and the training aspirations document. We will make skills and capabilities more transferable across all roles, which will add more resilience to the team in the event of absenteeism.

**We will create opportunities and well-being for all Fire Cadets.**

- **WHY:** We need to offer learning and development opportunities to enhance experiences and encourage personal progression.
- **HOW:** Our cadet scheme is one of the largest and most successful in the UK. Cadets meet weekly on stations for two hours; following the qualification structure and participating in additional activities linked to the BTEC (Business and Technology Education Council) qualification. National evaluation systems are utilised within the Cadet scheme to track progress within the programme. These are reported to Welsh Government and discussed at the All Wales Children and Young People meeting.

**We will work together to provide excellent development opportunities and training programmes to ensure we have a workforce with the skills, expertise, and knowledge to deliver our objectives.**

- **WHY:** We want to build a competent and motivated workforce with the capabilities and capacity to deliver excellence to our communities in South Wales.
- **HOW:** We will promote progression pathways and continue to develop and promote coaching and mentoring programmes. We will also review our training programmes to embed our standards and vision, values, and mission to be recognised as an employer of choice in South Wales.

**Review our approach to firefighter health and safety.**

- **WHY:** To further enhance the safety of our firefighters.
- **HOW:** We will review the findings of major incidents and identify and implement best practice in preventing and mitigating risks to our firefighters, with special consideration given to fatigue and decontamination procedures.

## Innovation transformation

**Harnessing and innovating advancements in technology and data to deliver a modern future-proofed service.**



A globally responsible Wales



A resilient Wales



A healthier Wales



A prosperous Wales

**We will ensure that we strengthen our approach to risk intelligence, aligning it with operational needs and ensuring real-time accessibility during emergencies. We will ensure that all operational firefighters have timely access to current risk-based information for every incident they attend, fully aligned with our risk management frameworks.**

- **WHY:** We must ensure efficient arrangements are in place for the gathering, storage, and sharing of operational information that will assist in the successful outcome of an incident. The Health and Safety at Work Act 1974 (the Act) places responsibility on us for ensuring the health and safety of our staff. This includes an obligation to assess identified risks at work and to do all we can to prevent and/or mitigate them. To enhance the safety, effectiveness, and efficiency of firefighters, it is essential that they have access to current and accurate risk-based information relevant to the incidents they may face.
- **HOW:** A system for the continuous review and updating of this information will be implemented, ensuring it reflects real-time data and evolving community risk profiles. Furthermore, risk-based information will be integrated into operational decision-making and training, enhancing firefighter situational awareness and safety during incidents.

**We will identify, source, and implement an operational intelligence system that can support the BFS department in its day-to-day operations and the Risk-Based Inspection Programme (RBIP).**

- **WHY:** Our current BFS system was developed as part of a collaborative project, working alongside West Midlands Fire Service. The project ended, and there is a critical need to find a product that best suits our needs and can support the department's risk based inspection programme.
- **HOW:** We will set up a project team to identify and evaluate a system to replace the current BFS system. This must have the ability to assist us in streamlining some of our more time-consuming tasks, such as inefficient allocation of work and production of correspondence.

**We will integrate our RBIP into the new operational intelligence system once purchased.**

- **WHY:** The RBIP is part of our overall integrated approach to risk management. By prioritising the inspection programme of premises based on risk profiling and data analysis, we will be able to direct resources appropriately.
- **HOW:** We will collect and analyse data to identify our high-risk premises visited as part of the RBIP. We will also measure the ability of the system to generate high risk priorities based on the professional judgement of officers.

**We will create a leadership academy.**

- **WHY:** To provide leaders with the skills and resources to adopt and embed the right culture within their teams. This will support improvement of morale, better decision making, and personal and team growth.
- **HOW:** Build a leadership and personnel development academy which provides career-long training and education that will be the foundation of success in our organisation.

**Develop a Future Fire Think Tank (FFTT).**

- **WHY:** To establish a new approach to the delivery of our Service with technology and improved data quality which will inform the way we look ahead and provide a fresh perspective and understanding of the why, what, and how of our mission.
- **HOW:** We will develop a FFTT to generate evidence-based research, provide strategic influence through coordinated engagement with our strategic partners, and other professional bodies in fire and rescue services. This will support a philosophy of continuous learning and critical thinking.

**Review our key strategic information, communications, and technology (ICT) systems.**

- **WHY:** To utilise the advancements in technology to deliver a modern, digitally efficient, affordable, and future-proofed service.
- **HOW:** We will review and enhance our systems; including command and control, operational intelligence, and management information.

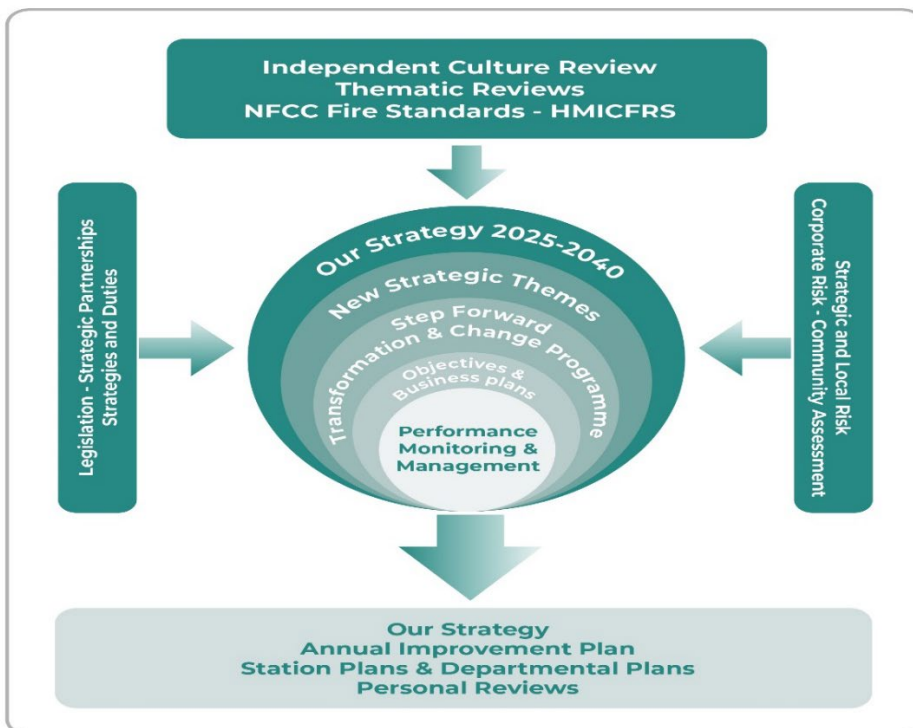
## Developing our plan

### The context of this plan

We are required to comply with a range of legislation relating to public sector bodies, and specifically to Fire and Rescue Authorities. These legal requirements provide context for our plan for 2025-2026, alongside our overarching mission “To serve our communities by reducing risk and responding to emergencies.”

- Fire and Rescue Service Act (2004)
- Local Government (Wales) Measure (2009)
- Fire and Rescue National Framework (2016)
- Equality Act (2010) and Public Sector Equality Duty
- Wellbeing of Future Generations Act (Wales) (2015)
- The Socio-Economic Duty (2021)
- Social Partnership and Public Procurement (Wales) Act (2023)

The Independent Culture Review report and recommendations provide additional context for our plans.



## **Independent Culture Review**

We chose to commission an Independent Culture Review in December 2022, amidst media reports around abusive behaviours from current and ex-members of staff.

In January 2024, we received and published the Independent Culture Review report, authored by Fenella Morris KC. To start addressing the 82 recommendations highlighted in this report, we created the Step Forward Transformation and Change Programme.

A year on from the review, we have released our revised culture statement, aligning with our ambitions and aspirations for the future.

With the communities of South Wales at its heart, the culture statement is our promise to *'create a safe, modern fire and rescue service in South Wales and to ensure everyone is treated with dignity and respect, free from discrimination, bullying, harassment, and inappropriate behaviours. We make this commitment to our staff, our communities and the partners and stakeholders we work with every day'*.

Preceded by an outline for new expectations around behaviours and ways of working, the statement is reinforced by pledges from senior leaders from the Service, including the Welsh Government appointed Commissioners. Our CFO promised a 'Just Culture' to *'ensure transparency, fairness, and a clear strategy to guide us forward'* as well as to *'celebrate success, recognise achievements, and make sure that all voices across the organisation are heard'*.

As part of this cultural overhaul, the new position of Director of Strategic Change and Transformation was created within the service's Executive Leadership Team. Dominic Mika, who is leading on *Step Forward: A Programme for Transformation and Change*, promised that we will provide a service to the public and communities which is founded on 'operational excellence'.

The culture statement is another step forward in the journey to reset strong foundations and strong leadership for how people in South Wales Fire and Rescue Service work as one team, with care and compassion for all to protect over 1.5 million people in the communities across the region.

## **Step Forward Transformation and Change Programme**

I am proud of our Service and the dedication and commitment we show in reducing risk to the communities of South Wales. We continue to grow, learn and improve to make sure we meet the changing needs and risks faced by the public. Our Firefighters are highly trained so that we can respond effectively to a wide range of emergencies when our communities need us the most. We should celebrate the work we do every day to prevent harm, protect life, and reduce risk. Our 47 fire stations remain at the heart of our communities, and our staff continue to serve with professionalism and care—24 hours a day, every day of the year.

### **Dominic Mika**

Director of Strategic Change and Transformation  
South Wales Fire and Rescue Service

We remain committed to continuous improvement and delivering the highest standards to the public. In doing so, we are progressing an ambitious transformation programme with a clear focus on leadership, communication, inclusive culture, and accountability. Together, we are building on our strengths, addressing areas where we must improve, and ensuring that we remain transparent, trusted, and fit for the future.

Our **Step Forward** programme includes a series of coordinated programmes of work that make sure we are prepared to meet future demands and challenges. At the heart of the programme are focused actions that will assist, support and develop our staff:

### **The Step Forward Programme: Aims**

- **Communication and Engagement**  
*Develop excellent communication and engagement with our staff, partners and communities*
- **Digital Transformation**  
*Ambitiously transform our use of data and our digital and technology capability in all areas, to deliver a modern, digitally excellent, affordable and future-proofed fire and rescue service*
- **Diversity, Inclusion, Cohesion and Equity (DICE)**  
*To embed a fair, inclusive, and equitable culture within SWFRS by enhancing diversity, fostering staff engagement, and driving measurable progress in workforce representation and equity*
- **Ethics, Values and Behaviours**  
*Develop a just culture underpinned by our values and ethics to become an elite team with new ways of working*
- **Governance and Strategy**  
*Develop clear governance to run our service with transparency to serve our communities*
- **Leadership**  
*Develop excellent, empowered and selfless leaders*
- **Policies and Procedures**  
*Develop coherent policies and procedures that reduce bureaucracy, balance our risks, empower our people and provide value for money for the taxpayer*

- **Safe and Positive Environment**

*To embed a culture of professional excellence within SWFRS by fostering psychological safety, modernising facilities, strengthening recognition, and ensuring robust support systems*

- **Talent Management**

*Work together as one team providing excellent talent management, career progression and development through a people-centred approach*

Alongside these programmes, further work relating to the Commissioners' terms of reference has continued, including completion of the review of grievance cases and projects addressing operational implementation of thematic reviews. We are in regular dialogue with Welsh Government on progress and are receiving support from across the sector, including other Fire and Rescue Services, the National Fire Chiefs Council, and the wider public sector. To inform long-term improvement, we have requested an independent assessment of the Service by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to supplement the culture review.

This will provide the basis for strategic planning and prioritisation, with the intent of meeting our commitments acknowledged in our culture statement and aligning with our ambitions and aspirations for the future.

Through our self-assessment and these programmes, we are delivering a wide range of improvements that reflect key areas for change. We are developing and implementing new governance structures, including a Portfolio Management Office to oversee our current and future programmes of improvement in a more coordinated and efficient way. New strategies are being introduced in communications and engagement and across our key service delivery areas, we are reviewing and improving our performance management approaches and wider management of risk. At the heart of the programme of improvement is leadership development, and a just culture where our people are trusted and treated fairly. This is underpinned by a focus on improved ethics, values and behaviours. To date our recruitment of senior leaders has included staff engagement and external observation as well as Commissioner oversight to ensure transparency and fairness. We are undertaking a full review of our future recruitment and promotion process to ensure transparency and fairness. A comprehensive policy review will simplify and modernise internal procedures, supported by updated equality impact assessments. We are also enhancing staff engagement, taking action to embed a values-driven, inclusive culture, following our staff led review of our vision, mission and values. These deliverables are designed not only to address current challenges, but to ensure lasting, measurable improvement across all areas of the Service.



## **Thematic reviews.**

### **BROADENING THE ROLE OF FIREFIGHTERS IN WALES (2021)**

The Broadening of the Role Working Group, convened by Welsh Government in 2020, considers capacity within the three Welsh fire and rescue services to carry out additional work arising from broadening of the role, safely and without detriment to core functions.

We are making positive progress around addressing Recommendation 1 - reviewing shift systems, 3 - analysis of training, exercising and risk reduction activity and 4 -building in functionality to the control room mobilising system to allocate status codes to specific activities to facilitate more precise analysis of time spent on such activities.

A successful consultation meeting was held with the Fire Brigades Union (FBU) in January 2025, where agreement was reached to implement Operation Reset. This marks a significant step forward in aligning our operational approach with the broader service improvement agenda.

#### Implementation and Training

- Station Commanders have been fully briefed on the objectives of Operation Reset, including the restructuring of the operational day.
- They will lead awareness training sessions with their watches, supported by the Operational Audit and Support Team (OAST) to ensure consistency and effectiveness.

Go-Live date is scheduled for 7<sup>th</sup> April 2025.

### **LEARNING FROM GRENFELL (2021)**

Reports on action taken by the three Welsh fire and rescue services against the recommendations contained within the Grenfell Tower Inquiry (GTI) Phase 1 report.

We have established a high-rise task force to advance training for our crews, incident commanders and control room operators. Over the next two years, the team will be introducing new high-rise policies and procedures along with the latest firefighting equipment and training resources. Crews and incident commanders also have access to a dedicated high-rise training venue, where operational staff can hone their response.

Last year, the high-rise working group delivered 29 high-rise training sessions at their Brecknock House venue. The training received 4.9 (out of 5) star feedback from our staff who expressed their appreciation for the workshop-style sessions on the core skills of high-rise firefighting and introduction to emergency evacuation. This year, the team will build on those skills with more interactive training, more equipment workshops and more understanding of high-rise construction, firefighting systems, and evacuation.

We will also ensure our control room operators are prepared with the skills and confidence they need for high-rise fires, with the development of an app that will allow them to update the incident commander with instant evacuation and rescue information to ensure we get to those in need as quickly as possible.

Equipment and tactics are evolving, and we want to ensure our crews, incident commanders and control room staff are ahead of the curve. It is also vital we work alongside our Business Fire Safety and Community Safety colleagues to build a single strategic plan for our landlords and residents.

**FRS OPERATIONAL TRAINING (2022).**

The Thematic Review of Operational Training is progressing well. Training calendars are being developed to take account of specific hazards, threats, and risks in each station area. The unconstrained analysis has been completed and will be presented to the Senior Leadership Team shortly. Options outlined in the unconstrained analysis will be considered to ensure that our On-Call stations have sufficient time to train on the control measure tactics that they employ at operational incidents.

A comprehensive suite of micro-teaches are being developed for all the training activities not covered in the training manuals, with an additional multi-media developer being employed to expedite this process. Our breathing apparatus and equipment research & development leads have been undertaking trials of new equipment, facilities, and techniques to compliment and improve our existing offering and they are also engaged in national and international research to develop our compartment fire behaviour syllabus.' It is anticipated that all this work will be complete by year end 2025.

**AUDIT WALES: FIRE FALSE ALARMS.**

Calls received because of automatic fire alarms (AFAs) activating and, upon investigation by the Fire and Rescue Service (FRS), no fire is found to have occurred are known as unwanted fire signals (UwFS). During 2023-2024 AFAs made up 31.5 percent of all incidents attended – 5,982 calls. Less than one per cent of calls from non-residential AFAs are ultimately recorded as fires – the 99% per cent majority are false alarms. There is no statutory requirement for FRS in England and Wales, as are set out in the Fire and Rescue Services Act 2004, to attend a call to an AFA if no fire is suspected nor confirmed.

As part of our aim to reduce the amount of time and resources spent going to UwFS, from 6<sup>th</sup> of January 2025 (hospital buildings go live date will be the 7th of April 2025) we have stopped attending AFAs in most non-residential buildings, such as office blocks or industrial estates – unless a call is also received from a person reporting a fire. This new policy gives us more time and resources to focus on other priorities, such as increasing fire prevention in our communities and freeing up our firefighters to go to real emergencies.

## **Annual Improvement Plan consultation and engagement.**

Involving others to help develop our Strategy is a crucial part of the planning process to obtain feedback on our areas of focus and key priorities. This ensures that all perspectives are being considered. By listening and understanding to what people have to say, informed decisions can be made to ensure that our plans, projects, and initiatives better reflect the needs of our communities, partners, and staff. The consultation and feedback received this year is especially significant given the challenges faced and the subsequent changes the Service has undertaken since the Independent Culture Review published in early 2024.

Our consultation process runs for 12 weeks following the publication of the Annual Improvement Plan in October <https://www.southwales-fire.gov.uk/who-we-are/our-performance/annual-improvement-plan-2024-25> and incorporates public and stakeholder surveys, face-to-face meetings, and staff workshops. These methods of engagement help to gain agreement on, and opportunities to review and improve our plans and progress, before finalising our proposed objectives.

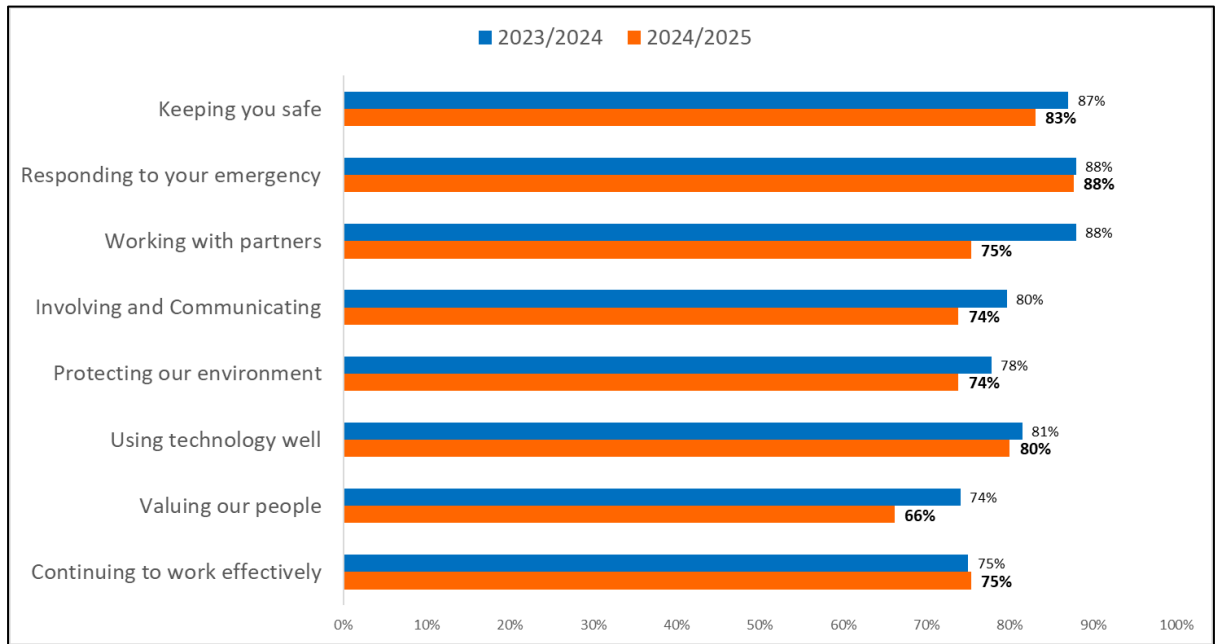
This information is shared with the Senior Leadership Team (SLT) and the Board of Commissioners (BoC) where the feedback is reviewed, reflected, and updated in the proposed strategic themes, priorities, and departmental business plans for future monitoring. Consideration is also given to the laws that impact us and the financial budgets we must work within to ensure that we have the right resources in the right areas to serve and protect our communities in South Wales.

The consultation was open from 31st October 2024 to 24th January 2025 through our annual 'Have Your Say' online survey, face-to-face consultations with Wholetime and On-Call crews at a selection of stations, Joint Fire Control, Cardiff Gate Training facility and a Fire Cadets Unit. Overall engagement and response numbers for 2024 – 2025 were lower than the previous year, with 128 people engaging with the online survey, a reduction of 40% (212). This was largely caused by a 50% reduction in staff responses since the last survey and attributed to a recognition that several other surveys and engagement sessions had been introduced across the Service in relation to the Independent Culture Review, Transformation Programme, and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Review in previous months. Of those who engaged with the survey, 65 (51%) people provided feedback and when combined with the face-to-face sessions, the findings are based on feedback from approximately 145 people.

### Key results:

- Overall, there was broad agreement with our strategic objectives with 77% of responses indicating they 'strongly' or 'somewhat agree'.
- Core areas of service delivery ('Keeping you safe' and 'Responding to your emergency') saw the highest levels of agreement.

- Lowest levels of agreement were for ‘Valuing our people.’



Agreement with Strategic Themes and Objectives – Annual comparison of consultation responses

## Key themes raised by consultation.

**Appointment of new Chief Fire Officer (CFO)** – The arrival of our new CFO Fin Monahan in the autumn and his subsequent visits and engagement sessions with teams, departments, and stations across the Service has been well received both in the online survey and from staff feedback sessions with positive statements about the future.

**Valuing our people** – The scrutiny and subsequent changes following the publication of the Independent Culture Review has had a clear impact on staff and levels of morale across the Service. Feedback has highlighted that more collaborative working towards common goals, greater transparency, improved retention, and a more diverse and inclusive workforce are all factors that will contribute to successful change and improved morale in the workplace. Additionally, there was a strong recognition of support from colleagues, citing our staff as being what makes the Service a good place to work.

**Improvement of working conditions and facilities at Joint Fire Control** – The challenges associated with operating a busy Joint Fire Control response operation have highlighted the need to make improvements to facilities and working arrangements with our emergency service partners. Solutions and recommendations are being developed to address these issues to help support Control staff and ensure that the Service can respond to fire and rescue emergencies as efficiently and effectively as possible.

**Invest in efficient and effective technology, prioritising emergency response** - Ensuring that our Information Technology (IT) systems are updated and integrated especially around our ability to respond to emergencies was another key theme. Improving and upgrading existing systems whilst also exploring new initiatives and ways of working using robust data and

management information, reviewing our digital assets, and exploring emerging technologies as part of the Digital Transformation programme will help focus and deliver in these crucial areas.

**Build upon existing prevention activities to reduce risk in our communities** – Whilst there are many positive initiatives around prevention and risk reduction, feedback suggested that we need to retain a focus on further training and standards around lithium-ion batteries with developers and partners, provide more education around Home Fire Safety Checks for the public and enhanced training for people in key roles.

**Partnerships** – It is recognised that working with partners can be a key factor in creating value for money and establishing opportunities for shared knowledge and resources to improve effectiveness and efficiency. We will continue to focus on developing more local and long-term relationships and data sharing agreements with our key partners and stakeholders to improve service delivery to the communities of South Wales.

**Resources - improve recruitment, retention, and staffing levels** – Reviewing resources and ensuring that teams have the right levels and numbers of staff was another key theme. Comments referred to employing new staff where existing skills are already established within the Service, and teams being under resourced, particularly around On-Call availability and the impacts of temporary promotions. The need to create more time and opportunities for training and development was another factor along with enhanced incentives to make promotions more attractive. Recent upgrades to fire-fighting equipment and vehicles were recognised and acknowledged by some but this was not a universal view across the Service.

**Continue to minimise waste and reduce the Service's carbon footprint** – Many responses commented on the importance of how we operate as an emergency service and balancing the need to review and improve impacts on the environment. Suggestions of using more solar energy sources, reviewing inappropriate vehicle movements, promotion of advances in extending our use of EV's (Electric Vehicles) in our fleet and improving or upgrading older buildings were given as examples that will help with our carbon reduction plan.

### Testimonials

**“Firefighters do a great job and help charities too. They do a lot here for the community...and should be celebrated.”**

**“You are excellent value for money in my town thank you.”**

**“Our station near us is clean and tidy. It is a smart building now.”**

## **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report on SWFRS.**

In August 2024, a paper was presented to Commissioners proposing that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) should be asked to carry out an inspection of the Service. This report is due in Spring 2025 and will identify areas for improvement which will then be addressed as part of our ongoing strategy.

The role of HMICFRS includes:

Independently assessing and reporting on the effectiveness and efficiency of police forces and fire and rescue services.

Asking the questions that they believe the public wish to have answered, and publishing their findings, conclusions, and recommendations. Using their expertise to interpret the evidence and making recommendations for improvement.

Publishing authoritative information to allow the public to compare the performance of their police force and fire & rescue service against others.

# National Fire Chiefs Council (NFCC) Core Code of Ethics.

The NFCC Core Code of Ethics is a set of five ethical principles that provide a basis for promoting good behaviour and challenging inappropriate conduct. Everyone in every fire and rescue service is expected to follow the Code, and we are embedding its principles in all aspects of our work and interactions. These principles are echoed in our Step Forward Transformation and Change Programmes that will promote understanding and accountability. By acting in accordance with the Code, we will ensure excellence not only in what we do but how we do it.



Putting our communities first – we put the interest of the public, the community and service users first.

Integrity – we act with integrity, including being open, honest, and consistent in everything we do.

Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.

Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

## Well-being of Future Generations (Wales) Act 2015

The Act puts in place a ‘sustainable development principle’ which tells organisations how to go about meeting their duty under the Act.

In this Act, any reference to a public service body doing something “in accordance with the sustainable development principle” means that the body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Public service bodies need to make sure that when making their decisions they consider the impact they could have on people living their lives in Wales in the future.

There are five things that public bodies need to think about to show that they have applied the sustainable development principle. Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.

### Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

### Integration

Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

### Involvement

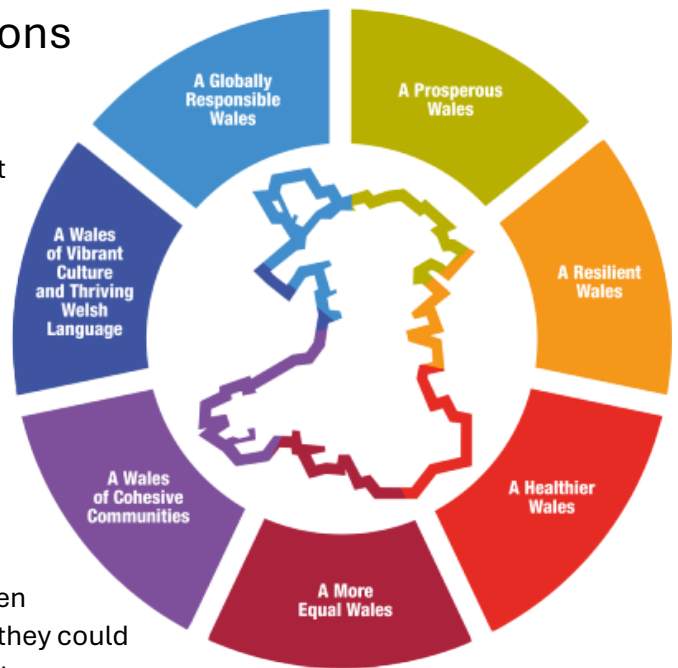
The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

### Long-term

The importance of balancing short-term needs with the need to safeguard the long-term needs.

### Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.





## The Socio-Economic Duty 2021

Since March 2021, public bodies in Wales have had to consider how decisions affect those who live in less favourable social and economic circumstances, for example, experiencing poverty or unequal access to services such as transport. Such disadvantage can result in inequalities of outcome including poorer health, lower educational success, and less promising work opportunities. We always pay attention to socio-economic disadvantage in making decisions, which contributes to the Well-being of Future Generations (Wales) Act 2015 (WFGA) goals. We complete Equality Impact Assessments, which are used when developing projects, amending, or writing policies, designing initiatives/campaigns, etc. These assessments are reviewed regularly to ensure our activities are fully inclusive. Dealing with barriers to accessing our services, our focus is on the people we serve.

## Social Partnership and Public Procurement (Wales) Act 2023

This Act is about organisations working together in Wales to deliver public services and how public services spend their money to pay for goods and services. They should be run and paid for in a fair and responsible way and they should help improve peoples' lives. Deciding who will deliver public services should be done in a fair way and think about the effect it has on people's well-being.

The Act wants:

- To set up a group called the Social Partnership Council
- Welsh Ministers to talk with partners on the Social Partnership Council when meeting their well-being goals
- Public bodies to talk to their workers and aim to agree their well-being goals and how they will achieve them
- Public bodies to make sure they are responsible about buying goods and services
- Public bodies to write a plan for purchasing
- Public bodies to check that organisations they work with meet their goals and work responsibly
- Public bodies and Welsh Ministers to report on their work to do with purchasing.

## Station plans

Our 47 fire and rescue stations create annual station plans based on our community needs, identifying local risks like building safety, water, and roads. These plans also include community activities that are planned and support work of Public Service Boards (PSBs).

They also include local information and risks on operational preparedness, operational response, prevention, protection, and people. They also look at the impact our actions at stations have on local community such as reducing incidents and quantifiable tasks stations complete to achieve better outcomes for communities they serve.

In our Annual Improvement Plan 2024-2025, we review the areas we serve, highlight specific challenges, and show how they impact our communities. This connects our stations plans to our strategic priorities, coordinated with local authorities and PSBs.

We will assess foreseeable community related risks and use this knowledge to decide how those risks will be mitigated within our planned CRMP.

By 2026 the Service will be launching a Service-wide Community Risk Management plan, and when published will include the following.

- Potential fire and rescue related risks
- How the service will allocate resources across prevention, protection, and response
- Required service objectives, including resource allocation for mitigating risk
- The service's management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005.

## Our Public Service Boards (PSBs)

We work with and support our local PSBs. PSBs have a duty to prepare and publish local well-being plans. They report yearly on their progress to show how responsibilities under the Well-being of Future Generations Wales Act 2015 (WFGA) are being met.

We will consider the long-term effects of our actions and how we can be effective members of our PSBs. Taking a combined approach to delivering services, to help people feel safe and well in their daily lives.

Our work with the PSBs shows our promise to the sustainable development principle of the WFGA, the seven goals of the WFGA and applying the five ways of working.

Please click on the relevant logo below to visit a PSB website.



## **Other plans and Strategies.**

We have developed other strategies and plans that support the achievement of our overall strategic aims including:

**Our Annual Improvement Plan 2024-2025 can be found [HERE](#).**

Each year we look back at the previous year to review the impact of our planned improvement activities and look forward to the coming year by presenting an outline of proposed actions for public consultation.

**Our Strategic Equality Plan 2023-2026 can be found [HERE](#).**

Setting out our equality objectives for the next three years, this plan details how we will work toward our commitment to ensure equality, diversity, and inclusion in all we do.

**Our Carbon Reduction Plan 2020-2023 can be found [HERE](#).**

This plan sets out how we will continue to improve the ways in which we use our resources to ensure the least harm to our environment. A new version of this report will be launched later in 2025.

**Our Welsh Language Monitoring Report can be found [HERE](#).**

This document sets out our actions to comply with our duties under the Welsh Language (Wales) Measure 2011.

**Our Gender Pay Gap 2024 Report can be found [HERE](#).**

From 2017 onwards, any UK organisation employing 250 or more employees must publicly report on its gender pay gap. We will publish next update 31<sup>st</sup> March 2025.

# Year in review 2023/2024.

COURAGE TO ACT, COMPASSION TO CARE

## 999 EMERGENCY CALLS RECEIVED

**TOTAL NUMBER OF CALLS RECEIVED/ INCIDENTS**

# 36,913

5,490 WERE FIRES      4,079 WERE SPECIAL SERVICE CALLS      9,465 WERE FALSE ALARMS

**DWELLING FIRES**

TOTAL	ACCIDENTAL	DELIBERATE
687	621	66

**DELIBERATE FIRES**

TOTAL	REFUSE	WILDFIRES
3,741	2,216	762

**ROAD TRAFFIC COLLISIONS**

TOTAL	INVOLVED EXTRICATION OF PERSONS
870	118

## CALLS AND ENGAGEMENT

**HOAX CALLS**

TOTAL	UNNECESSARY MOBILISATIONS
402	282

**HOME SAFETY CHECKS**

TOTAL	WITH ONE OR MORE RISK FACTORS
15,003	11,629

**SAFETY TALKS**

TOTAL	KEY STAGE 1-4 LEARNERS VIA EDUCATIONAL SAFETY TALKS
36,658	968

**FIRE SAFETY AUDITS**

TOTAL	ENFORCEMENTS
625	82

## STAFFING

**CONTROL** 36

**ON-CALL FIREFIGHTERS** 593








**CORPORATE** 347

**WHOLETIME FIREFIGHTERS** 815

THE SERVICE'S BUDGET WAS AROUND: **£89.3M** / £1.23 per person, per week for the population of South Wales (1,515,357)

## Strategic Performance Indicators

It is important that we evaluate our performance to ensure that we are as efficient and effective as possible. Therefore, we set annual targets against Welsh Government's Strategic Indicators and monitor our performance against these during the year.

	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	5 Year Trend	FY24/25 Projection
The total number of fires attended	5,482	5,481	5,565	6,031	5,460		5,659
The total number of false alarms attended	7,858	8,324	8,367	8,746	9,465		8,849
The total number of road traffic collisions attended	995	643	858	848	870		854
The total number of other special service calls attended	2,569	2,275	2,711	3,080	3,209		3,455
The total number of deaths and injuries arising from all fires	84	49	62	63	40		54
The total number of deaths and injuries arising from accidental fires	64	42	53	52	34		45
The percentage of dwelling fires which were contained in the room in which they originated	84.2%	82.2%	83.8%	82.7%	84.4%		85.0%

## Our Budget 2025-2026

Our Service is funded by the 10 unitary authorities we serve, based on the population of each area. In 2025-2026 the budget cost is equivalent to £1.30 per person per week. This is an increase from 2024-2025 budgeted cost of £1.23 per person per week. The main drivers for this are general inflationary pressures, increased contractor costs, changes to National Insurance bandings and contributions and annual pay awards. We will continue to identify efficiencies but will remain subject to inflationary pressures in all areas of the Service.

TOTAL BUDGET 2025-2026	£ 101,349,438
Employees	£ 63,515,057
Pensions	£14,629,019
Premises	£ 7,195,415
Supplies and Services	£ 6,156,182
Support	£ 6,156,182
Training	£ 1,941,822
Transport	£ 1,666,590
Contracted Services	£ 1,377,270
Income	£ -1,002,899

Approximately 62.5% of our budget is assigned to staff and related costs, excluding pensions.

EMPLOYEE BUDGET	£ 63,515,057
Operational staff	£ 46,791,622
Corporate staff	£ 11,739,113
Control staff	£ 1,695,340
Other staff costs Includes overtime, travel and other staff related costs.	£ 3,288,981

**With 47 fire and rescue stations and over 1,700 staff, we are there in an emergency for:**

- 10 unitary authorities covering 2,800 sq km with 3.7 sq km of inland water.
- Over 650,000 households and more than 1.5 million people
- Businesses in South Wales, including over 36,000 businesses already in contact with us.

**24 hours a day, 7 days a week, 365 days a year – costs approximately  
£1.30 per person per week**

## Welsh Language

We are committed to effectively serving those who choose to communicate via the medium of the Welsh language. In accordance with the Welsh Language Standards 2015, the South Wales Fire and Rescue Service (SWFRS) has received a Compliance Notice from the Welsh Language Commissioner setting out the Welsh Language Standards that apply to the Service. This [Compliance Notice](#) is published on our website and gives details about what services people can expect to receive in Welsh. We seek to engage with Welsh speakers and learners to improve the overall standard of our service provision.

## Alternative versions

We publish an “easy read” version of this plan, and both versions are available in Welsh. Also, on our website you can use the “Speak the website” audio facility to listen to the plans. If you would like this information in another format, please contact us.

## Have your say.

We are always looking for ways to improve our services and to present information that is meaningful. In doing this, we want to ensure that your views are considered when delivering our activities and reporting on them. For regular updates and invitations to take part in future consultations and surveys, contact us to join our Stakeholder Register.



### Write to us.

Service Performance and Communications  
South Wales Fire and Rescue Service  
Forest View Business Park, Llantrisant, CF72 8LX.



### Website

[www.southwales-fire.gov.uk](http://www.southwales-fire.gov.uk)



### Email us to “Have Your Say.”

[hys@southwales-fire.gov.uk](mailto:hys@southwales-fire.gov.uk)



### Call us

01443 232000.



**We welcome correspondence in Welsh and English.**

**We will respond equally to both and will reply in your language of choice without delay.**



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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.v  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER OF SERVICE DELIVERY

**REPORT ON THE PROVISIONAL STRATEGIC PERFORMANCE INDICATOR PROJECTIONS 2025/2026****THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER OF SERVICE DELIVERY

REPORT PRESENTED BY ASSISTANT CHIEF FIRE OFFICER, SERVICE DELIVERY, DEAN LOADER

**SUMMARY**

To consider the Provisional Strategic Performance Indicator Projections for 2025/2026.

**RECOMMENDATIONS**

1. That Commissioners note the provisional Performance Indicator Projections for 2025/2026.
2. That Commissioners approve delegation to Assistant Chief Fire Officer to review Quarter 4 2024/2025 data and planned reduction strategies and refine projections as necessary.
3. That Commissioners approve publication of projections onto the SWFRS internet site.

**1. BACKGROUND**

- 1.1 To support performance monitoring within the Service previous performance is reviewed to inform projections set for the forthcoming year. These indicator projections are made available to the public via our internet site and are referenced within corporate documents produced and published by the Service. They provide a benchmark of expected demand against which actual incident data can be compared.

- 1.2 There is a requirement under the Local Government (Wales) Measure 2009 to report annually to Welsh Government (WG) on seven Strategic Performance Indicators. There are four incident-based indicators, two fatality and injury indicators and one effective response indicator.
- 1.3 The provisional projections for 2025/2026 are proposed prior to the start of the reporting year, utilising a profiling process that considered nine months of 2024/2025 actual incident data and a further five years of historic incident data to provide a baseline projection figure.
- 1.4 Other factors that may influence our ability to meet projections are also considered such as planned reduction strategies and changes in legislation that may change the call profile for the service.

## **2. ISSUE / PROPOSAL**

- 2.1 The purpose of these indicators are to measure activity that has a direct or significant impact on desired outcomes.

The indicators are:

- The number of incidents attended (made up of four separate indicators which are for Total fires, Total false alarms, Total Road Traffic Collisions (RTCs) and Other Special Service Calls (SSCs) attended).
  - The number of deaths and injuries caused by all fires and accidental fires (two indicators).
  - The percentage of dwelling fires which were contained in the room in which they originated (one indicator).
- 2.2 The provisional projections are to be further reviewed by the ACFO for Service Delivery with due consideration given to changing call profiles, ongoing risk reduction activities and public safety campaigns planned for 2025/2026.
  - 2.3 The number of fires attended in 2024/2025 is currently predicted to be lower than the number attended during the previous reporting year and below the 2024/2025 projection. The provisional projection for 2025/2026 is 5,320.

- 2.4 The predictions for the number of false alarms attended in 2024/2025 and the projection for 2025/2026, have been calculated by removing historical AFAs at most non-residential buildings and therefore removing these from future forecasting. If the new AFA policy had been in place since the start of 2023/2024, we predict the end of year 2024/2025 figure to be level with the previous year but above the 2024/2025 projection. The provisional projection for 2025/2026 is 6,741.
- 2.5 The number of Road Traffic Collisions (RTCs) attended in 2024/2025 is currently predicted to be higher than the number attended during the previous reporting year and above the 2024/2025 projection. The provisional projection for 2025/2026 is 876.
- 2.6 The number of Other Special Service Calls (SSCs) attended in 2024/2025 is currently predicted to be similar to the number attended during the previous reporting year and below the projection for 2024/2025. The provisional projection for 2025/2026 is 3,074.
- 2.7 The number of Deaths and Injuries as a result of fire in 2024/2025 are currently predicted to be higher than the number recorded during the previous reporting year but below the projection for 2024/2025. The provisional projection for 2025/2026 is 50, based on prediction of 5 deaths and 45 serious or slight injuries where the victim went to hospital. It must be noted that, in setting this projection for performance monitoring, our aspiration remains to eliminate deaths and injuries as a result of fire.
- 2.8 The number of Deaths and Injuries because of an accidental fire in 2024/2025 are currently predicted to be higher than the number attended during the previous reporting year but below the 2024/2025 projection. The provisional projection for 2025/2026 is 43, comprising 4 deaths and 39 serious or slight injuries requiring hospital treatment.
- 2.9 The percentage of dwelling fires confined to the room the fire originated in for 2024/2025 is currently predicted to be higher than during the previous reporting year and to exceed the target of 85.0%. The provisional projection for 2025/2026 is set at 85.0% by Welsh Government.
- 2.10 Appendix 1, provides full details of the five-year trend performance based on the Strategic Indicators.
- 2.11 Appendix 2 provides an outline of the Projection Setting Methodology.

### **3. IMPLICATIONS**

#### **3.1 Community and Environment**

There are no specific implications relating to Community and Environment because of projection setting, although consideration will be taken in benchmarking exercises of the impact of incidents on specific communities and groups, including consideration of socio-economic factors and vulnerabilities. This extends to environmental considerations where relevant.

#### **3.2 Regulatory, Strategy and Policy**

We have an obligation under the Local Government (Wales) Measure 2009 to report annually to Welsh Government (WG) on seven Strategic Performance Indicators (SPIs). Setting projections against these SPIs allows us to benchmark our demand against previous years.

#### **3.3 Resources, Assets and Delivery**

There are no specific implications relating to Resources, Assets and Delivery as a result of projection setting, although SPI projections recommended by this report provide an indicator of demand that can inform planning in these areas.

### **4. EVALUATION & CONCLUSIONS**

4.1 These provisional projections have been set with the assistance of our Statistics and Risk team utilising a profiling process that considered nine months of 2024/2025 incident data and a further five years of historic incident data to provide a baseline projection figure.

4.2 Adjustments to these projections may be necessary at the end of the financial year once the volume of incidents attended during Quarter 4 is known and included in the profile.

### **5. RECOMMENDATIONS**

5.1. That Commissioners note the provisional Performance Indicator Projections for 2025/2026.

5.2. That Commissioners approve delegation to Assistant Chief Fire Officer to review Quarter 4 2024/2025 data and planned reduction strategies and refine projections as necessary.

5.3. That Commissioners approve publication of projections onto the SWFRS internet site.

<b>Contact Officer:</b>	Wayne Thomas Head of Service Performance and Communications	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None		

<b>Appendices</b>	
Appendix 1	Projection Setting Analysis 2025-2026
Appendix 2	Projection Setting Methodology

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# Appendix 1:

## Projection Setting Analysis 2025-2026

# Projection Setting Analysis 2025-2026

## **Total Incidents**

Indicator ID	1	All Fires Attended			
Indicator Ref	FRS/RRC/S/001 (i)				
Actual 2023-2024	5,460	Projection	5,889	<b>Description</b> > A reportable fire means an event of uncontrolled burning involving flames, heat or smoke and which the Fire and Rescue Service (FRS) attended. > The actual number of incidents are divided by the population and multiplied by 10,000 in order that meaningful comparisons can be made across other FRS's.	<b>Projection Direction of Travel</b> 
Prediction 2024-2025	4,859	Projection	5,659		
Projected 2025-2026	<b>5,320</b>	Original projection	5,320		

**Projection Setting Rationale**

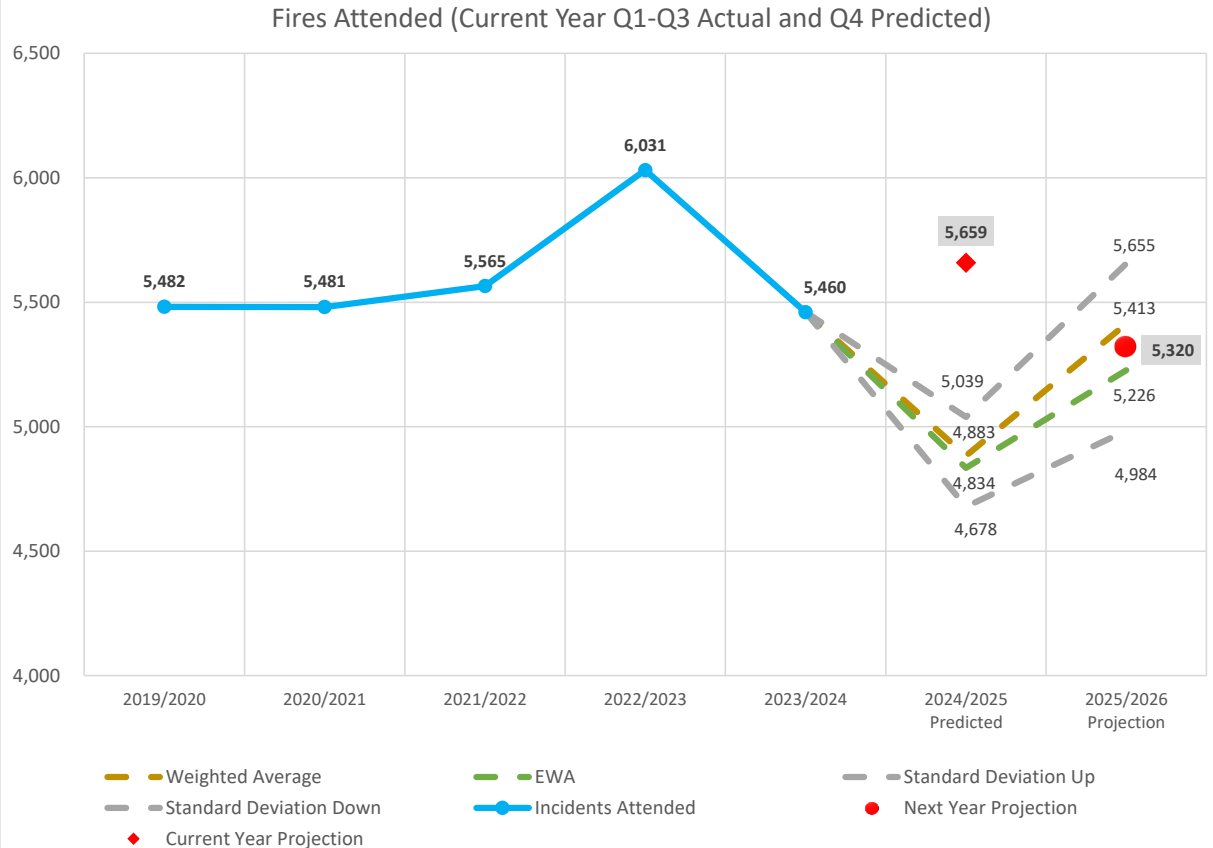
The annual Total Fires attended figure is on course to be the lowest annual sum since IRS records began in 2009-2010. The Q1-3 figure this year is the lowest since the introduction of IRS in 2009-2010 (438 fewer Fires, -10.3%, compared to the next largest amount in Q1-3 2021-2022).


Total Fires attended by the end of the current financial year, based on incidents recorded in Q1-3, is predicted to be lower than last year by 11.0% (-601). This is below the target projected for the year of 5,659, driven by Q1-3 falls in the number of Deliberate Grass Fires (from 734 to 319, -56.5%) and Deliberate Refuse Fires (from 1,833 to 1,672, -8.8%). Deliberate Vehicle Fires have also reduced, albeit minimally (from 303 to 296, -2.3%). Proportionally, Refuse Fires have accounted for 47.4% of all Fires compared with 44.4% in the previous year and Grass Fires accounted for 9.8% compared to 19.2%.

Overall, Deliberate Fires have reduced by 17.3% (3,184 to 2,633) and Accidental Fires by 13.6% (1,353 to 1,169) in Q1-3. Accidental Dwelling Fires (ADFs) have fallen by 8.1% (482 to 443) in Q1-3, and Non Residential Building Fires have fallen by 17.3% (342 to 283) in Q1-3.

Annually, there tends to be an increase in Grass Fires from Easter and, depending on weather conditions, there may be a further spike in summer months. This trend resulted in the spike in Fires in 2022-2023, where there were 290 Grass Fires in April and a second spike of 341 in August, a double spike previously witnessed in 2018-2019. In Q1-3 of 2025-2026, there were no spikes in the number of Grass Fires and the season was dampened by wet conditions. Despite this, climate change is expected to trigger more frequent periods of extreme hot weather as well as more frequent periods of extreme storm events.

**In light of the unusually quiet Grass Fire season in 2024-2025, The projection of 5,320 fires in 2025-2026, which uses mid-point estimate, anticipates an increase on the current year. Setting a target for 2025-2026 at this level confirms the Service's aspiration to limit deliberate fires, working in partnership with stakeholders and local communities.**



Indicator ID	2		All False Alarms			
Indicator Ref	FRS/RRC/S/001 (ii)					
Actual 2023-2024	6,968	Projection	6,265	<b>Description</b> > Attendance at fire or other incident that did not exist, including False Alarms due to Apparatus, Malicious False Alarms and Good Intent False Alarms. > The actual number of incidents are divided by the population and multiplied by 10,000 in order that meaningful comparisons can be made across other FRS's.	<b>Projection Direction of Travel</b>  	
Prediction 2024-2025	6,971	Projection	6,552			
Projected 2025-2026	<b>6,741</b>	Original projection	6,741			

**Projection Setting Rationale**

From 6th of January 2025, SWFRS changed its approach to how it responds to Automatic Fire Alarms (AFAs). We have stopped attending AFAs in most non-residential buildings, such as office blocks or industrial estates, during daytime and night-time hours – unless a call is also received from a person reporting a fire. The chart on this page, with predictions for 2024-2025 and the projection for 2025-2026, has been calculated by removing historical AFAs at most non-residential buildings and therefore removing these from future forecasting. The full list of excluded and exempt property types is available on the next page.

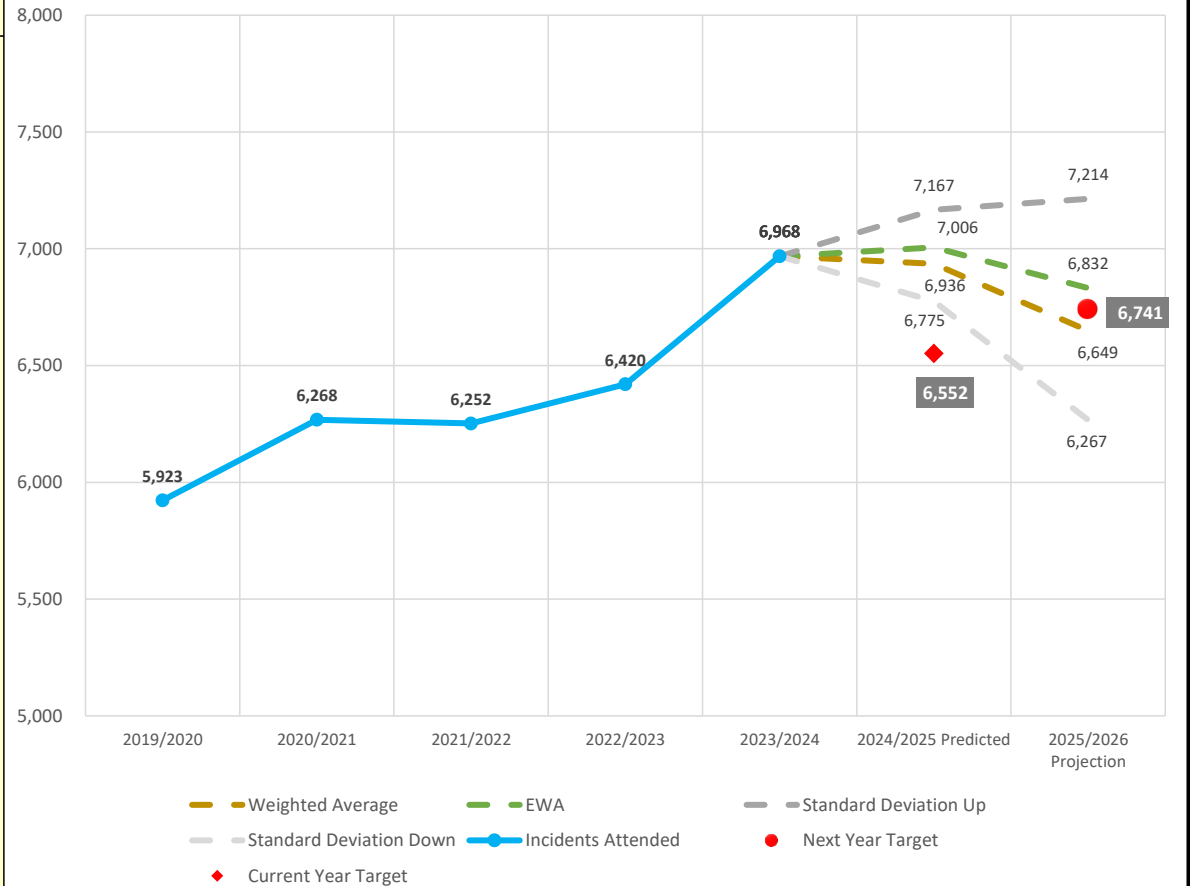
Based on Q1-3 incidents, the prediction for total False Alarms attended in 2024-2025 is expected to almost match the previous year's actual total, increasing slightly from 6,968 to 6,971 (+3). However, the lower estimate for 2024-2025 still exceeds the projection for the year of 6,552 and the higher estimate may be closer to the actual year-end figure in light of the rise in False Alarms from 2023-2024 into 2024-2025.

The Q1-3 total false alarms attended in 2024-2025 would have been 5,452 if the new AFA policy was in effect for the full year, an increase of 3.4% (+180) from the same period total of 5,272 in 2023-2024. Underlying this increase is a 17.5% rise in AFAs, from 2,574 to 3,024 in Q1-3. Under the new policy, AFAs accounted for 55.5% of all False Alarms in Q1-3 2024-2025, compared to 45.3% across the preceding 5 years (Q1-3) and compared to 54.9% of all False Alarms under the old AFA policy (Q1-3). The rise in AFAs in recent years has been driven by occurrences at Dwellings, most notably Purpose Built Flats/Maisonettes, with incidents having grown by 44.7% in Q1-3 2024-2025 compared to the same period last year (589 to 852). AFAs at Purpose Built Flats/Maisonettes have increased by 149.1% compared to 5 years ago (342 to 852). Crews are also attending more AFAs in Schools/Colleges/Universities and Residential Homes.

False Alarm Good Intent incidents have fallen by 10.5% (2,504 to 2,242) in Q1-3 2024-2025, with a 14.0% reduction in False Alarm Good Intent incidents outdoors, thanks in part to the reduction in Grass and Refuse Fire incidents in Q1-3 2023-2024. False Alarm Malicious calls have decreased by 6.7% compared to last year (194 to 181).

For 2025-2026, the mid-point estimate projection is 6,741. It is likely that the actual figure will be higher than this because we expect that residential AFAs will not decline next year and that there will be an initially conservative approach to the implementation of the new AFA policy. In light of these expectations, the 2025-2026 projection could use the Exponentially Weighted Average figure which applies more weight to the most recent annual figures and less weight to the least recent annual figures, and then reviewed when final year 2024-2025 incident statistics are available. It would be prudent to also review the projection after the first 6 months of 2025-2026, i.e. with 9 months new AFA policy implementation, to reassess the impact of the policy on total False Alarm figures.

False Alarms Attended (Current Year Q1-Q3 Actual and Q4 Predicted)



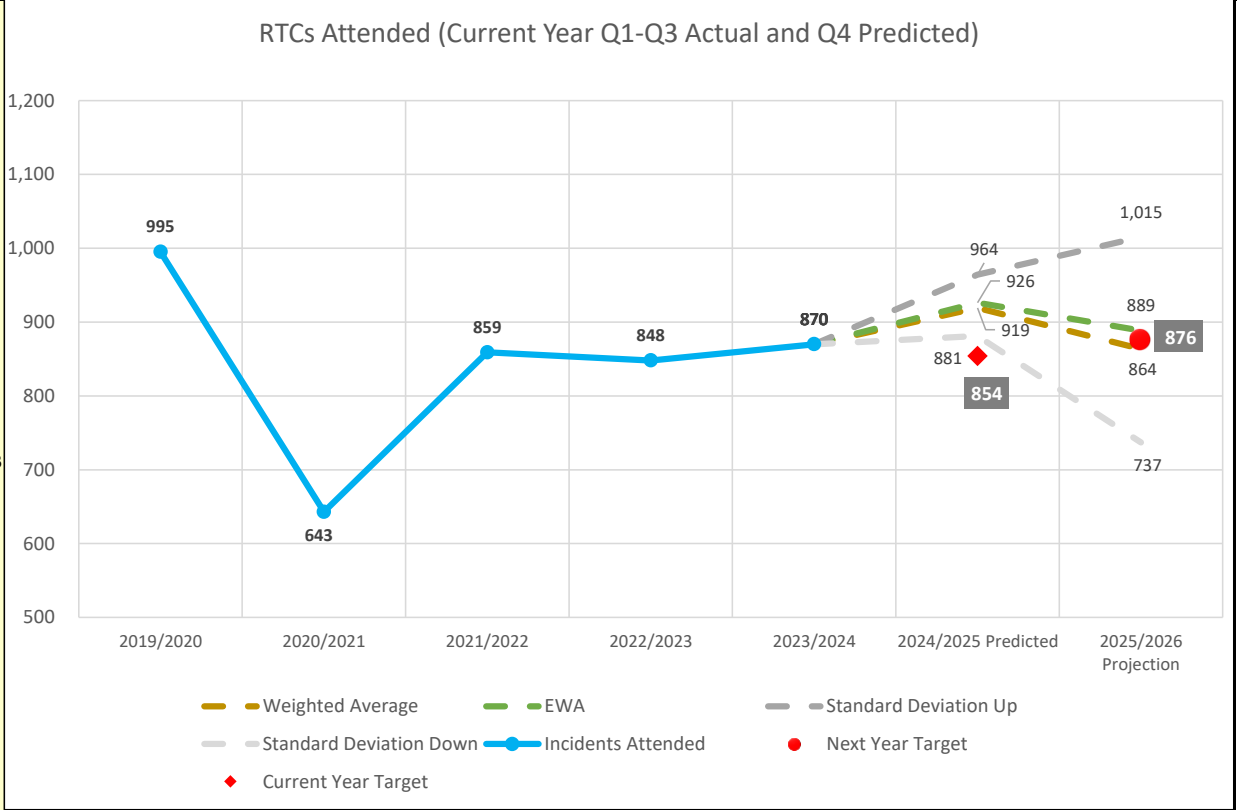
Indicator ID	3		All Road Traffic Collisions			
Indicator Ref	FRS/RRC/S/001 (iii)					
Actual 2023-2024	870	Projection	858	Description	> RTCs where a mechanically propelled vehicle (e.g. a car, lorry or motorbike) on a public road or other public place causes damage to someone else's property or vehicle, or any other person or animal is injured. > The actual number of incidents are divided by the population and multiplied by 10,000 in order that meaningful comparisons can be made across other FRS's.	Projection Direction of Travel
Prediction 2024-2025	923	Projection	854			
Projected 2025-2026	876	Original projection	876			


**Projection Setting Rationale**

Total Road Traffic Collisions (RTCs) attended by the end of the current financial year, based on incidents recorded in Q1-3, is predicted to be higher than last year by 6.1% (+53) and the most since pre-Covid. Predicted figures are 8.0% above the target projected for the year of 854, driven by a Q1-3 rise in the number of lower severity RTCs e.g. Make Scene Safe incidents grew by 20.7% (241 to 291) and Stand By - No Action incidents grew by 90.9% (44 to 84). Casualty figures have fallen in Q1-3, with 25% fewer fatalities attended (16-12) and 21% fewer injuries (256 to 202). There have been 12.5% fewer Extractions / Releases (112 to 98).

In the year since the implementation of the 20mph speed limit across many of Wales's 30mph roads in September 2023, there was a 23% decrease in the number of collisions when compared with the same period one year prior. RTC's have, however, began to increase in Q3 2024-2025 above figures for the same quarter in recent years (245 in Q3 2024-2025, 196 in Q3 2023-2024 and 235 in Q3 in both 2022-2023 and 2021-2022).

**The provisional projection for 2025-2026 is forecast at 876 using mid-point estimate. The impact of 30/20 road speed reductions will continue to be evaluated. We continue to support the change and monitor our demand profile.**



Indicator ID	4	All Other Special Service Calls			
Indicator Ref	FRS/RRC/S/001 (iv)				
Actual 2023-2024	3,209	Projection	2,698	<b>Description</b> > Includes Special Service Incidents to which the FRS provides an emergency response, with the exception of RTCs. > The actual number of incidents are divided by the population and multiplied by 10,000 in order that meaningful comparisons can be made across other FRS's.	<b>Projection Direction of Travel</b> 
Prediction 2024-2025	3,237	Projection	3,455		
Projected 2025-2026	3,074	Original projection	3,074		

**Projection Setting Rationale**

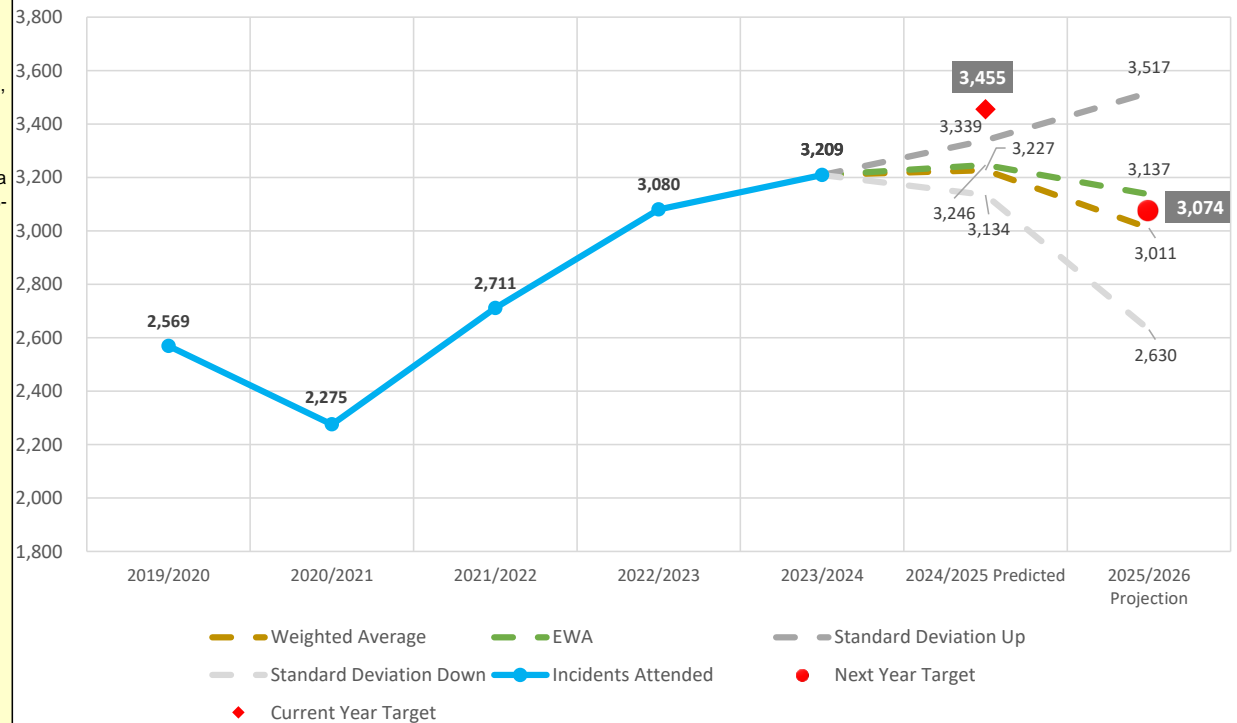
The annual Other Special Service Calls (SSCs) attended figure is on course to be the highest annual sum since IRS records began in 2009-2010. The Q1-3 figure this year is the most since the introduction of IRS in 2009-2010 (76 more SSCs, +3.1%, compared to the next largest amount in Q1-3 2023-2024). Annual figures have been steadily growing since 2018-2019. The predicted total for 2024-2025 based on Q1-3 would see a minimal annual increase, from 3,209 in 2023-2024 to 3,237 in 2024-2025 (+0.9%). As such, this predicted total is 6.3% below the annual projection set at the start of the year.

In Q1-3, Assist Other Agencies incidents have fallen by 14.7% (688 to 586). This came after a rise Assist Other Agencies incidents during Q1-3 in every preceding year dating back to 2013-2014. Bariatric incidents have fallen by 30.2% (242 to 169), also bucking the recent upward trend.

Flooding incidents in Q1-3 rose by 75.2% (157 to 275) on the previous year's Q1-3 total, and exceeded every Q1-3 total back as far as 2010-2011. Water rescues in Q1-3 have grown by 31.9% (47 to 62) year-on-year. Effecting Entry/Exit incidents in Q1-3 rose by 21.5% (from 311 to 378). They are now more frequent than any time since IRS records began in 2009-2010.


The mid-point estimate projection for 2025-2026 is 3,074 incidents. However, this is lower than the actual figures for 2022-2023 and 2023-2024, as well as being lower than the predicted figure of 3,237 for 2024-2025. Our demand profile continues to change in relation to SSCs and related considerations regarding the changing role of the firefighter and our evolving assistance to partner agencies. As well as this, climate change is expected to trigger more frequent periods of extreme storm events in the future, increasing the likelihood of flooding and evacuation events. In light of these expectations, the 2025-2026 projection should be placed higher than the mid-point estimate, potentially using the Exponentially Weighted Average figure which applies more weight to the most recent annual figures and less weight to the least recent annual figures, and then reviewed when final year 2024-2025 incident statistics are available.

Other SSCs Attended (Current Year Q1-Q3 Actual and Q4 Predicted)



# Projection Setting Analysis 2025-2026

## **Deaths and Injuries**

Indicator ID		5		All Deaths and Injuries in Fires		
Indicator Ref		FRS/RRC/S/002 (i)				
Actual 2023-2024	40	Projection	62	<b>Description</b> > Fire Death – means a person who has died as a direct or indirect result of injuries received at the fire. > Injury – Non-fatal casualty means a person injured as a direct result of the fire (but not fatally injured) - includes victim went to hospital with what appear to be either slight or severe injuries. > The actual number of incidents are divided by the population and multiplied by 100,000 in order that meaningful comparisons can be made across other FRS's.	<b>Projection Direction of Travel</b>  	
Prediction 2024-2025	45	Projection	54			
Projected 2025-2026	50	Original projection	50			

**Projection Setting Rationale**

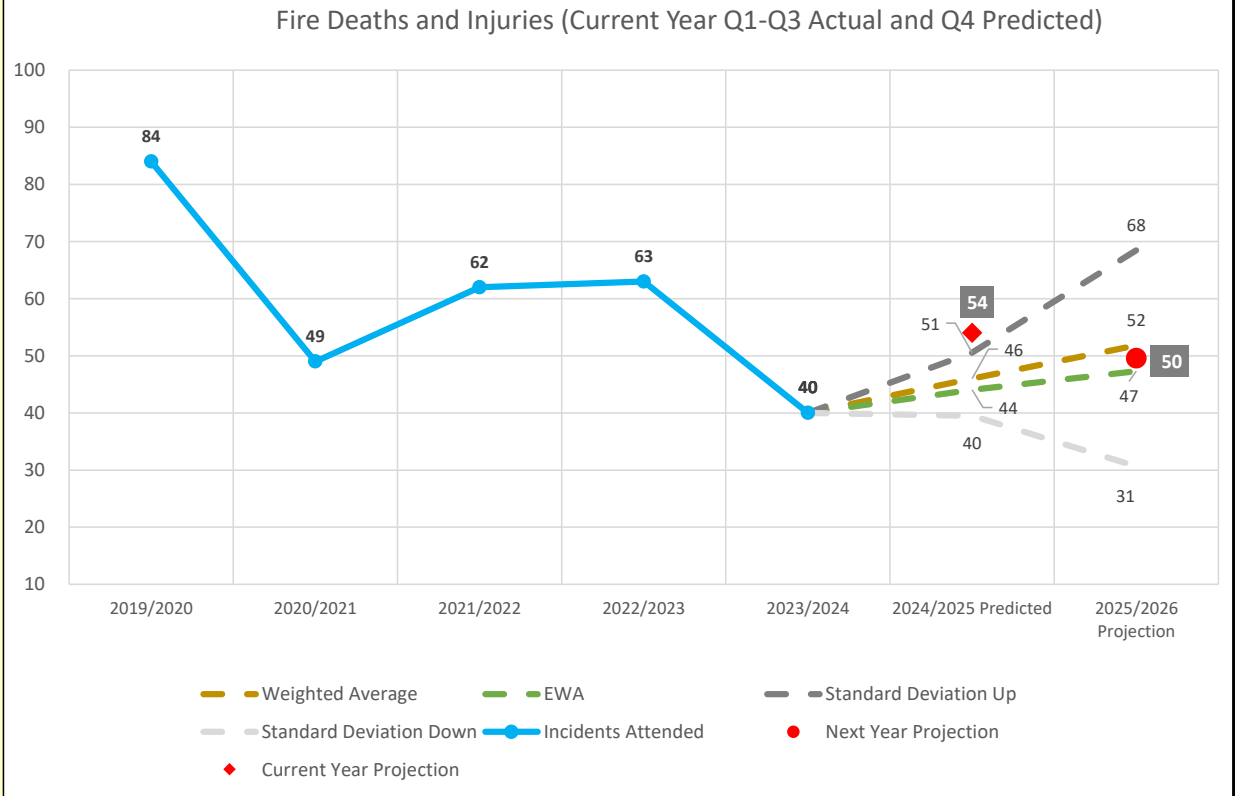
The total number of Deaths and Injuries because of fire in 2024-2025 is currently predicted to be 45, which is higher than last year (40) but below the projection of 54. However, please note that this figure is subject to change, pending validation of incident records. The prediction does not yet include actual Q4 incident records, and as such does not include the 4 fatalities that have unfortunately occurred in Accidental Dwelling Fires (ADFs) so far in 2025.

Data for Q1-3 shows the same number of Deaths and Injuries because of fire as in Q1-Q3 last year (32). There have been fewer Deaths from fires compared to last year (3 to 1). The one fatality in Q1-3 this year occurred in an ADF.

The number of serious injuries requiring hospital treatment was similar when compared Q1-3 this year to the same period last year (7 to 8). This is also true for the number of slight injuries (22 to 23).

As illustrated in the chart, there was a notable drop in fire related Deaths and Injuries in 2020-2021, coinciding with pandemic restrictions, and numbers have remained below pre-pandemic levels since. Our aspiration is to eradicate Deaths and Injuries, hence targeting of risk reduction activities towards those most vulnerable by using a combination of referrals from partner agencies and our directed list of properties identified in our Risk Matrix profiling which will be refreshed in 2025.

The provisional projection for this indicator in 2025-2026 is 50 using a mid-point estimate, comprising 45 predicted injuries and 5 predicted deaths. Charts on the following page provide a further breakdown of these projections. In light of the 4 fatalities that have unfortunately occurred in Accidental Dwelling Fires (ADFs) so far in 2025, the projection should be reviewed when final year 2024-2025 incident statistics are available.

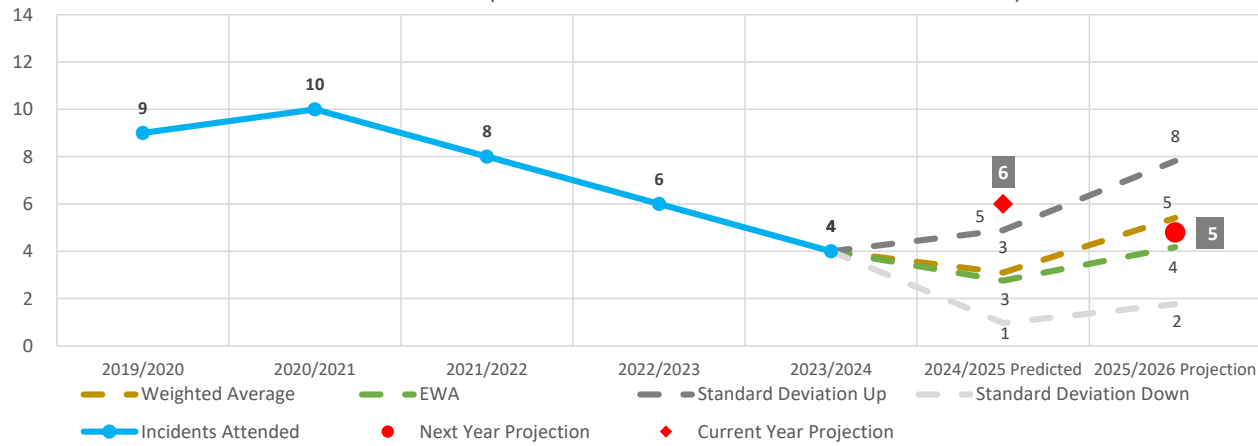




## All Deaths and Injuries in Fires

### Breakdown of historical records and projections

Fire Deaths (Current Year Q1-Q3 Actual and Q4 Predicted)

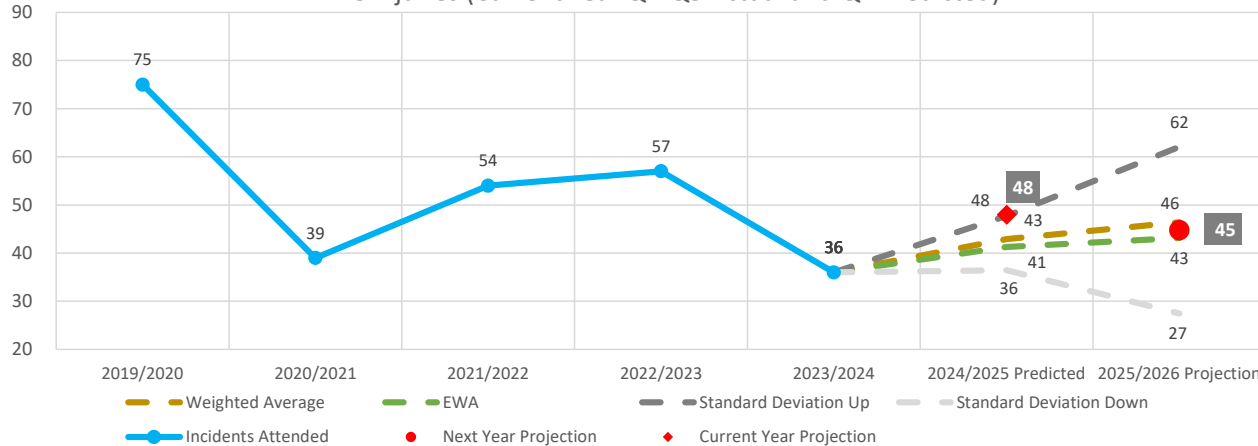


Although, as per the previous tab/chart, overall Deaths and Injuries in fires fell in 2020-2021, there was an increase in Deaths due to fire that year.

Subsequently, there have been consistent reductions. However, the 2024-2025 prediction does not consider the 4 fatalities that have unfortunately occurred in Accidental Dwelling Fires (ADFs) so far in 2025.

The projection for 2025-2026 is 5 fire related deaths, but because this prediction relates to very low numbers it may therefore be significantly impacted by a small number of incidents.


Fire Injuries (Current Year Q1-Q3 Actual and Q4 Predicted)



The number of fire related Injuries fell by 36.8% from 2022-2023 to 2023-2024 (57 to 36). 2023-2024 saw fewer fire related Injuries than any previous year since IRS records began in 2009-2010.

Numbers were projected to rise in 2024-2025 and this has been the case, although at present, the 2024-2025 prediction is expected to be below the target set for the year.

The projection for 2025-2026 is for 45 serious or slight injuries requiring hospital treatment.

Indicator ID	6	Accidental Deaths and Injuries in Fires				
Indicator Ref	FRS/RRC/S/002 (ii)					
Actual 2023-2024	34	Projection	47	<b>Description</b> > Fire Death – means a person who has died as a direct or indirect result of injuries received at a fire that was started accidentally. > Injury – Non-fatal casualty means a person injured as a direct result of a fire that was started accidentally (but not fatally injured) - includes victim went to hospital with what appear to be either slight or severe injuries. > The actual number of incidents are divided by the population and multiplied by 100,000 in order that meaningful comparisons can be made across other FRS's.	<b>Projection Direction of Travel</b>  	
Prediction 2024-2025	41	Projection	45			
Projected 2025-2026	43	Original projection	43			

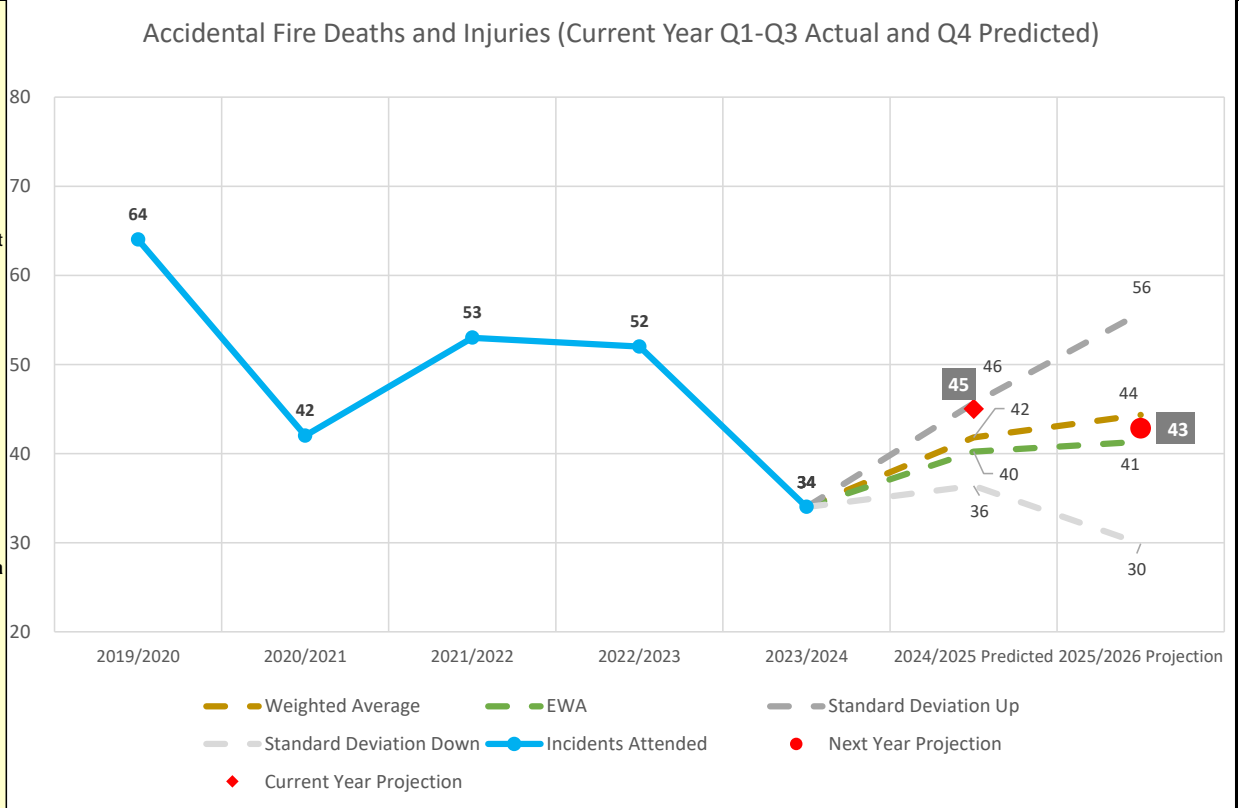
**Projection Setting Rationale**

The number of Deaths and Injuries because of an accidental fire in 2024-2025 is currently predicted to be 41, which is higher than the number attended during the previous reporting year (34) but below the projection of 45. The prediction does not yet include actual Q4 incident records, and as such does not include the 4 fatalities that have unfortunately occurred in Accidental Dwelling Fires (ADFs) so far in 2025.

Accidental Deaths and Injuries attended have risen by 3 from 27 to 30 compared to Q1-Q3 last year. Accidental Deaths from fires have reduced from 2 last year in Q1-Q3 to 1 this year, which occurred in a dwelling fire. The 4 fatalities so far in 2025 take the annual total to 5, which is the projected figure for 2024-2025.

Serious injuries have increased by 5 from 3 to 8 compared to Q1-Q3 last year. Slight injuries have fallen from 22 to 21. The Service continues to prioritise risk reduction activities, targeting those at greatest risk in our communities, to achieve our aspiration of zero fire related deaths.

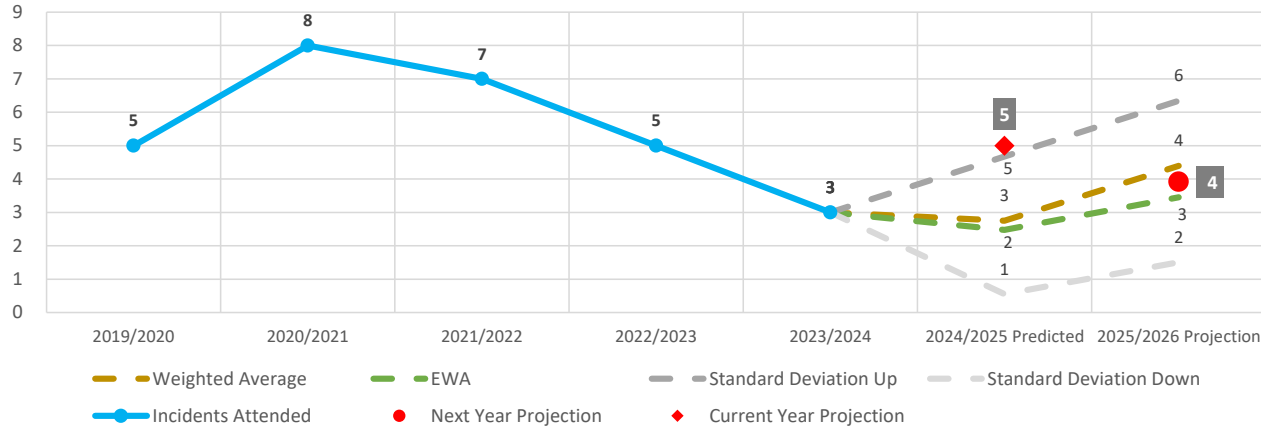
**The projected figure for 2025-2026 is 43 using a mid-point estimate but should be reviewed based on finalised incident records at year end. The following page provides a breakdown of this projection, comprising 4 forecast Deaths and 39 Serious or Slight Injuries requiring hospital treatment.**



## Accidental Deaths and Injuries in Fires

### Breakdown of historical records and projections

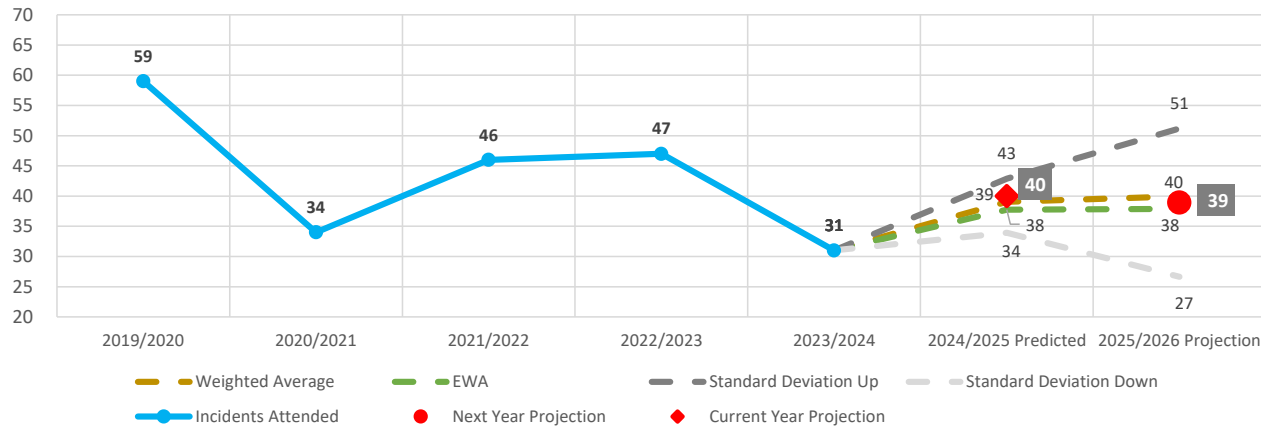
Accidental Fire Deaths (Current Year Q1-Q3 Actual and Q4 Predicted)



The downward trend in Deaths in accidental fires is expected to level out in the coming year. However, this prediction relates to very low numbers and may therefore be significantly impacted by a small number of incidents. Our aspiration remains to deliver risk reduction advice to those most at risk to eliminate deaths due to accidental fires.

The projection for 2025-2026 is four accidental fire-related deaths. This should be reviewed based on finalised incident records at year end (including the 4 fatalities so far in 2025 which are not yet part of the projection setting analyses).

Accidental Fire Injuries (Current Year Q1-Q3 Actual and Q4 Predicted)



Data for Q1-3 in 2023-2024 suggests an increase in Injuries due to accidental fires in the current year, after lower than expected figures in 2023-2024. Injury numbers are expected to plateau into next year. This is subject to change, pending validation of incident records.

The projection for 2025-2026 is 39 Serious or Slight Injuries requiring hospital treatment because of accidental fires.

# Projection Setting Analysis 2025-2026

## **Effective Response**

Indicator ID	7	Percentage of Dwelling Fires contained in the room in which they originated				
Indicator Ref	FRS/EFR/S/003					
Actual 2022-2023	84.4%	Projection	85%	Description	> Projection set at 85% by Welsh Government. > Note: for this indicator, higher is better.	Projection Direction of Travel
Prediction 2023-2024	85.5%	Projection	85%			
Projected 2024-2025	85.0%	Projection set at 85%				

**Projection Setting Rationale**

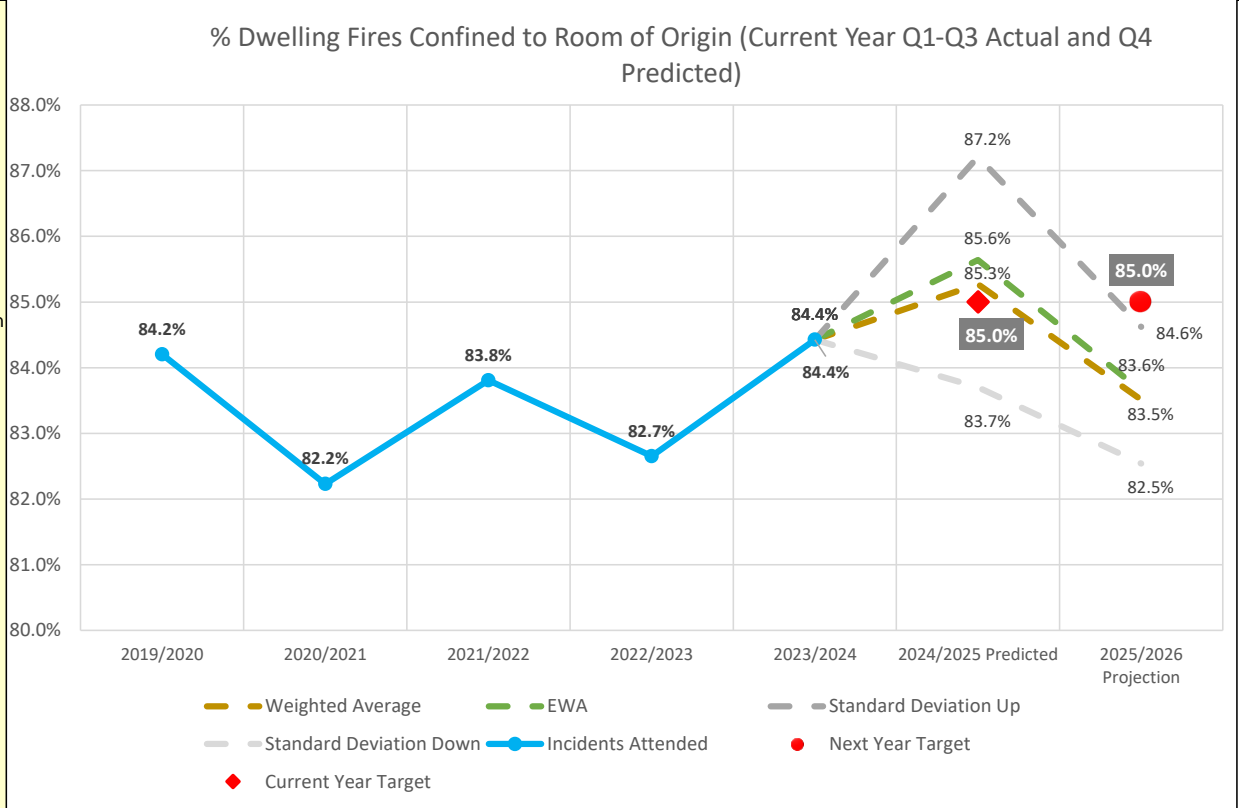
The Percentage of Dwelling Fires Confined to the Room Of Origin in 2024-2025 is currently predicted to be 85.5%, which is higher than the previous year (84.4%) and above the 85.0% target. The 85.0% target was set in 2018-2019 and 2024-2025 is predicted to be the first year we have outperformed it.

In Q1-Q3 of the current year, 395 of 465 dwelling fires have been confined to the room of origin (84.9%) compared with 431 of 509 dwelling fires that were confined to the room of origin in the same period last year (84.7%).

Of dwelling fires that were not confined to room of origin at stop so far in 2024-2025, 91.4% (64 dwelling fires) had already spread beyond the room of origin by the time crews arrived, 8.6% had not (6 dwelling fires).

Work is ongoing to identify factors contributing to variance in this indicator, including travel times, impact of alarms and/or sprinkler systems and firefighting action taken.

**The annual target set by Welsh Government remains set at 85.0%. Our projection for 2025-2026 is forecast to be 83.6% using a mid-point estimate. This is lower than the actual figure in 2023-2024 and the prediction for 2024-2025. In light of this, the projection should be reviewed when final year 2024-2025 incident statistics are available.**



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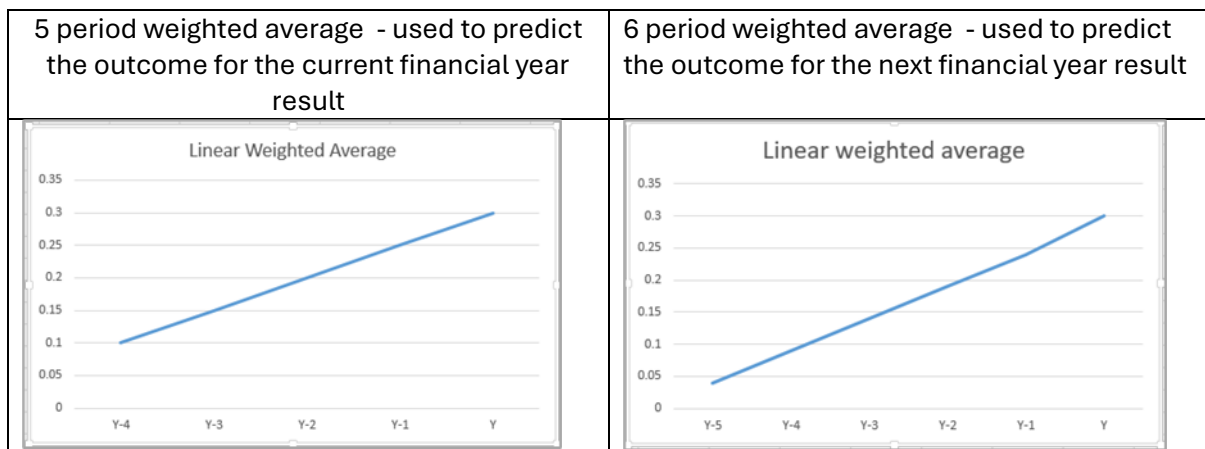
## Projection Setting Methodology

When projection setting, we look at past performance to forecast what we expect to happen in the future. We apply more weight to the most recent/current years, because these are a better indication of future performance than, for example, how we were performing 5 or 10 years ago.

We use 2 methodologies, each of which apply different weights to different historical years.

### Linear weighted average

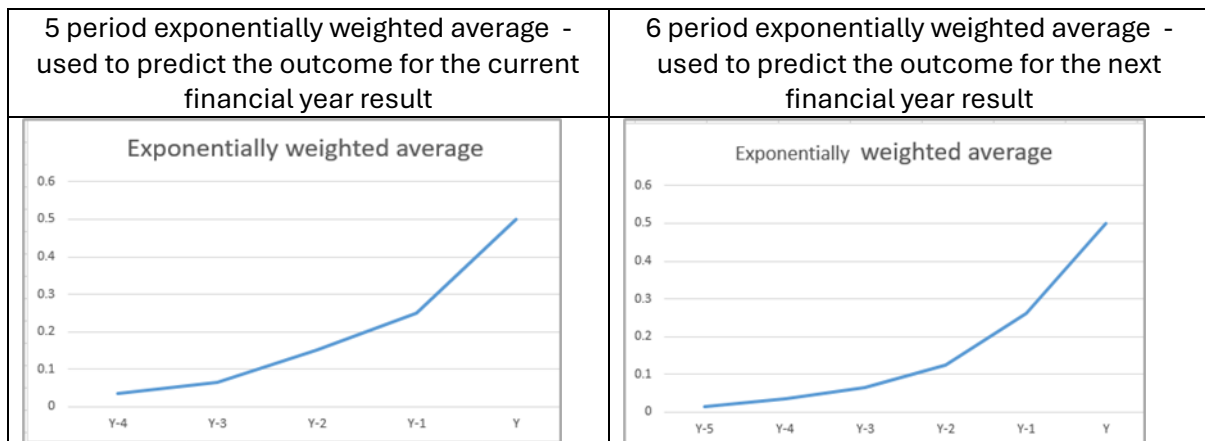
We apply a weight of 0.3 to the current year and 0.25 to current year -1, and so on down to 0.1 for current year -4.



### Exponentially weighted average

This approach applies more weight to the most recent data and less weight to the least recent data.

We apply a weight of 0.5 to the current year and 0.25 to current year -1, and so on down to 0.035 for current year -4.



1. First of all, we use these 2 methods to calculate a predicted value for Q4, using the 5 period weighted average. Then add these to Q1-Q3 actuals to have a predicted value for all of this current year.
2. Once we have a prediction for the current year, we work out a prediction for the next financial year.
3. We use the 6 period weighted average to predict what next financial year value could be.
4. Both of these numbers are predictions, therefore we calculate a standard deviation across the previous 5 full financial years to show how much this number could deviate by to give a range for the possible values.
5. The results provide us with 5 values for the predicted number for the current financial year and 5 values for the projected number for the next financial year:
  - a. **Linear weighted average (LWA)**
  - b. **Exponentially weighted average (EWA)**
  - c. **A mid-point estimate** - the average of the two LWA and EWA figures
  - d. **Standard Deviation Up** – the average of the two LWA and EWA figures + the highest value in Standard Deviation range
  - e. **Standard Deviation Down** – the average of the two LWA and EWA figures + the lowest value in Standard Deviation range

### **Projections**

The original projections use the mid-point estimate. The final projections may differ from the mid-point estimate depending on recent exceptional trends, protection, prevention and response activities, or policy changes. Projections should in any case always be reviewed when final year incident statistics are available.



**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 6.vi  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE TREASURER

**TREASURY MANAGEMENT STRATEGY 2025/26**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE TREASURER, LISA MULLAN  
REPORT PRESENTED BY HEAD OF FINANCE, PROCUREMENT &  
PROPERTY

**SUMMARY**

The Annual Treasury Management Strategy Statement and associated information is required to be approved in advance of the new financial year.

The strategy provides the necessary framework from which officers will manage treasury activities.

This report was considered at the Finance and Audit Committee held on 21 March 2025.

**RECOMMENDATIONS**

1. It is recommended that the Commissioners note and approve the following:

- The Treasury Management Strategy Statement (TMSS)
- Capital / Prudential indicators
- Minimum Revenue Provision (MRP) policy
- Borrowing strategy
- Treasury indicators and limits
- Annual Investment Strategy (AIS)
- The Treasurer to update strategies / policies as necessary

**1. BACKGROUND**

1.1 The Board of Commissioners are required to approve in advance of each financial year its governance arrangements for treasury management activities. Detailed explanations of what these are, are contained in Appendix 1.

- 1.2 This report is first of three statutory reports to Commissioners in respect of the 2025/26 financial year and sets the scene for subsequent reporting and performance measurement.
- 1.3 The TMSS covers two main areas:
- Capital investment
  - Treasury management

This report and the attached information are designed to meet the requirements of the Local Government Act 2003, Welsh Government Investment Guidance and MRP Guidance, the CIPFA Prudential and Treasury Management Codes 2021.

## **2. ISSUE / PROPOSAL**

- 2.1 The purpose of this report is for Commissioners to consider and have oversight of the treasury management activities required to ensure adequate liquidity and that longer-term capital planning is prudent, sustainable, and affordable.

## **3. IMPLICATIONS**

Appendix 1 contains the Service's TMSS, MRP and AIS for 2025/26.

### **3.1 Community and Environment**

The approval of the TMSS provides the control framework within which officers can operate to ensure that as far as possible the costs of borrowing are minimised, investment opportunities are maximised, and adequate liquidity is maintained so that payments can be made when they fall due. Such activities are undertaken whilst ensuring risk is kept to a minimum.

This ensures that the Service is able to fund day-to-day working capital and longer-term capital expenditure at a minimum cost, to allow the Service to provide response, protection and education work within our communities.

### **3.2 Regulatory, Strategy and Policy**

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed, and
- the implications for future financial sustainability.

The aim of the strategy is to ensure that the Board of Commissioners understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

The TMSS sets affordable limits for capital investment and links the capital and revenue budgets to provide an overview of the Services' finances.

### **3.3 Resources, Assets and Delivery**

Expected capital expenditure, costs of financing and borrowing levels are reported in Appendix 1.

## **4. EVALUATION & CONCLUSIONS**

The Service is under borrowed per the capital financing requirement (CFR) prudential indicator for the years 2025/26 to 2027/28.

The Service anticipates using short-term borrowing and internal borrowing until interest rates are forecast to fall towards the end of 2025 when longer-term borrowing will be sought.

## **5. RECOMMENDATIONS**

5.1 It is recommended that the Commissioners note and approve the following:

- The Treasury Management Strategy Statement (TMSS)
- Capital / Prudential indicators
- Minimum Revenue Provision (MRP) policy
- Borrowing strategy
- Treasury indicators and limits
- Annual Investment Strategy (AIS)
- The Treasurer to update strategies / policies as necessary

<b>Contact Officer:</b>	Lisa Mullan Head of Finance, Property & Procurement	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
- Local Government Act 2003	2003	UK Government
- CIPFA Treasury Management Code	2021	CIPFA
- CIPFA Prudential Code	2021	CIPFA
- WG MRP & Investment Guidance	2018	Welsh Government
- Medium term capital plans	2023	Internal
- Capital budget 2025/26	2025/26	Internal

<b>Appendices</b>	
Appendix 1	Treasury Management Strategy Statement (TMSS)  Minimum Revenue Provision (MRP) Policy Statement and Annual Investment Strategy (AIS) 2025/26

# Appendix 1

## **Treasury Management Strategy Statement (TMSS)**

Minimum Revenue Provision (MRP) Policy Statement and  
Annual Investment Strategy (AIS)

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2025/26

**INDEX**

1.1	Background.....	3
1.2	Reporting Requirements.....	3
1.3	Treasury Management Strategy Statement (TMSS) for 2025/26 .....	4
1.4	Training.....	5
1.5	Treasury Management Consultants.....	6
2.	<b>THE CAPITAL PRUDENTIAL INDICATORS 2025/26 – 2027/28.....</b>	<b>7</b>
2.1	Capital Expenditure and Financing.....	7
2.2	The Capital Financing Requirement (CFR) .....	8
2.3	Liability Benchmark (LB) .....	8
2.4	Minimum Revenue Provision (MRP) Policy Statement.....	9
3.	<b>BORROWING.....</b>	<b>10</b>
3.1	Current Portfolio Position.....	10
3.2	Treasury Indicators: Limits to Borrowing Activity .....	12
3.3	Prospects for Interest Rates.....	13
3.4	Borrowing Strategy.....	14
3.5	Policy on Borrowing in Advance of Need .....	15
3.6	Rescheduling .....	15
3.7	New Financial Institutions as a Source of Borrowing and / or Types of Borrowing.....	15
3.8	Approved Sources of Long and Short-term Borrowing .....	15
4	<b>ANNUAL INVESTMENT STRATEGY .....</b>	<b>17</b>
4.1	Investment Policy – Management of Risk.....	17
4.2	Creditworthiness Policy.....	18
4.3	Investment Strategy.....	20
4.4	Investment Performance / Risk Benchmarking .....	21
4.5	End of Year Investment Report.....	21
4.6	External Fund Managers.....	21
5	<b>APPENDICES.....</b>	<b>22</b>
5.1	<b>ECONOMIC BACKGROUND.....</b>	<b>23</b>
5.2	<b>APPROVED COUNTRIES FOR INVESTMENTS.....</b>	<b>27</b>
5.3	<b>TREASURY MANAGEMENT SCHEME OF DELEGATION .....</b>	<b>28</b>
5.4	<b>THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER.....</b>	<b>29</b>

## 1.1 Background

The Board of Commissioners is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. The main function of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Board of Commissioners' low risk appetite, providing adequate liquidity initially before considering investment return.

The second function of treasury management is the funding of the Board of Commissioners' capital investment plans. These capital plans provide a guide to the borrowing need, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Board of Commissioners is critical, as the balance of debt and investment operations ensure the ability to meet spending commitments as they fall due, either on day-to-day revenue basis or for larger capital investment projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

*“The management of borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

## 1.2 Reporting Requirements

### 1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services,
- an overview of how the associated risk is managed, and
- the implications for future financial sustainability.

The aim of the strategy is to ensure that the Board of Commissioners understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

## 1.2.2 Treasury Management Reporting

The Board of Commissioners is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
  - the capital plans, (including prudential indicators),
  - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time),
  - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators, and
  - an Annual Investment Strategy, (the parameters on how investments are to be managed).
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Board of Commissioners will receive quarterly update reports as part of budget monitoring reporting.
- c. **An annual treasury report** – This is a backward-looking review document and provides details of actual prudential and treasury indicators and actual treasury operations in comparison to the strategy.

### Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Board of Commissioners.

**Quarterly reports** – In addition to the three statutory reports detailed above, from 2023/24 quarterly reporting is also required. However, these additional reports do not have to be reported to the Full Board of Commissioners but do require adequate scrutiny (reports specifically, should comprise updated Treasury / Prudential Indicators).

## 1.3 Treasury Management Strategy Statement (TMSS) for 2025/26

The strategy for 2025/26 covers two main areas:

### Capital issues

- the capital expenditure plans and the associated prudential indicators, and
- the minimum revenue provision (MRP) policy.

### Treasury management issues

- the current treasury position,
- treasury indicators which limit the treasury risk and activities of the Board of Commissioners,
- prospects for interest rates,
- the borrowing strategy,
- policy on borrowing in advance of need,
- debt rescheduling,
- the investment strategy,
- creditworthiness policy, and
- the policy on use of external service providers.



These elements cover the requirements of the Local Government Act 2003, Welsh Government Investment Guidance and MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

#### **1.4 Training**

The CIPFA Treasury Management Code requires the responsible officer to ensure that Commissioners with responsibility for treasury management receive training in treasury management to enable scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance, and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and the Board of Commissioners have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and Board of Commissioners.
- Require treasury management officers and Board of Commissioners to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and Board of Commissioners, encouraging them to highlight training needs on an ongoing basis.

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management,’ which is available from the CIPFA website to download.

Annual training will be undertaken by Commissioners and will be supported with in-house learning throughout the year.

The training needs of treasury management officers are periodically reviewed and recorded as part of professional continued professional development arrangements.

An introduction to treasury management training session was provided to the Commissioners in March 2024. A formal training programme for treasury management is being developed and will record training in the learning and development system CoreHR.

### **1.5 Treasury Management Consultants**

The Board of Commissioners uses MUFG Corporate Markets (formerly known as Link Group, Link Treasury Services Limited) as its external treasury management advisors.

The Board of Commissioners recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Board of Commissioners will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

## 2. THE CAPITAL PRUDENTIAL INDICATORS 2025/26 – 2027/28

The Board of Commissioners' capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to provide an overview and confirm capital expenditure plans are prudent, affordable, and sustainable.

### 2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Board of Commissioners' capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Commissioners are asked to approve the capital expenditure plans:

Capital, Prudential and Treasury Indicators	2023/24	2024/25	2025/26	2026/27	2027/28
	Outturn	Mid Year Review	Estimate	Estimate	Estimate
Opening CFR	42,805	44,587	49,782	58,130	63,096
<b>Capital Spending</b>	<b>6,836</b>	<b>11,338</b>	<b>15,149</b>	<b>12,540</b>	<b>11,249</b>
CERA	-387	-200	-200	-200	-200
Partner Contribution to Capital		-185	-250	-1,000	-50
Capital Receipts	-98	-47	-50		
Capital Grant	-645	-1,620			
Revenue Reserves			-1,377	-1,000	-1,000
<b>Borrowing requirement for the year</b>	<b>5,706</b>	<b>9,286</b>	<b>13,272</b>	<b>10,340</b>	<b>9,999</b>
<b>Repayment of Debt</b>					
MRP	-3,486	-4,001	-4,604	-4,836	-5,098
MRP on PFI	-437	-91	-320	-538	-586
<b>Closing CFR</b>	<b>44,587</b>	<b>49,782</b>	<b>58,130</b>	<b>63,096</b>	<b>67,412</b>
Movement in closing CFR	1,783	5,194	8,348	4,966	4,315
Gross Borrowing at 1 April	26,738	27,949	32,605	41,687	48,958
New Borrowing	2,500	6,000	10,500	11,000	10,000
Refinancing			8,500	9,000	0
Loan Repayments	-1,288	-4,027	-9,918	-12,728	-3,196
Gross Borrowing at 31 March	27,949	29,922	41,687	48,958	55,762
Investments/Deposits at 1 April	-2,163	-416	-1,000	-1,000	-1,000
Investments/Deposits at 31 March	-416	-1,000	-1,000	-1,000	-1,000
Net borrowing at 1 April	24,575	27,533	31,605	40,687	47,958
Net borrowing at 31 March	27,533	28,922	40,687	47,958	54,762
Other long term liabilities i.e. PFI	3,242	3,149	2,829	2,292	1,706
Gross Debt	31,191	33,071	44,516	51,250	57,468
<b>Under/Over borrowed (Gross Debt vs CFR)</b>	<b>13,396</b>	<b>16,711</b>	<b>13,614</b>	<b>11,846</b>	<b>9,944</b>

Other long-term liabilities relate solely to the PFI arrangement at Cardiff Gate Training Centre (excludes the Real Fire Training Facility (RFTF) as this is owned and accounted for as an asset on the balance sheet).

The table summarises how capital plans are being financed and how any shortfall results in a borrowing need that is, an increase in the capital financing requirement (CFR).

The table shows the actual external debt, against the underlying capital borrowing need (CFR),

highlighting any over or under borrowing.

The Board is well within the CFR threshold and is anticipating being under borrowed by £13.6 million at the end of 2025/26.

## 2.2 The Capital Financing Requirement (CFR)

The second prudential indicator is the CFR, and this is simply the total historic outstanding capital expenditure which has not yet been paid for. This is essentially a measure of indebtedness and the underlying borrowing need. Any capital expenditure in section 2.1, which has not been immediately funded will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which reduces the indebtedness in line with each asset's life and so charges the economic consumption of capital assets as they are used (much like a depreciation charge).

The CFR includes any other long-term liabilities and whilst these increase the CFR, and the borrowing requirement, these types of schemes include a borrowing facility by the PFI provider and so the Board of Commissioners is not required to separately borrow for these schemes.

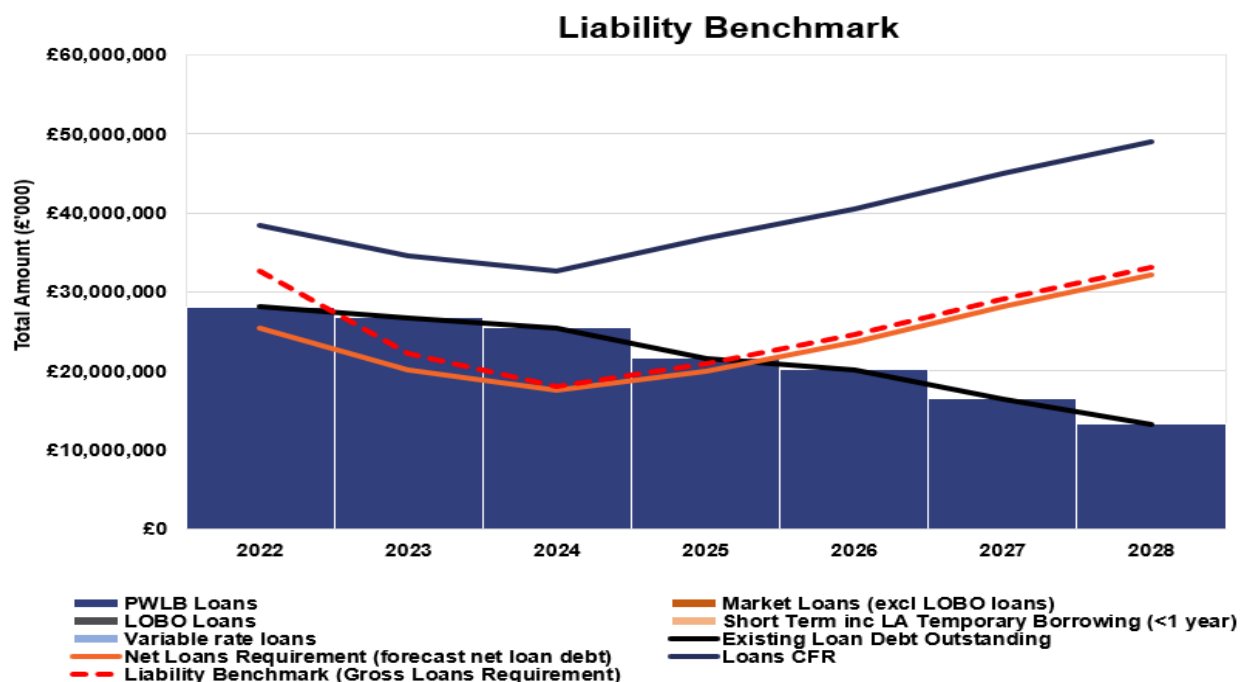
The Board of Commissioners is asked to approve the CFR projections contained in section 2.1.

## 2.3 Liability Benchmark (LB)

The Board of Commissioners is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB:

1. **Existing loan debt outstanding** - now and outstanding in future years.
2. **Loans CFR** - this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement** - this will show the gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.



CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark (i.e. all balance sheet resources should be used to maximise internal borrowing). The above chart indicates future periods where external loans are less than the Liability Benchmark, which indicates a borrowing requirement and exposure to interest rate, liquidity, and refinancing risks.

## 2.4 Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 22 a Local Authority that has financed capital expenditure by borrowing is required to make a provision in the revenue budget each year through a revenue charge (MRP).

The Board of Commissioners is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Board of Commissioners can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full Board of Commissioners approval in advance of each financial year.

The Board of Commissioners is recommended to approve the following MRP Statement:

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- **4% reducing balance (regulatory method)** - MRP will follow the historical practice outlined in former regulations as 4% of the opening GF CFR balance less adjustment A.

From 1 April 2008 for all unsupported borrowing the MRP policy will be:

- **Asset life method (straight line)** – MRP will be based on the estimated life of the assets.

**MRP Overpayments** - Under the MRP guidance, any charges made more than the statutory MRP can be made and are known as a voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. For these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

There have been no over payments made during this financial year.

### 3. BORROWING

The level of actual and forecast capital expenditure are set out in section 2.1. The treasury management function ensures that cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to support capital. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy (AIS).

#### 3.1 Current Portfolio Position

The treasury management portfolio is set out in summary in section 2.1.

A detailed breakdown of borrowing activity from 2023/24 to 2027/28 is provided in the below table and includes borrowing forecasts for the next three financial years as determined by capital investment plans.

The value of loans outstanding at the balance sheet date of 31 March 2025 is £32.60 million.

During 2024/25 £3,930,954 of loan repayments have been made and new borrowing of £8.5m is anticipated to be secured with PWLB at an annual rate of 4.87% for a term of 1 year. A new seven-year interest free loan of £87,000 was drawn down from Salix for solar panels at the Barry station.

The PWLB borrowing is to replace £3.53 million of loans with an average rate of 4.98% which mature in February and March 2025, to fund day-to-day working capital and to fund capital expenditure. Until February 2025 capital expenditure has been funded via internal reserves due to the high cost of borrowing.

The Board of Commissioners' forward projections for borrowing are summarised below.

	23/24	24/25	24/25	25/26	26/27	27/28
Borrowing/External Debt	Outturn	Mid Year	Estimate	Estimate	Estimate	Estimate
<b>PWLB</b>						
Opening Principal	26,736,946	27,948,651	27,948,651	32,523,912	41,618,172	48,902,433
New Borrowing	2,500,000	6,000,000	8,500,000	10,500,000	11,000,000	10,000,000
Refinancing	0	0	0	8,500,000	9,000,000	0
EIP Principal Repaid	-269,215	-458,264	-393,739	-363,739	-1,763,739	-2,183,499
Maturity Principal Repaid	-1,019,080	-3,531,000	-3,531,000	-9,542,000	-10,952,000	-1,000,000
Closing Principal	27,948,651	29,959,387	32,523,912	41,618,172	48,902,433	55,718,934
<b>Non PWLB/Salix</b>						
Opening Principal	0	0	0	80,786	68,357	55,929
New Borrowing	0	87,000	87,000	0	0	0
Refinancing	0	0	0	0	0	0
EIP Principal Repaid	0	-37,286	-6,214	-12,429	-12,429	-12,429
Maturity Principal Repaid	0	0	0	0	0	0
Closing Principal	0	49,714	80,786	68,357	55,929	43,500
<b>Total</b>						
Opening Principal	26,736,946	27,948,651	27,948,651	32,604,698	41,686,530	48,958,362
New Borrowing	2,500,000	6,087,000	8,587,000	10,500,000	11,000,000	10,000,000
Refinancing	0	0	0	8,500,000	9,000,000	0
EIP Principal Repaid	-269,215	-495,550	-399,954	-376,168	-1,776,168	-2,195,928
Maturity Principal Repaid	-1,019,080	-3,531,000	-3,531,000	-9,542,000	-10,952,000	-1,000,000
Closing Principal	27,948,651	30,009,101	32,604,698	41,686,530	48,958,362	55,762,434
<b>Total principal paid</b>	<b>-1,288,295</b>	<b>-4,026,550</b>	<b>-3,930,954</b>	<b>-9,918,168</b>	<b>-12,728,168</b>	<b>-3,195,928</b>

The debt portfolio comprises PWLB Equal Installment of Principal (EIP) and Maturity loans, and a Salix interest free EIP loan.

Cash balances held during 2024/25 and expected cash balances as at 31 March 2025 and 2026, are as follows:

	01 April 2024	31 December 2024	31 March 2025	31 March 2026
Barclays	15,923	1,150	13,258	1,000
Lloyds - Current	398,730	841,191	987,000	999,000
Lloyds - Overnight	0	667,055	0	0
	<b>414,653</b>	<b>1,509,396</b>	<b>1,000,258</b>	<b>1,000,000</b>

The Service's main banking contract is with Lloyds. Lloyds pay variable interest on the current account at a rate of 1% to 1.9% with interest dependent on the current account's balance. Lloyds pay 4.34% on the overnight deposit account (4.62% prior to 12 February 2025).

The Finance team have received notice that Bank rates will reduce during 2025/26. Part of the day-to-day banking arrangements include ensuring the transfer of funds to the overnight deposit account to maximise the receipt of interest at no extra risk for cash balances held.

There is a contingency banking arrangement with Barclays who pay interest quarterly at 3.4% in arrears.

The Bank of England base rate was 5.25% on 1 April 2024 and has since fallen to 4.50% in February 2025.

Estimated interest receivable for 2024/25 is £416k (actual interest received for April 2024 to January 2025 is £369k).

An estimate of interest receivable during 2025/26 has been calculated at £304k although this is subject to changes in balances held and timing of cash flows.

Fixed term deposits were made during the year. They were placed with the aim of managing counterparty risk and diversifying the portfolio and had a combined yield £89k.

Details of the deposits are below:

Date	Amount	Period	Rate	Interest
15 May 2024	5,000,000.00	3 months	5.11%	64,400.00
15 May 2024	2,000,000.00	1 month	5.10%	8,383.56
25 October 2024	2,500,000.00	1 month	4.69%	9,958.22
28 November 2024	2,500,000.00	7 days	4.48%	2,147.95
05 December 2024	2,500,000.00	7 days	4.49%	2,152.74
12 December 2024	2,500,000.00	7 days	4.49%	2,152.74
				<b>£89,195.21</b>

Within the range of prudential indicators there are several key indicators to ensure that the Board of Commissioners operates its activities within defined limits. One of these is that the Board of Commissioners needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Treasurer reports that the Authority / Board of Commissioners complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: Limits to Borrowing Activity

#### The Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary £000	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Debt	50,000	60,000	65,000	70,000
Other long-term liabilities	5,000	5,000	5,000	5,000
<b>Total</b>	<b>55,000</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>

#### The Authorised Limit for external debt

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Board of Commissioners. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local Board of Commissioners plans, or those of a specific Board of Commissioners, although this power has not yet been exercised.
- The Board of Commissioners is asked to approve the following Authorised Limit:

Authorised Limit £000	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Debt	52,000	62,000	67,000	72,000
Other long-term liabilities	5,000	5,000	5,000	5,000
<b>Total</b>	<b>57,000</b>	<b>67,000</b>	<b>72,000</b>	<b>77,000</b>

#### Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Board of Commissioners' overall finances. The Board of Commissioners are asked to approve the following indicators:

#### Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Calculated	5.39%	5.01%	6.27%	6.63%	6.62%
<b>Limit</b>	10%	10%	10%	10%	10%

The estimates of financing costs include current commitments and the proposals in this budget report.



### 3.3 Prospects for Interest Rates

MUFG Corporate Markets (MUFG) has been appointed as treasury advisor and part of their service is to assist the Finance team and Board of Commissioners to formulate a view on interest rates. MUFG Corporate Markets provided the following forecasts on 11 November 2024. These are forecasts for bank base rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Interest Rate View		11.11.24											
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
<b>BANK RATE</b>	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

*Additional notes provided by MUFG Corporate Markets on this forecast table:*

- Following the 30 October 2024 Budget, the outcome of the US Presidential election on 6 November 2024, and the 25 bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7 November 2024, we have significantly revised our central forecasts for the first time since May. In summary, our Bank Rate forecast is now 50 bps to 75 bps higher than was previously the case, whilst our PWLB forecasts have been materially lifted to not only reflect our increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.
- If we reflect on the 30 October 2024 Budget, our central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% year-on-year by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% year-on-year (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% year-on-year.

#### PWLB RATES

- The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of MUFG's forecasts, but the risks to the forecasts are to the upsides. Target borrowing rates are set **two years forward** by MUFG (as they expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below:

PWLB debt	Current borrowing rate as at 11.11.24 p.m.	Target borrowing rate now (end of Q3 2026)	Target borrowing rate previous (end of Q3 2026)
5 years	5.02%	4.30%	3.90%
10 years	5.23%	4.50%	4.10%
25 years	5.66%	4.90%	4.40%
50 years	5.42%	4.70%	4.20%

## Borrowing advice

MUFG's long-term (beyond 10 years) forecast for the Bank Rate has been increased to 3.25% (from 3%). As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

MUFG's suggested budgeted earnings rates for investments up to about three months' duration in each financial year are set out below.

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

## FORECASTS

MUFG, the Finance team and the Treasurer will continue to monitor economic and market developments as they unfold. Typically, MUFG formally review their forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider the economic position on an ad hoc basis as required.

MUFG's interest rate forecast for the Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and central forecasts rounded within bands of + / - 25 bps. MUFG continue to monitor events and will update forecasts provided to the Service as and when appropriate.

### 3.4 Borrowing Strategy

The Board of Commissioners is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Service's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels, albeit only once prevailing inflation concerns are addressed by restrictive near-term monetary policy. That is, the Bank Rate remains elevated in 2025 even if some rate cuts arise.

Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The Treasurer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*

- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn down whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported at the next available opportunity.

### 3.5 Policy on Borrowing in Advance of Need

The Board of Commissioners will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Board of Commissioners can ensure the security of such funds.

### 3.6 Rescheduling

Rescheduling of borrowing is not anticipated.

If rescheduling is to be undertaken, it will be reported to the Board of Commissioners at the earliest meeting following its action.

### 3.7 New Financial Institutions as a Source of Borrowing and / or Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

The Finance team and the Treasurer will continue to work with the Service’s advisors who will provide information as to the relative merits of each of these alternative funding sources.

### 3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK National Wealth Fund	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●

<b>On Balance Sheet</b>	<b>Fixed</b>	<b>Variable</b>
Local Temporary	●	●
Local Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance Leases	●	●

Variable rate borrowing will be considered during 2025/26 as rates are currently lower for variable borrowing than fixed rate and variable borrowing would more accurately reflect the life cycle of the assets financed.

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment Policy – Management of Risk

The Welsh Government and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are not planned.

The Board of Commissioners’ investment policy has regard to the following:

- Welsh Government Guidance on Local Government Investments (“the Guidance”),
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”), and
- CIPFA Treasury Management Guidance Notes 2021.

The Board of Commissioners’ investment priorities will be security first, portfolio liquidity second and then yield (return). The Board of Commissioners will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and in accordance with the Board of Commissioners’ risk appetite.

The above guidance from Welsh Government and CIPFA places a high priority on the management of risk. This Board of Commissioners has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

1. Minimum acceptable **credit criteria** are applied to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution, it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Board of Commissioners will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Board of Commissioners has defined the **types of investment instruments** that the treasury management team are authorised to use. The authorised investments must be denominated in Sterling and be made with UK counterparties or from countries with a minimum sovereign credit rating of AA- or equivalent.

**Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally, they were classified as being non-specified investments solely due to the maturity period exceeding one year.

**Non-specified investments** are those with less high credit quality, may be for periods more than one year, and / or are more complex instruments which require greater consideration by

members and officers before being authorised for use. The Board of Commissioners has determined that it will not undertake investments of this kind.

5. **Non-specified and loan investment limits** The Service does not invest in nor have an exposure to non-specified treasury management investments.
6. **Lending limits** (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in paragraph 4.2.
8. This Board of Commissioners will set a limit for its investments which are invested for **longer than 365 days** (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating** (see paragraph 4.3).
10. This Board of Commissioners has engaged **external consultants** (see paragraph 1.5) to provide expert advice on how to optimise an appropriate balance of security, liquidity, and yield, given the risk appetite of this Board of Commissioners in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2024/25 under IFRS 9, this Board of Commissioners will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

However, this Board of Commissioners will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance (see paragraph 4.4). Regular monitoring of investment performance will be carried out during the year.

#### **Changes in risk management policy from last year.**

The above criteria are *unchanged* from last year.

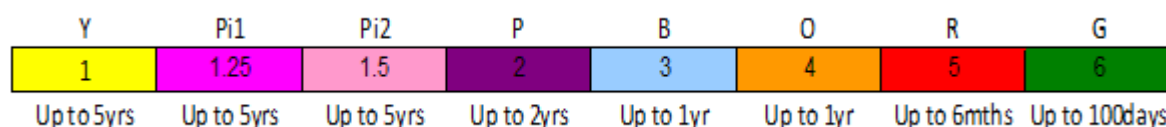
## **4.2 Creditworthiness Policy**

This Board of Commissioners applies the creditworthiness service provided by the MUFG. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's, and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

1. "watches" and "outlooks" from credit rating agencies,
2. CDS spreads that may give early warning of changes in credit ratings, and
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Board of Commissioners to determine the suggested duration for investments. The Board of Commissioners will, therefore, use counterparties within the following durational bands.

- Yellow 5 years \*
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days



MUFG's creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Board of Commissioners uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored monthly. The Board of Commissioners is alerted to changes to ratings of all three agencies through its use of MUFG's creditworthiness service.

- If a downgrade results in the counterparty / investment scheme no longer meeting the Board of Commissioners' minimum criteria, its further use as a new investment will be withdrawn.
- In addition to the use of credit ratings the Board of Commissioners will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided to the Finance team by MUFG. Extreme market movements may result in the downgrade of an institution or removal from the Board of Commissioners' lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Board of Commissioners will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

### Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Board of Commissioners will not set a minimum rating for the UK.

### CDS prices

Although bank CDS prices (these are market indicators of credit risk), spiked upward during the days of the Truss / Kwarteng government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. MUFG monitor CDS prices as part of their creditworthiness service to local authorities and the Board of Commissioners has access to this information via the Passport portal provided by MUFG.

## Limits

Due care will be taken to consider the exposure of the Board of Commissioners' total investment portfolio to non-specified investments, countries, groups, and sectors.

- a. **Non-specified treasury management investment limit** The Board of Commissioners has determined that it will not undertake these investments.
- b. **Country limit** The Board of Commissioners has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA- or equivalent**. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

## 4.3 Investment Strategy

### In-house funds

Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that the risks are relatively balanced between the Bank Rate staying higher for longer, if inflation picks up markedly through 2025 post the 30 October 2024 Budget, or it may be cut quicker than expected if the economy stagnates. The economy only grew 0.1% in Q3 2024, but the CPI measure of inflation is now markedly above the 2% target rate set by the Bank of England's Monetary Policy Committee two to three years forward.

Accordingly, while most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

### Investment returns expectations

The current forecast shown in paragraph 3.3, includes a forecast for the Bank Rate to fall to a low of 3.5%.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	Now
2024/25 (residual)	4.60%
2025/26	4.10%
2026/27	3.70%
2027/28	3.50%
2028/29	3.50%
Years 6 to 10	3.50%
Years 10+	3.50%



As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

For its cash flow generated balances, the Board of Commissioners will seek to utilise its business reserve instant access and notice accounts, Money Market Funds, and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

#### **Investment treasury indicator and limit**

Total principal funds will not be invested for greater than 365 days.

#### **4.4 Investment Performance / Risk Benchmarking**

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Board of Commissioners' will not invest where there is risk of counterparty default.

Liquidity – in respect of this area the Board of Commissioners seeks to maintain:

- Bank overdraft – there is no overdraft arrangement as part of the current banking arrangements.
- Liquid short-term deposits of at least £2 million available with a week's notice.

Yield - local measures of yield benchmarks are:

- Investments – interest calculation of £416k receivable for the year 2024/25.

#### **4.5 End of Year Investment Report**

At the end of the financial year the Board of Commissioners will report on its investment activity as part of its Annual Treasury Report.

#### **4.6 External Fund Managers**

The Board does not use or plan to use external fund managers.

## **5 APPENDICES**

1. Economic background
2. Approved countries for investments
3. Treasury management scheme of delegation
4. The treasury management role of the section 151 officer

## 5.1 ECONOMIC BACKGROUND

The third quarter of 2024 (July to September) saw:

- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q,
- A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July,
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August,
- Core CPI inflation increasing from 3.3% in July to 3.6% in August,
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting, and
- 10-year gilt yields falling to 4.0% in September.

Over the aforementioned period the economy's stagnation in June and July pointed more to a mild slowdown in UK GDP growth than a sudden drop back into a recession. However, in the interim period, to 12 December, arguably the biggest impact on the economy's performance has been the negative market sentiment in respect of the fallout from the Chancellor's Budget on 30 October 2024.

If we reflect on the 30 October Budget, our central case is that those policy announcements will prove to be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be elevated at 2.7% y/y (Q4 2025) before dropping back to sub-2% in 2027. Nonetheless, since the Budget, the October inflation print has shown the CPI measure of inflation bouncing up to 2.3% y/y with the prospect that it will be close to 3% by the end of the year before falling back slowly through 2025. The RPI measure has also increased significantly to 3.4% y/y.

How high inflation goes will primarily be determined by several key factors. First amongst those is that the major investment in the public sector, according to the Bank of England, will lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises in the June 2025 Spending Review (pushed back from the end of March), and a tepid GDP performance.

Regarding having a sufficiently large pool of flexible and healthy workers, the initial outlook does not look bright. Research from Capital Economics has alluded to an increase of some 500,000 construction workers being needed to provide any chance of the Government hitting its target of 300,000 new homes being built in each of the next five years (234,000 net additional dwellings in England in 2022/23). But the last time such an increase was needed, and construction employment is currently at a nine-year low, it took 12 years to get there (1996 to 2008). Also note, as of October 2024, job vacancies in the construction sector were still higher than at any time in the 20 years preceding the pandemic.

Currently, it also seems likely that net inward migration is set to fall, so there is likely to be a smaller pool of migrant workers available who, in the past, have filled the requirement for construction worker demand. The Government plans to heavily promote training schemes, particularly to the one million 16- to 24-year-olds who are neither in education nor work. But it is arguable as to whether the employee shortfall can be made up from this source in the requisite time, even if more do enter the workforce.

Against, this backdrop, there may be a near-term boost to inflation caused by a wave of public sector cash chasing the same construction providers over the course of the next year or so, whilst wages remain higher than the Bank currently forecasts because of general labour shortages, including in social care where Government accepts there is a 150,000 shortfall at present.

Unemployment stands at a low 4.3% (September), whilst wages are rising at 4.3% y/y (including bonuses) and 4.8% (excluding bonuses). The Bank would ideally like to see further wage moderation to underpin any further gradual relaxing of monetary policy. Indeed, over the next six months, the market is currently only pricing in Bank Rate reductions in February and May – which would see the Bank Rate fall to 4.25% - but further cuts, thereafter, are highly likely to be even more data-dependent.

If we focus on borrowing, a term we are likely to hear throughout 2025 is “bond vigilante”. Essentially, this represents a generic term for when the market is ill at ease with the level of government borrowing and demands a higher return for holding debt issuance. In the UK, we do not need to go back too far to recall the negative market reaction to the Truss / Kwarteng budget of 2022. But long-term borrowing rates have already gradually moved back to those levels since their recent low point in the middle of September 2024. Of course, the UK is not alone in this respect. Concerns prevail as to what the size of the budget deficit will be in the US, following the election of Donald Trump as President, and in France there are on-going struggles to form a government to address a large budget deficit problem too. Throw into the mix the uncertain outcome to German elections, and there is plenty of bond investor concern to be seen.

Staying with the US, Donald Trump’s victory paves the way for the introduction / extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks continue to abound in Europe, the Middle East and Asia.

In the past month, the US Core CPI measure of inflation has indicated that inflation is still a concern (3.3% y/y, 0.3% m/m), as has the November Producer Prices Data (up 3.0% y/y versus a market estimate of 2.6% y/y, 0.4% m/m versus an estimate of 0.2% m/m) albeit probably insufficient to deter the FOMC from cutting US rates a further 0.25% at its December meeting. However, with Trump’s inauguration as President being held on 20 January, further rate reductions and their timing will very much be determined by his policy announcements and their implications for both inflation and Treasury issuance.

Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May 2024 to 4.02% in August 2024 as the Bank’s August rate cut signalled the start of its loosening cycle. More recently however, 10-year gilt yields have spiked back up to 4.35%.

The FTSE 100 reached a peak of 8,380 in the third quarter of 2024 (currently 8,304), but its performance is firmly in the shade of the US S&P500, which has breached the 6,000 threshold on several occasions recently, delivering returns upwards of 25% y/y. The catalyst for any

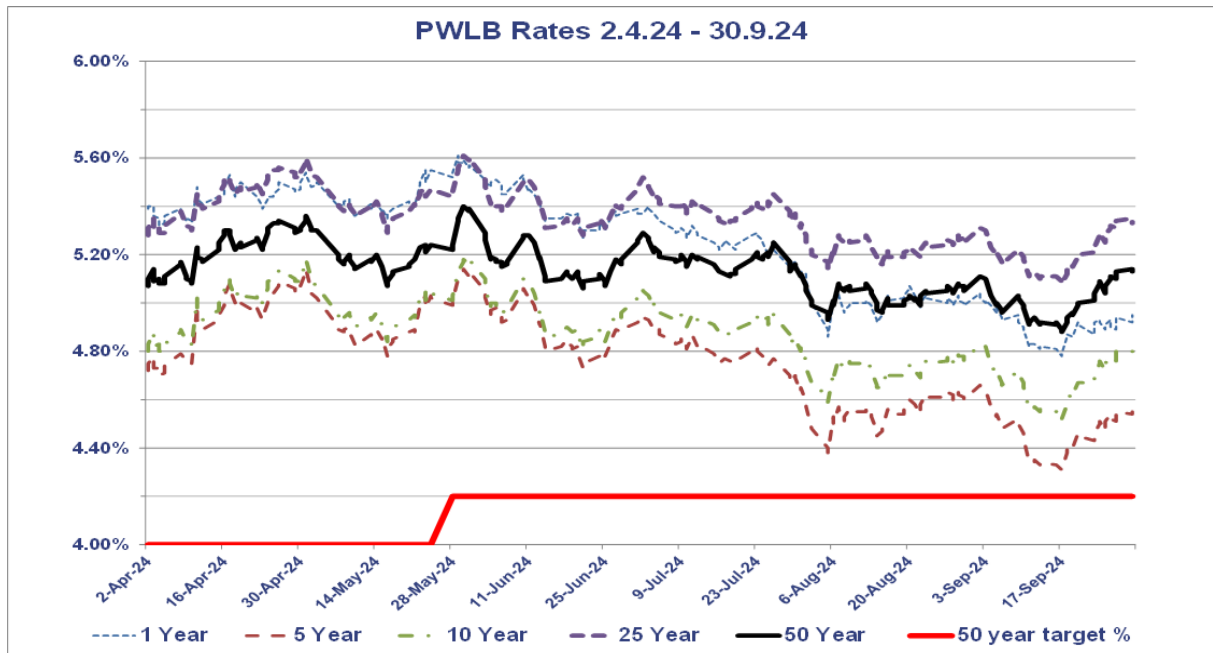
further rally (or not) is likely to be the breadth of AI's impact on business growth and performance.

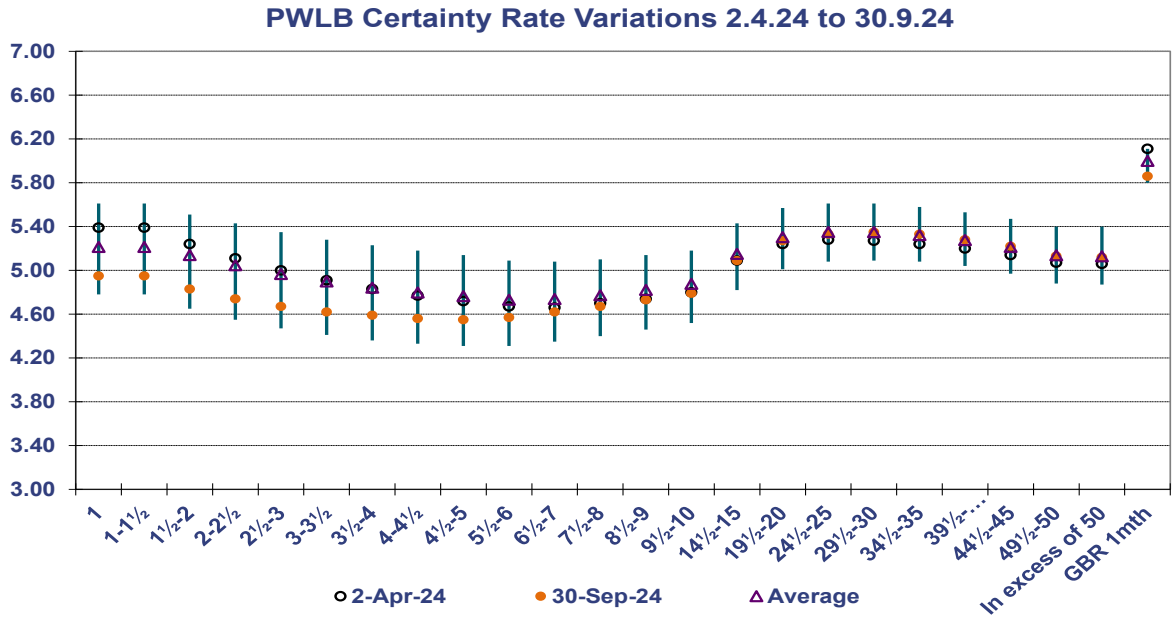
**MPC meetings: 9 May, 20 June, 1 August, 19 September, 7 November 2024**

- On 9 May, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 to keep Bank Rate at 5.25%. This outcome was repeated on 20 June.
- However, by the time of the August meeting, there was a 5-4 vote in place for rates to be cut by 25bps to 5%. However, subsequent speeches from MPC members have supported Governor Bailey's tone with its emphasis on "gradual" reductions over time.
- Markets thought there may be an outside chance of a further Bank Rate reduction in September, following the 50bps cut by the FOMC, but this came to nothing.
- On 7 November, Bank Rate was cut by 0.25% to 4.75%. The vote was 8-1 in favour of the cut, but the language used by the MPC emphasised "gradual" reductions would be the way ahead with an emphasis on the inflation and employment data releases, as well as geo-political events.

In the chart below, despite a considerable gilt market rally in mid-September, rates started and finished the six-month period under review in broadly the same position.

**PWLB RATES 02.04.24 - 30.09.24**





### HIGH/LOW/AVERAGE PWLB RATES FOR 02.04.24 – 30.09.24

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>02/04/2024</b>	5.39%	4.72%	4.80%	5.28%	5.07%
<b>30/09/2024</b>	4.95%	4.55%	4.79%	5.33%	5.13%
<b>Low</b>	4.78%	4.31%	4.52%	5.08%	4.88%
<b>Low date</b>	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
<b>High</b>	5.61%	5.14%	5.18%	5.61%	5.40%
<b>High date</b>	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
<b>Average</b>	5.21%	4.76%	4.88%	5.35%	5.14%
<b>Spread</b>	0.83%	0.83%	0.66%	0.53%	0.52%

## 5.2 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg) have banks operating in sterling markets which have credit ratings of green or above in the MUFG creditworthiness service.

***Based on lowest available rating (as at 25.11.24)***

### **AAA**

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

### **AA+**

- Canada
- Finland
- U.S.A.

### **AA**

- Abu Dhabi (UAE)
- Qatar

### **AA-**

- Belgium
- France
- **U.K.**

### **5.3 TREASURY MANAGEMENT SCHEME OF DELEGATION**

#### **(i) Board of Commissioners**

- Receiving and reviewing reports on treasury management policies, practices, and activities.
- Approval of annual strategy.
- Approval of / amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Budget consideration and approval.
- Approval of the division of responsibilities.
- Receiving and reviewing regular monitoring reports and acting on recommendations.
- Approving the selection of external service providers and agreeing terms of appointment.

#### **(ii) The Treasurer**

- Reviewing the treasury management policy and procedures and making recommendations to the responsible body.



## **5.4 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER**

### **The S151 (responsible) officer**

- Recommending clauses, treasury management policy / practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budgets variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit and liaising with external audit.
- Recommending the appointment of external service providers.

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**THIS REPORT IS EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.vii  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE HEAD OF FINANCE, PROCUREMENT AND PROPERTY

**CARBON REDUCTION 2030 ROADMAP****THIS REPORT IS FOR DECISION**REPORT APPROVED BY HEAD OF FINANCE, PROCUREMENT AND  
PROPERTY

REPORT PRESENTED BY BETHAN HARVEY, SUSTAINABILITY OFFICER

**SUMMARY**

This report introduces the new Carbon Reduction Plan (CRP) in draft format and sets out immediate sustainability priorities for the Service.

**RECOMMENDATIONS**

1. The Commissioners agree the new Carbon Reduction Plan and affirm support for format.
2. The Commissioners note immediate priorities and importance of building robust systems before more reaching work can be achieved.

**1. BACKGROUND**

- 1.1 Carbon reduction is a defining challenge for organisations across Wales and the world, living in times of global climate and nature crises, but with a unique relevance to us as a Fire and Rescue Service, in the nature of the services we provide to our communities, and how a changing climate will directly impact public safety and the nature and frequency of incidents.
- 1.2 Welsh public sector organisations have committed to an ambition of being collectively carbon neutral as a sector by 2030, overseen and co-ordinated by the Welsh Government's Net Zero team. Public sector organisations in Wales report annually and the collective reductions are explored and presented into categorical breakdowns where the Welsh fire and rescue sector is presented as its own category.

- 1.3 Many public sector organisations choose to opt for internal carbon accounting methods alongside Welsh Government returns in the standardised format. South Wales Fire and Rescue Service (SWFRS) ran internal accounts, and Welsh Government returns until last year as the methodology for the internal method was not passed on between changing over Sustainability Officers so could not be continued. Developments of other calculation methods are followed closely as part of UK-wide Emergency Services Environmental and Sustainability Group (EESG) and once a fire service specific method is presented as the most accurate and adopted widely, data can be backdated, but the focus going forward, should be on consistency and comparability year on year which is provided via the Welsh Government methodology in recent reporting rounds. It makes sense to re-baseline at 22-23 as the templates are comparable both years and it discounts the outside of normal operating conditions reductions of COVID years, however there is the option to revisit the data back to 2019 to keep original baseline, dependent on resource and/or establishment of a new internal method of reporting and back date.

## **2. CARBON REDUCTION PLAN**

- 2.1 There was a lapse in carbon reduction plans due to changes in the Sustainability Officer role with no handover process, significant illness, and being an under resourced area of work. The previous plan took SWFRS up to 2023 and the new one will not be published until 2025 however it will encompass all time frames of SWFRS' decarbonisation journey in a 'Roadmap' lay-out where organisational carbon reduction happens in 'milestones' and 'phases.' This is in line with the decision taken across numerous organisations across the Welsh Public Sector (WPS). All organisations would have exercised decarbonisation costings and predictions but would have avoided external publications due to concerns around accuracy as technologies and markets are subject to change, and the corporate risk around committing to strict annual reduction targets without assurance of a dedicated annual budget for reference. The 'Roadmap' CRP structure has provided a layout which encompasses the narrative of decarbonisation work to date and includes an extensive list of the carbon reduction tasks to be actioned in the lead up to 2030 under category headings but avoids making promises that it cannot keep.
- 2.2 Each task within the plan has been assigned a 'Carbon Lead' who is the SWFRS staff member leading on the task's realisation as a head of department. There will also be a member/s of staff responsible for the implementation/ day-to-day overseeing of the carbon reduction task. Tasks and timelines can be published externally but staff names will be kept on internal lists as names could be subject to change with staff turnover or in reprioritisation exercises and/or may not wish to be identified externally.

### **3. PROGRESS TO DATE**

- 3.1 Phase 1 of the Carbon Reduction roadmap shows that the early stages of decarbonisation efforts have been achieved. This includes returning emissions reports for four consecutive years, establishing green spaces and wellbeing areas across 80% of the estate, installing LED lighting across the majority of the estate with any remaining sites being picked up with refurbishment work, signing up to Healthy Travel Charters, installing energy saving technologies in drying rooms, setting up and maintaining an internal furniture depository system where corporate furniture is recycled and distributed amongst sites to meet need, minimising unnecessary purchases of new furniture and blocking premature disposal of usable items as far as possible, beginning to look at our sustainable procurement practices and introducing sustainability questions into tenders to assess the carbon credentials of a bidder before awarding work.
- 3.2 We have also made good progress into Phase 2 of the roadmap including decarbonisation of heat at 6 of sites, renewable energy generation at 4 sites, segregating corporate waste effectively ahead of mandatory implementation of the Workplace Recycling Regulations, ULEV pool fleet, EV charging infrastructure at 98% of sites including rapid charging facilities at 9 sites and the introduction of a staff charging policy and facilities, embarking on a net zero construction project at New Inn to act as a flagship project for any future new builds.
- 3.3 Over FY 23-24 and 24-25 we have been successful in securing £553,376 worth of Welsh Government funding for additional decarbonisation projects such as rapid charging facilities at 9 sites, decarbonising heat via ASHP installation and electric appliance bay heating at 3 site and part-funding for 12 electric vehicles.
- 3.4 In partnership with Welsh Government Energy Service feasibility studies for roof mounted solar PV are being sought at a further 6 sites.
- 3.5 We will remain in Phase 2 until 2027, where we must lay the foundations for fully embedded net zero culture and 'icing on the cake' decarbonisation efforts that can only be achieved once the other phases and engagement/behavioural change/cultural work that is to precede them, have been completed.

#### **2 Years of Comparable Carbon Emissions**

Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions an organisation creates during its own operations and in its

supply chain. The emissions represent units of kgCO<sub>2</sub>e (carbon dioxide equivalent) – these are a measurement of Greenhouse Gases (GHGs) expressed as their carbon dioxide equivalent.

Scope 1 are direct emissions that are owned or can be controlled, e.g. burning fuel in the organisations fleet.

Scope 2 are indirect emissions i.e., the purchase of energy for heating /cooling buildings.

Scope 3 are indirect emissions from the value chain, e.g., buying, using, and disposing of products from suppliers. If spend goes up, so will scope 3 emissions under current methodologies, so more stringent methods are being developed to assess the carbon emissions of supply chains.

<b>FY</b>	<b>Scope 1</b>	<b>Scope 2</b>	<b>Scope 3</b>	<b>Total</b>	<b>Difference</b>
22-23	2,431,417	576,148	7,043,222	10,050,788	
23-24	2,141,756	662,557	7,194,353	9,998,666	-0.53%

Looking at WPS emissions, if you take supply chain emissions (which are currently wholly reliant on spend) out of the equation, emissions have decreased slightly for the whole public sector (0.4%) across the two reporting rounds. However, year on year comparisons on a sectoral level need to be taken with caution as they are subject to gaps in reporting and changes of numbers to organisations reporting but do allow for standardisation and comparison internally year on year and amongst similar organisations within your ‘category.’ It is difficult to compare performance simplistically as organisations vary in size and function but there is ample and frequent comparison of trends between WPS organisations and FRSS so that any anomalies within the direction of travel can be explored. Trends such as increasing electricity usage is a noted symptom of carbon reduction methods elsewhere i.e. removal of gas for heating.

## **4. IMPLICATIONS**

### **4.1 Community and Environment**

**4.1.1 Equality, Diversity and Inclusion** - Any project work arising from CRP will be subject to Equality Impact Assessment and it will be assessed whether the CRP will need to be available in more accessible formats as opposed to the traditional PDF document, following its approval.

**4.1.2 Well-being of Future Generations (Wales) Act** – The carbon reduction and environmental work of SWFRS can contribute to the

well-being goals of a globally responsible Wales, a resilient Wales, a healthier Wales and a Wales of cohesive communities

4.1.3 **Welsh Language** - When published, the CRP should be available in the Welsh language.

## 4.2 **Regulatory, Strategy and Policy**

4.2.1 **Corporate Risk** – As alluded to earlier in the report, there is corporate risk surrounding making public promises that can't be kept around carbon reduction. CRPs need to be comprehensive with clear direction yet realistic within the boundaries of available resource.

## 4.3 **Resources, Assets and Delivery**

4.3.1 **Budget Revenue/Capital** – Carbon reduction/sustainability does not hold an official budget and decarbonisation projects are largely reliant on funding and availability within departmental budgets.

4.3.2 **Service Delivery** - Sustainability Steering Group is an internal cross-departmental steering group comprised of core members and 'Carbon Leads' representing different aspects of decarbonisation work across the Service. This group may grow or adapt as the work of the CRP develops. The group will meet quarterly to discuss the CRP and progress on other environmental and sustainability workstreams. The group viewed and made notes on the draft CRP in a meeting dated 14 February 2025.

## 5. **IMMEDIATE PRIORITIES**

### 5.1 **Energy Audits and Energy Management Software**

Scope 2 emissions relate to purchased energy and buildings emissions account for around 20% of total carbon emissions. SWFRS are implementing energy savings technologies each year and as standard practice in new builds, but numerous decarbonisation interventions rely on increased electrification currently, so it is not common to see significant reductions year-on-year until there is a person and/or software managing energy to the equivalent of a full-time role to minimise usage and maximise efficiency. A paper will be put forward to SLT explaining the function of energy management software, how it can result in financial and carbon savings, and the results of early engagement with the industry, especially those platforms with strong and demonstrable public sector experience.

As an interim measure, we will begin internal energy audits of the entire estate to have better insight into patterns of energy usage and wastage including a look back at historic data for comparison, assessment of rates, tariffs, and demand charges, equipment, automated controls and sensors, meter health, benchmarking activities and mapping potential for upgrades or retrofits.

## 5.2 **Environmental Management Systems and Environmental KPIs**

An Environmental Management System (EMS) is a clear system of processes or a framework that allow an organisation to effectively monitor and improve its environmental impact. There are numerous accreditations available such as Green Dragon or ISO14001 but accreditation is not necessary in order to build and maintain a fit for purpose system. FRSs across the UK have been successful in gaining accreditation for Environmental Management Systems at all levels however, some have chosen not to seek accredited status. Accreditation does come with PR benefits and the assurance of external audit. A paper will be presented to SLT on the benefits of accreditation and whether it is a decision we would want to make as a Service but systems building work will continue regardless of decision outcome on external accreditation.

Early desk research including a gap analysis has been completed and a workplan put in place for Green Dragon Level 3 accreditation with the view to accredit at this level in FY 25-26 and work through the stages as soon as possible thereafter.

As part of the system implementation and accreditation, an initial environmental review will be completed and presented to be repeated and published annually, an impacts and aspects register and a legal register mapping the full picture of our environmental impact and setting out the framework for systems of monitoring environmental KPIs and compliance with legislation.

### Environmental KPIs

Carbon footprint is considered an environmental KPI but there are simpler ways to look at environmental performance at a glance year on year such as the below, they are also useful in setting out and improving data collection methods and are not subject to emissions factor changes like certain methods of carbon accounting so can often give more instant indications on performance.



<b>KPI</b>	<b>22-23</b>	<b>23-24</b>
Electricity Usage (Kwh)	2,945, 677	3,140,098
Gas usage (Kwh)	5,785,777	5,538,901
Diesel Usage (litres)	431,909	377,421
Petrol Usage (litres)	13,834	13,351

Waste and water usage are also important environmental KPIs which need to be measured more closely to get a more detailed picture of environmental impact. We have waste data for corporate waste in year 23-24 with a figure in tonnes for each waste stream, but previously it was measured purely on spend and a future task will be to capture all kinds of waste across the organisation by measurable and comparable means year on year for which methods are developing.

The first stage in maximising water efficiencies will be in setting up a monitoring system. Some sites are metered, and we are charged a flat rate currently. In the coming years water prices generally are predicted to rise by 27% in Wales, and to make meaningful carbon reductions in this area we will have to spend to save.

Another KPI that needs to be addressed is commuting and homeworking emissions. These are currently monitored via survey which is the standard means of data collection. A new commuting and homeworking survey will be going out ahead of the next Welsh Government returns however there is the possibility to explore how current data we keep can be used to make for more accurate monitoring of our impact in this area going forward. This can develop with the publication and standardisation of home working policies and procedures and commuting data can be collected in asking employees to put forward the miles between their home address and primary place of work and means of travel in order to make more accurate calculations, although this is also subject to inaccuracy based on flexibility of places of work and no current means of mandating the sharing of this information.

## **6. EVALUATION & CONCLUSIONS**

- 6.1 Carbon reduction work has moved along in line with WPS considering the high turnover of staff, lack of resource invested into sustainability and environment efforts however significant investment is required to meet milestones and phases in carbon reduction ahead of 2030 and ensure that robust environmental and carbon management processes are in place.

## 7. RECOMMENDATIONS

- 7.1 The Commissioners agree the new Carbon Reduction Plan and affirm support for format.
- 7.2 The Commissioners note immediate priorities and importance of building robust systems before more reaching work can be achieved.

<b>Contact Officer:</b>	Bethan Harvey Sustainability Officer	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
Carbon Reduction 2030 Draft (Appendix 1)		



Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

South Wales Fire and Rescue Service  
**Carbon Reduction  
Roadmap  
2024 - 2030**



**COURAGE TO ACT,  
COMPASSION TO CARE**

# Introduction

South Wales Fire and Rescue Service treats its commitment to carbon reduction with the seriousness it deserves. Whereas our highest priority will always be the safety of the public, we must also consider potential damage to the environment caused by incidents we respond to, how we respond to them, and the sum of our operational and corporate activities. A key part of our overarching environmental impact is our carbon footprint. Carbon reduction is a defining challenge for organisations across Wales and the world, living in times of global climate and nature crises, but with a unique relevance to us as a Fire and Rescue Service, in the nature of the services we provide to our communities, and how a changing climate will directly impact public safety and the nature and frequency of incidents.



A changing climate will bring new challenges; that will have the greatest impact on the most vulnerable in our communities, reducing food and water availability, increasing living and insurance costs, and high temperatures resulting in negative health impacts experienced disproportionately. We will be responding to incidents such as wildfires, storms and floods at increasing frequency, and new and emergent technologies designed to address **climate change** will also pose new fire risks such as lithium-ion batteries, wider uptake of electric vehicles, and changes to the insulation of buildings. The more we can give towards reduction, the more we work towards efficiencies in the future, whereas inaction leads to increasing the load of what will already be challenging and stretching times ahead for the sector and for South Wales.

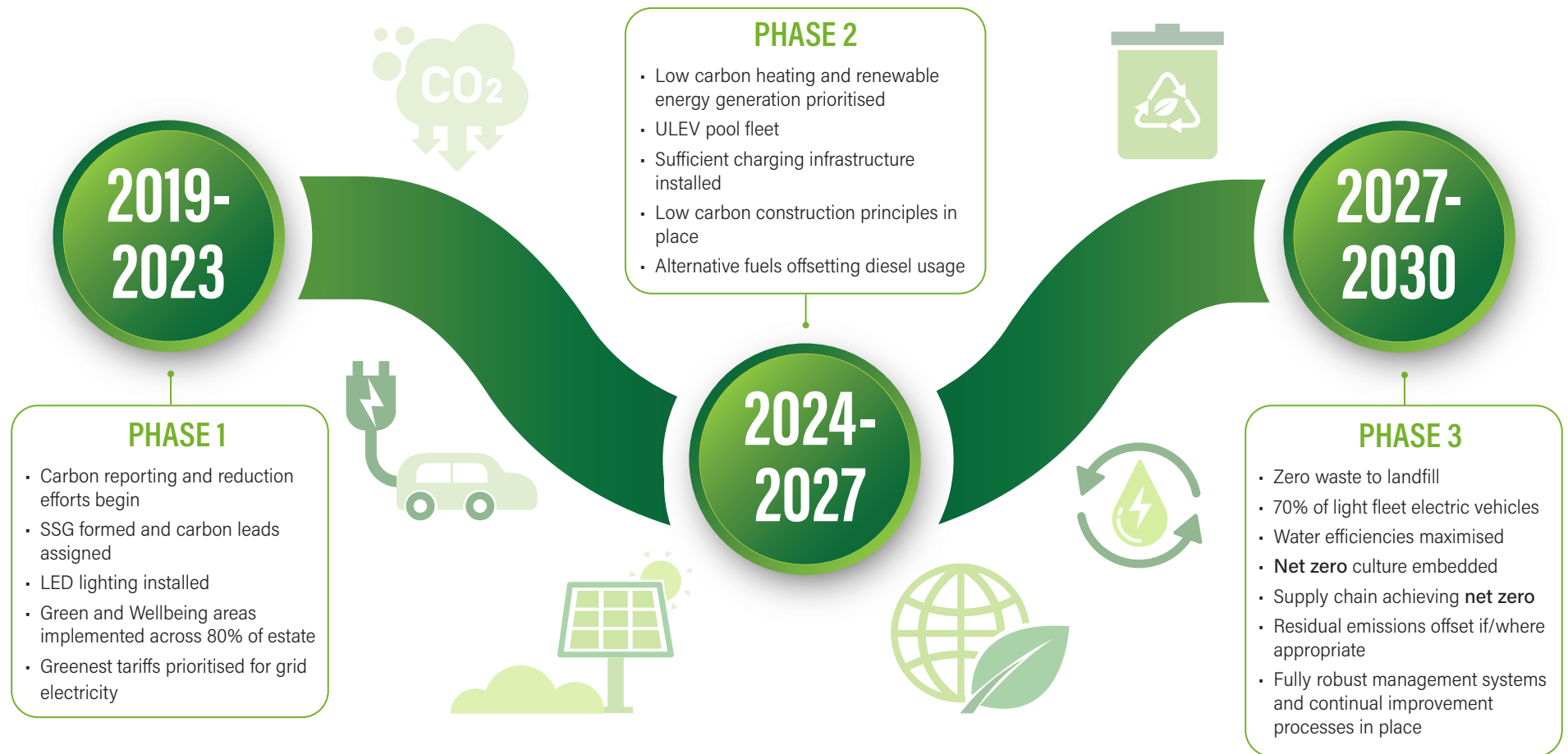
Part of our core work is preventing or controlling fires, this can reduce the carbon that would be emitted from avoided fires through community safety or arson prevention work, or in controlling the intensity of active fires, where the more material that can be saved from combustion, the less carbon that will be emitted. Fire is a significant driver of the global carbon cycle, as the burning of organic matter releases stored carbon into the atmosphere as carbon dioxide. This has extra carbon significance in the case of forest fires as damage to trees and vegetation reduces sequestration capacity (the ability of trees and plants to capture and store carbon dioxide from the atmosphere via photosynthesis).

We want to exercise pragmatism to adapt to risk and be prepared for challenges on the horizon, but we also want to empty the tank on mitigation efforts by striving to minimise our impact, maximise opportunities for innovation, and operate from a place of hope and action.

In 2030, we want to be a Fire Service that continues to put the safety of the public above all else but that both fully recognises its environmental impact and its role in environmental stewardship. We understand that we rely on natural resources for the services that we provide, and for the communities - and the people and wildlife that call them home - to thrive. A Fire Service that is mindful in its response to incidents, diligent in its corporate activities, and has fostered a strong culture of environmental stewardship, carbon reduction and resource efficiency where every member of staff is invested in what that means within their role, and within their control. Fire service staff have an educational role within the community around changing definitions of safety and the climate adaptation methods that this will entail. Fire stations and corporate buildings will be maximising their potential by generating their own renewable energy, both internal meetings and public engagement events can be held in well maintained green spaces that staff and communities are invested in, improving energy, focus and wellbeing. Business journeys that can't be made wheeling, walking, biking, or on public transport are made using electric pool cars or vans that the whole workforce is confident in using and do so in an efficient and considerate manner. Diesel usage is supplemented with biofuels until more renewable alternatives are technologically ready and affordable, but whatever the fuel, the red fire appliance remains a symbol of safety within our communities, and one that evolves with the times but is ever-present in responding to your emergency. We are engaged with our supply chains, and it is the norm to engage with suppliers big and small on their own carbon reduction and how we can reduce the impact of our goods and services through them. We are always looking for new and stretching ways in which we can lessen our impact and shrink our carbon footprint, even though the nature of our activities means that we can't wipe it from the sand completely.

# Roadmap to 2030

In October 2021, Welsh Government set out its second carbon budget, “**Net Zero Wales**” confirming the ambition of achieving a collective carbon neutral public sector by 2030. SWFRS have operated in the spirit of the challenge including the production of Carbon Reduction plans and the 2030 Road Map, guiding the years that lead us to our target date, but also recognise the scale of the challenge. We must consider budgetary, technological, and human resource restraints. The roadmap is broken into overarching carbon reduction milestones along the ‘road’ grouped into ‘phases’ which cover specific time spans. The tasks that will lead to or support the milestones are included in the appendix action plans.



# What we did during Phase 1



## During phase 1 we:

- returned annual emissions reports to Welsh Government for four consecutive years alongside internal carbon accounting
- established green spaces and wellbeing areas across 80% of the estate
- installed LED lighting across the estate with any remaining sites converted during scheduled refurbishment
- signed up to relevant service area Healthy Travel Charters
- installed energy saving drying room technologies
- set up an internal furniture depository system for corporate recycling of furniture in attempts to minimise unnecessary purchases of new furniture and usable products being disposed of prematurely
- reviewed procedures and guidance for Sustainable Procurement and tenders
- use of Sustainability Procurement tool which was developed with WRAP Cymru to assess necessity and environmental impact of contracts
- incorporated sustainability questions into tenders to assess environmental and carbon credentials of bidders

# Progress in Phase 2

2024-  
2027

## The progress we have made in phase 2:

- Installed solar panels for renewable generation at suitable sites
- Decarbonised heat at 6 sites
- Segregated corporate waste for recycling ahead of mandatory implementation in line with Workplace Recycling Regulations
- Implemented ULEV pool fleet
- Installed EV charging infrastructure at 98% of sites
- Installed rapid charging facilities at 9 sites
- Introduced staff charging policy and facilities





# Next steps on the road

Further progress into phase 2 and preparation work for phase 3 will be recorded and monitored via the appendix category action plans, which will have an assigned carbon lead and a SWFRS employee/employees assigned to each task for implementation and monitored quarterly via the internal Sustainability Steering Group.

Huge financial and people resources will be required to make sure that the phases are adhered to, and the reductions are driven down as far as possible before it becomes time to offset residual emissions in 2030. To imply that significant reductions are possible without financial and cultural investment would be to prepare for failure. The cost of decarbonisation is high, but the cost of inaction threatens to be higher than we can predict.

We want to work efficiently as internal teams and in collaboration with other public services and partners to work towards the 2030 vision of the introduction. The outcomes of inaction will include our communities at increased risk, stretching of our resources and services and more and more being asked of our employees fighting fire on a warming planet.

## Review and Monitoring

The 2030 Road Map (carbon reduction plan) is for the period 2024 – 2030, to follow on from the previous Carbon Reduction Plan 2020-2023 and to correspond with the Welsh Government ambition of a carbon neutral public sector in this time frame. Ownership of the Road Map will sit with the members of the internal South Wales Fire and Rescue Service Sustainability Steering Group. A review of progress on the roadmap phases and action plans outlined will take place quarterly. Wider environmental and sustainability work, alongside carbon reduction, will be reported in an Annual Environmental Review which will be published internally to internal department of Risk, Performance and Statistics, SLT/ Board and externally on a dedicated Sustainability and Environment page on our public facing website as it develops. Annual returns will be presented to Welsh Government **Net Zero** team in the dedicated format, and any future internal calculations kept with clear and accessible process notes, and a consistent methodology.

## Offsetting Residual Emissions

It is important to note that the amount of residual emissions at the 2030 point will depend on the investment in carbon reduction in the years that remain. It is also important to note that the public sector will be responsible for offsetting its emissions as a collective and there may be calls to adhere to a particular type of offsetting as the 2030 picture becomes clearer. Offsetting is a last resort scenario, where an accurate and meaningful 'balance' is hard to achieve even with investment into the greenest and most grass roots of offsetting schemes. South Wales Fire and Rescue service recognises the place of offsetting within carbon neutrality but questions its validity in achieving a true balance and does not consider it to be a safety net nor an excuse to take the foot off the pedal on carbon reduction efforts in their purest form.

## Appendix 1 - Category Action Plans

# Estate and Energy

Action	Timescale/Phase <i>(published externally)</i>
Complete energy audits across all sites to identify high consuming equipment and opportunities for reduction.	Phase 2
Complete meter upgrade programme of works to ensure that all meters are giving accurate and meaningful readings and data.	Phase 2
All buildings assessed to have standardised, effective building management systems including a dedicated central resource to optimise energy use across the built estate on a consistent basis.	Phase 2
Maximise funding opportunities for low carbon heat and renewable energy installation.	Phases 2 and 3
Complete surveys to understand the overall viable potential for onsite renewable energy generation across the estate.	Phase 2
Modern Methods of Construction (MMC) for design of new buildings to minimise construction related carbon emissions and maximise operational efficiency of buildings.	Phases 2 and 3

## Appendix 1 - Category Action Plans

# Waste

Action	Timescale/Phase <i>(published externally)</i>
Develop Waste Training resources internally in response to common recycling issues and myths.	Phase 2
Work with contractors to collect meaningful and presentable waste data to minimise refuse truck mileage, deliver regular updates to sites on their waste production and work with them in a bespoke manner on reduction.	Phase 2
All waste streams will be reviewed on an annual basis to ensure the most sustainable method of disposal is being undertaken; the waste hierarchy will be used as a template for action and transfer documentation assessed.	Implemented in Phase 2
Reduce the amount of general waste produced by the service as far as possible.	Phases 2 and 3
Monitor usage of single use plastic bottles and look to implement alternatives where possible in line with Zero waste ambitions.	Phases 2 and 3
Assess paper usage and digitalise internal forms and other processes as far as possible.	Phases 2 and 3
Improve data collection internally across all identified waste streams.	Phase 2
Develop relationships and processes with local repair and reuse organisations to ensure that unwanted items are given a new life wherever possible.	Phases 1 - 3 as new projects etc. arise

## Appendix 1 - Category Action Plans

# Fleet and Travel

Action	Timescale/Phase <i>(published externally)</i>
Sustainable transportation and active travel a design element for new sites in line with Welsh Governments Active Travel guidance and action plan.	Phase 2
Improve data management and reporting for business mileage, fuel consumption and commuting.	Phase 2
Light fleet 70% ULEV by 2030.	Phases 2 and 3
Fossil fuelled fleet to utilise alternative low carbon fuels such as HVO as an interim carbon reduction measure.	Phase 2
Survey, research and engage on commuting, home-working and pool vehicle usage.	Phase 2
Promote car sharing, public transport discounts and increase usage of electric pool vehicles.	Phase 2
Regularly assess charging infrastructure across the estate to ensure that it is reflective of changing vehicle profiles and to maximise funding opportunities.	Phases 2 and 3
Monitor Emergency Service ULEV technology to be ahead of trends and plan for the future.	Phases 2 and 3

## Appendix 1 - Category Action Plans

# Procurement Processes and Supply Chain

Action	Timescale/Phase <i>(published externally)</i>
Sustainable transportation and active travel a design element for new sites in line with Welsh Governments Active Travel guidance and action plan.	Phase 2
Improve data management and reporting for business mileage, fuel consumption and commuting.	Phase 2
Light fleet 70% ULEV by 2030.	Phases 2 and 3
Fossil fuelled fleet to utilise alternative low carbon fuels such as HVO as an interim carbon reduction measure.	Phase 2
Survey, research and engage on commuting, home-working and pool vehicle usage.	Phase 2
Promote car sharing, public transport discounts and increase usage of electric pool vehicles.	Phase 2
Regularly assess charging infrastructure across the estate to ensure that it is reflective of changing vehicle profiles and to maximise funding opportunities.	Phases 2 and 3
Monitor Emergency Service ULEV technology to be ahead of trends and plan for the future.	Phases 2 and 3

## Appendix 1 - Category Action Plans

# Training, Engagement and Behaviour Change

Action	Timescale/Phase <i>(published externally)</i>
Carbon and environmental responsibilities of each role to be included in job descriptions and evaluations such as Personal Review.	Phase 3
Launch and roll out a dedicated environmental package including sector specific/ NFCC approved Carbon Literacy Training to support carbon reduction.	Phase 3
Formalise means by which we evaluate and reduce carbon emissions in operational duties and training.	Phase 2
Build an internal network of 'Sustainability Champions' or equivalent to be ambassadors for environmental work including carbon reduction across departments.	Phase 3

## Appendix 1 - Category Action Plans

# Water

Action	Timescale/Phase <i>(published externally)</i>
Establish monitoring and reduction systems for corporate water usage.	Phase 3
Research the water efficiency of current appliances and accessories and how the most efficient products can be chosen.	Phase 3
Explore the feasibility of rainwater harvesting and other water recycling across sites.	Phase 2
Water usage and savings tips to be communicated internally and incorporated as part of Environmental Training Package.	Phases 2 and 3
Work with partners to assess the feasibility of using treated wastewater for firefighting activities.	Phase 3

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.viii  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER, CHRISTIAN HADFIELD

**SOUTH WALES FIRE & RESCUE SERVICE COMMUNITY RISK  
MANAGEMENT PLAN (CRMP)****THIS REPORT IS FOR DECISION**REPORT APPROVED BY THE CHIEF FIRE OFFICER FIN MONAHAN  
REPORT PRESENTED BY ASSISTANT CHIEF FIRE OFFICER, CHRISTIAN  
HADFIELD**SUMMARY**

The report proposes the introduction of a Service wide Community Risk Management Plan.

A Community Risk Management Plan is a high-level business plan, designed specifically for a public audience, to inform interested parties of the Service's priorities, and key deliverables over a defined period.

The CRMP will be the Services strategy for how it intends to achieve its Vision and its Mission; and will describe the strategic changes that South Wales Fire & Rescue Service will make over that time to meet the needs, wants and expectations of the communities of South Wales. It also describes how it will mitigate risk in South Wales, as expressed in its Assessment of Risk (AOR).

**RECOMMENDATIONS**

That the Commissioners note the report.

That the Commissioners agree to implement a Community Risk Management Plan (CRMP) and associated investment with immediate effect.

## 1. BACKGROUND

- 1.1 Our Service is navigating evolving demands that require enhanced resilience and adaptability, all within the context of financial and resource constraints. These challenges are further compounded by the complexities of managing community risks, necessitating a strategic and efficient approach to service delivery.
- 1.2 All English Fire and Rescue Authorities are required (under the Fire and Rescue National Framework 2018) to produce a CRMP of a minimum three-year duration. These should clearly identify the existing, new and emerging risks as well as outlining how the Fire and Rescue Service will mitigate these risks and respond to fires and other emergencies. It should be produced in consultation with the public, staff, local partners and Trade Union/representative bodies and must reflect current risk information known to the Service.
- 1.3 The aim behind the CRMP is to develop a holistic approach to managing risk across SWF&RS, understanding our communities and being able to influence behaviour to reduce risk through prevention and protection activities, whilst still ensuring the Service continues to respond to emergencies.
- 1.4 SWFRS undertook a Fire Cover Review in 2013 which aimed to identify the optimum station locations and crewing arrangements to match resources against risk.
- 1.5 The Fire Cover Review in 2013 was the first review since the combination of the 3 previous constituent Fire & Rescue Services in 1996 and resulted in the closure of two fire stations in Blaina and Porth.
- 1.6 We now need to take this opportunity to take full account of several key factors such as population growth, changes in demographics, changes in the environment, changes in climate and changes in infrastructure.
- 1.7 The result of a CRMP will ensure that assets in the Service are matched against identified risks and show that the Service is committed to continuous improvement whilst ensuring cost effective service delivery.
- 1.8 Further scope of a Special Appliance Review is to consider all other risks such as road traffic collisions, specialist rescues from height or water, chemical and hazardous materials, terrorism, large animals, confined space to name a few. The outcome of the Special Appliance Review is to provide recommendations on the type, scale and disposition of the specialist skills and equipment that are required to manage these risks.

## **2. PROPOSAL**

- 2.1 We propose to undertake a comprehensive, service-wide CRMP to assess and address the risks faced by our communities. This plan will enable us to gain a clear, data-driven understanding of the evolving risks across our Service —ranging from local challenges to national and global issues such as economic pressures and climate change.
- 2.2 To achieve this, we will collaborate with our communities, public sector partners, and subject matter experts to gather insights, understand organisational needs, and incorporate expert knowledge. By engaging with local partners, operational teams, and the public, we will develop a robust risk profile using both quantitative and qualitative data.
- 2.3 Our CRMP will show how we understand our key community and organisational risks and what we are going to do about them over a fixed period. This plan will focus on the priority risks to our communities and organisation and will outline our plans to mitigate these risks. We will make our CRMP accessible to help everyone understand the part they play in working collaboratively and in partnership to help keep our communities of South Wales safer in line with our golden thread.
- 2.4 To support the initial phase of the CRMP, we seek to engage a specialised data analysis provider with advanced modelling techniques to identify improvement opportunities and reveal hidden capacity. By simulating future scenarios, we can ensure solutions are objective, evidence-based, and measurable.
- 2.5 As part of our long-term strategic vision, we will consider transitioning our current strategic plan in 2026 into the CRMP, reducing the number of overall plans within the Service. This integration will ensure that our planning processes remain streamlined, risk-focused, and aligned with the needs of the communities we serve.

## **3. IMPLICATIONS**

### **3.1 Community and Environment**

#### **3.1.1 Equality, Diversity and Inclusion**

A full and comprehensive Equality Impact Assessment (EIA) will be undertaken to understand the impacts of the CRMP.

### 3.1.2 Well-Being of Future Generations (Wales) Act

The implementation of actions and Well-being Objectives will follow an evidence-based approach, developing a range of options and delivering action-driven outcomes. This will ensure that the CRMP is adaptable, and effective.

### 3.1.3 Socio Economic Duty

As part of our Community Risk Management Plan (CRMP), we will incorporate the socio-economic impact of our services into future performance measures. Building on the initial phases of work, we will progress to the third phase focusing on implementing methodologies to evaluate the economic and social value of our activities. This will include assessing the impact of our Response to fire and non-fire incidents, as well as our Prevention and Protection initiatives. By embedding these evaluations within our performance framework, we will enhance our ability to measure our overall impact, strengthening our commitment to delivering effective and efficient services to the communities we serve.

### 3.1.4 Consultation with Representative Bodies

Consultation with Representative Bodies has commenced, and we are committed to keeping all parties informed of progress.

### 3.1.5 Communication Plan

The Service will produce a comprehensive communications strategy to accompany the CRMP process, which will constantly be reviewed and refined to meet the need of both internal and external stakeholders.

## 3.2 Regulatory, Strategy and Policy

### 3.2.1 Legal

The Fire and Rescue Services Act (2004) places a statutory duty on Authorities to make provisions for firefighting, fire safety and responding to road traffic collisions and other emergencies.

In line with the Local Government (Wales) Measure 2009, the Authority has a duty to achieve service improvement in the short term and to support the well-being of communities over the long term. As part of this duty, the Commissioners are required to set annual Improvement and Well-being Objectives, consult upon them publicly and report upon them annually.

Any proposed changes and enhancements within the Service carry potential legal implications that warrant careful examination. These include compliance with new safety regulations, adherence to

environmental laws considering climate change initiatives, and navigating the legal landscape of technological adoptions.

Additionally, any restructuring and the development of specialised response must align with employment laws and contractual obligations.

To address these complexities, a full legal impact assessment will be conducted as the proposals are refined and developed further.

### 3.2.2 Financial

The CRMP will be designed to drive improvement and will deliver financial and non-financial efficiencies, which are unable to be quantified at this time.

A comprehensive Impact Assessment will be conducted as these proposals are developed further. This assessment will detail the expected costs, potential savings, and long-term financial sustainability of each initiative.

### 3.2.3 Fire Standard Core Code of Ethics and Human Rights (including Data Protection)

Any proposed initiatives will be poised to bring about transformative changes in operational procedures, community engagement, and technological integration. As these proposals are further developed, it is imperative to assess their alignment with the Fire Standards Core Code of Ethics and Human Rights legislation.

### 3.2.4 Procurement

There is an intention to procure a software system to enhance our understanding of risk within our communities and support the development of simulation models. This system will enable data-driven decision-making, improve risk assessment capabilities, and assist in resource planning to enhance community safety and operational efficiency.

The anticipated cost for this procurement is approximately £45,000 + VAT. The procurement process will be conducted in accordance with our financial regulations and procurement policies to ensure transparency, value for money, and alignment with our strategic objectives.

### **3.3 Resources, Assets and Delivery**

Funding has not yet been identified for the duration of the CRMP project as it will span multiple budget years. Funding has been secured for the first stage (understanding our risk). Because we cannot commit to mitigations until the latter stage of CRMP is complete, financial decisions relating to mitigations cannot take place yet.

### **3.4 Human Resources and People Development**

The development of the CRMP will be managed within the existing organisational structure and salary budgets, ensuring no additional staffing growth is required. Current resources will be utilised efficiently to support the planning and implementation process, with responsibilities allocated among existing team members.

## **4 EVALUATION & CONCLUSIONS**

4.1 This report outlines the approach of adopting the NFCC Community Risk Management Plan Framework.

4.2 Production of an approved CRMP will generate many benefits including:

- Ensuring our resources are most appropriately aligned to the risk our communities face, thereby enabling us to respond to the needs of our communities.
- Contribute to our overall Strategy, ensuring a safe and healthy workplace for SWF&RS personnel.
- Evidencing ongoing management of risk and effective planning of improvement activity, demonstrating how we meet the CRMP Fire Standard, HMICFRS assessment of how we assess risk and requirements of the Fire and Rescue National Framework.
- Shaping the Service's approach to strategic assessment of risk, providing an opportunity for organisational learning and effective planning of improvement activity.

## **5 RECOMMENDATIONS**

5.1 That the Commissioners note the report.

5.1.1 That the Commissioners agree to implement a Community Risk Management Plan (CRMP) and associated investment with immediate effect.

<b>Contact Officer:</b>	Christian Hadfield Assistant Chief Fire Officer	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
Title: NFCC CRMP framework <a href="https://nfcc.org.uk/our-services/community-risk-programme/crmp-decision-making-2/">https://nfcc.org.uk/our-services/community-risk-programme/crmp-decision-making-2/</a>	2022	NFCC
<b>Appendices</b>		
Appendix 1	The CRMP scope items	

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**Report Title**  
**Appendix 1: CRMP scope items:**

<b>Phase</b>	<b>Section</b>	<b>Item</b>
1.	Standard Analysis and Model set up	1.1 Data Collection 1.2 Analysis of current profile 1.3 Model Validation
1.	Location Optimisation	1.4 Service wide optimisation modelling using existing locations 1.5 Service wide Greenfield modelling 1.6 Individual station location optimisation
1.	Pumping appliance modelling	1.7 On call availability 1.8 Alternative duty systems 1.9 Bespoke configuration 1.10 Efficiencies savings
1.	Risk Mapping	1.11 Dwelling fire risk 1.12 RTC risk 1.13 Water/flooding risk 1.14 Other building risk 1.15 Historical incident data 1.16 Overall service wide risk mapping
1.	Special Appliance Modelling	1.17 Water/Flooding assets 1.18 Water carriers 1.19 Aerial Ladder Platforms (ALP) 1.20 Rope rescue assets 1.21 Rescue Tender assets 1.22 Terrorism assets 1.23 Foam carrier 1.24 High Volume Pumping (HVP) 1.25 Wildfire assets 1.26 Other specialist assets
2.	Reasonable worst case scenario planning	2.1 Degradation plan 2.2 Response standard modelling
2.	Prevention and Protection	2.3 Identify workload models 2.4 Resource profile modelling 2.5 Evaluation of resource deployment options.

3.	Economic and social value of our activities	3.1 Response 3.2 Prevention 3.3 Protection
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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6.ix  
28 MARCH 2025

BOARD OF COMMISSIONERS

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND  
TRANSFORMATION**ESTABLISHMENT OF A PORTFOLIO MANAGEMENT OFFICE (PMO)****THIS REPORT IS FOR DECISION**REPORT APPROVED BY THE CHIEF FIRE OFFICER  
REPORT PRESENTED BY DIRECTOR OF STRATEGIC CHANGE AND  
TRANSFORMATION, DOMINIC MIKA**SUMMARY**

The Service must prioritise how it builds its capacity for change and transformation, through suitable resourcing and development of its capability and capacity to effectively manage portfolio, programmes and projects.

By establishing a permanent Portfolio Management Office (PMO) the Service will develop clear business cases for change and improvement that show what the impact, costs, benefits and outcomes of improvements will be and make sure they are evaluated properly.

This will also improve how we communicate the progress of the transformation programmes and underpin our reporting.

This report follows the appointment of the Director of Strategic Change and Transformation and the further identification of areas of improvement that will play a key role in the success of delivering cultural and process improvements.

Timelines are in place to make sure that full and sustainable implementation of all the recommendations within South Wales Fire and Rescue Service (SWFRS) culture and values review and any other associated reports can be met, as part of the Service's wider transformation and improvement programmes.

This report was considered at the Finance and Audit Committee held on 21 March 2025.

**RECOMMENDATIONS**

1. That the Commissioners approve the implementation of a permanent Portfolio Management Office (PMO).

2. That the Commissioners approve and support the required recruitment of personnel to resource the PMO.

## **1. BACKGROUND**

- 1.1 This report is being presented to the Commissioners by the Director of Strategic Change and Transformation. The recommendation to establish a permanent PMO to support sustained cultural and service improvement.
- 1.2 An established PMO within SWFRS will enhance the coordination, oversight, and successful delivery of strategic projects. The PMO will provide a structured framework to ensure efficiency, accountability, and value for money, while developing internal capability (through a centre of excellence approach) to embed long-term project and programme management best practices.
- 1.3 An effective PMO is essential in delivering change and transformation. Ineffective governance and portfolio, programme and project management processes are consistently identified as a cause of failure in transformation programmes.
- 1.4 The Service has not yet received the published recommendations from its HMICFRS assessment. However, self-assessment and early feedback and debriefing indicates the need to establish a permanent PMO to support our approach to service improvement.

## **2. PROPOSAL**

- 2.1 Subject to the views of the Commissioners and the required job evaluation and financial analysis the Service will:
- 2.2 Recruit a permanent Portfolio Manager.
- 2.3 The Portfolio Manager will provide specialised knowledge and experience and prioritise the permanent establishment of a PMO and effective processes and systems. They will ensure the PMO plays a key role in the effective delivery of services and the success of the improvement.
- 2.4 They will provide proactive, strategic, ethical, and pragmatic advice, challenge and support to the Chief Fire Officer, Executive Leadership Team and Board of Commissioners.
- 2.5 The Portfolio Manager will temporarily report to the Director of Strategic Change and Transformation, initially delivering the change programme whilst also building the PMO function and capability. Once this has

matured, the PMO will move under the Director of Corporate Services so that it will work closely with Performance, Planning and Risk (PPR) team making sure there is alignment of functions. Throughout the development of the PMO, care will be taken to ensure that it does not duplicate activities undertaken by the PPR team.

- 2.6 The PMO team will initially be made up of three temporary Transformation Programme Managers and a Project Manager.
- 2.7 This will require the additional recruitment of two Transformation Programme Managers and a Project Manager who will work alongside the current Transformation Programme Manager recruited following approval in September 2024.
- 2.8 These posts will be recruited on a temporary two-year basis, with an option for review and to become permanent (an extension to the previous proposition by 12 months).
- 2.9 These posts will build capacity and make sure the Service has effective governance and oversight of its improvements. They will work alongside Project Sponsors and Project Executives to make sure that work is progressed efficiently and effectively, whilst managing dependencies and avoiding duplication.
- 2.10 These posts will be reviewed following successful establishment of a PMO, with an aspiration that they may become permanent programme business partners and move from establishing a PMO, to supporting directorates, within a new operating model.
- 2.11 The newly established PMO will work closely with the existing Performance, Planning and Risk team, to support efficiency and effectiveness.
- 2.12 The proposed phased approach to embedding a permanent PMO will afford greater flexibility to mould the positions as the PMO matures and it will also buy time to identify vacant posts that can be re-purposed to manage the permanent cost base.
- 2.13 SWFRS prioritises a cost-conscious approach and, as identified in the SWFRS Strategy, will be establishing a new Operating Model that will be developed in parallel with our Community Risk Management Planning (CRMP). Part of that work will involve identifying resources that can be redirected toward our improvement and efficiency plans including allocating resource for the PMO against vacant posts that are deemed to be superfluous to current requirement.

- 2.14 While we do not envisage a fundamental change in the PMO Manager role, programme and project manager roles, these will develop as our approach matures from transformation to an embedded function. This is the reason for the project manager roles being established, initially, on a temporary basis.

### **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. To achieve this, the Service requires a PMO.

##### **3.1.2 Consultation and Communications**

A functioning PMO supports both reporting and communication of change and improvement.

##### **3.1.3 Consultation with Representative Bodies**

As part of Service improvement there is a commitment to maintain ongoing consultation with representative bodies. Effective engagement, stakeholder analysis and consultation are all linked to an effective PMO.

#### **3.2 Regulatory, Strategy and Policy**

##### **3.2.1 Financial**

The pay grade for a Portfolio Manager:

**GRADE 17: £49,764 - £50,788**

This is aligned to the current Head of Service Performance, and equivalent in grade to other Fire and Rescue Services.

**GRADE 13: £41,551 - £42,708** (one pre-existing position already recruited subject to approval Sept 24)

The resulting cost of two additional Transformation Programme Managers will be, will be an annual cost of £85k

**GRADE 11: £37,938 - £38,626**

Total PMO initial annual costs **£212,355 - £217,538.**

There may be future associated costs due to this improvement, that will be presented as part of a business case and be subject to consultation.

This will include training and upskilling of staff within the SLT, existing PPR team and wider service.

Implementation of a PMO will allow the Service to monitor costs, improvements and efficiencies better and improve our evaluation.

	Net	Oncost	Gross		Total		Existing Temp £	Additional Temp £
G17 PM	50,788	15,236	66,024		66,024			66,024
G13 TPM	42,708	12,812	55,520		166,561		55,520	111,041
G11 Project Manager	38,626	11,224	49,850		49,850			49,850
					282,435		55,520	226,915

There should be a direct link between the PMO and an efficiency programme that identifies savings across operational, administrative, and project management functions.

### 3.2.2 Strategic Change and Transformation

The PMO directly underpins the transformation and wider service improvement.

### 3.2.3 Morris Report

The Transformation Programme Managers will support the accountable people to deliver the transformation programme including our cultural change programme and make sure we deliver the recommendations within the Morris Review.

### **3.3 Resources, Assets and Delivery**

#### **3.3.1 Human Resources and People Development**

The Director of People has been consulted on the recruitment process and requirements. There will be no additional recruitment fees.

#### **3.3.2 Budget**

The Head of Finance has been consulted. It is noted that there will be an ongoing cost as outlined above.

## **4. EVALUATION & CONCLUSIONS**

- 4.1 The establishment of a PMO will lead to the deliverables identified above. This will support the Service in its change and transformation programme.
- 4.2 The effective delivery of our transformation programme including the Commissioners full Terms of Reference will be used to measure success of the new posts and make sure recruitment leads to the desired outcomes.
- 4.3 The development of meaningful data sets will be developed at the outset of the PMO programme to ensure that we can demonstrate value for money for SWFRS and the taxpayer.

## **5. RECOMMENDATIONS**

- 5.1 That the Commissioners approve the implementation of a permanent Portfolio Management Office (PMO).
- 5.2 That the Commissioners approve and support the required recruitment of personnel to resource the PMO.

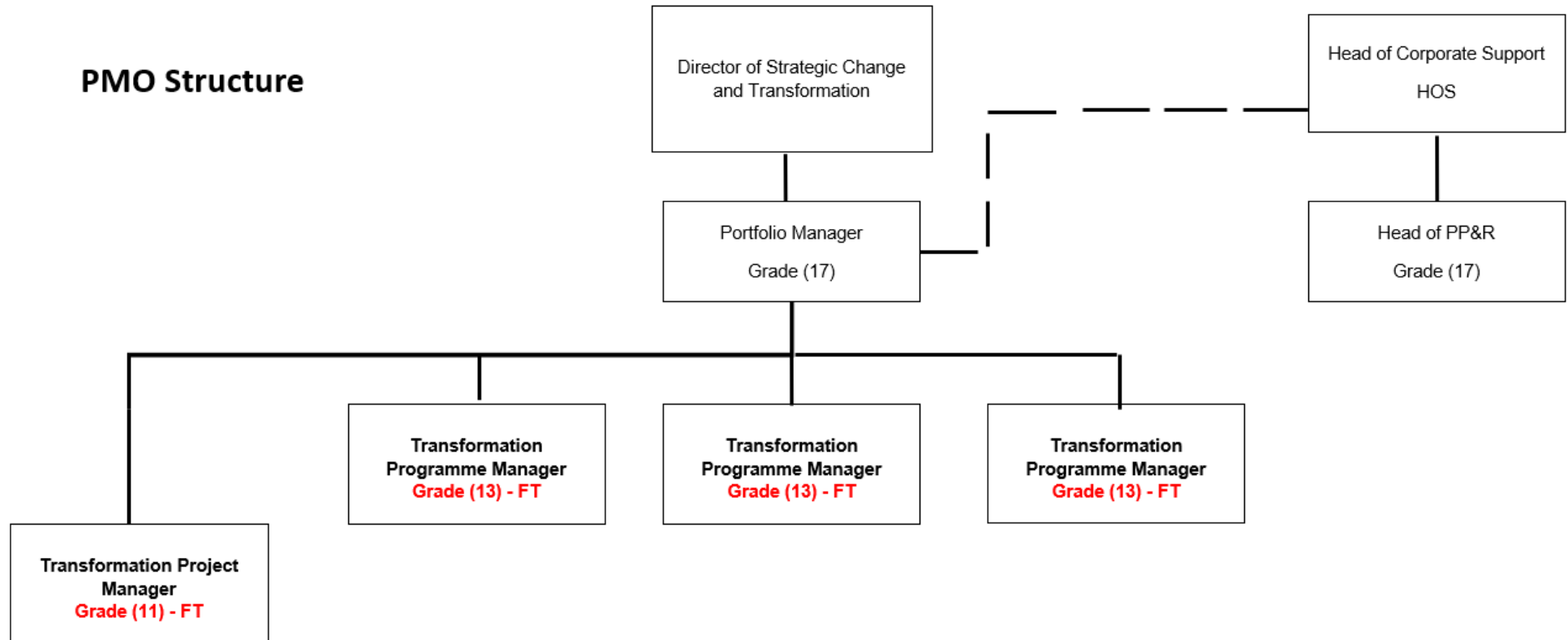


<b>Contact Officer:</b>	Dominic Mika Director of Strategic Change and Transformation	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
SLT REPORT APPOINTMENT OF TRANSFORMATION PROGRAMME MANAGER	Sept 2024	Strategic Papers
<b>Appendices</b>		
Appendix 1	Proposed PMO Structure	

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## Appendix 1: Proposed PMO Structure

\* Following establishment of an embedded PMO function and review of our Operating Model, the Portfolio Manager will report to either the Director of Corporate Services or Head of Corporate Services to ensure alignment of work.



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AGENDA ITEM NO 7

**Reports for Information and Assurance**

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**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 7.i  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

**CORE CODE OF ETHICS UPDATE**

**THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION

REPORT PRESENTED BY DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION, DOMINIC MIKA

**SUMMARY**

Following the Commissioners' reassertion of the Service's adoption of the National Fire Chiefs Council (NFCC) Core Code of Ethics (CCoE) at their meeting on 26<sup>th</sup> September 2024, and the approval of the Culture Statement on the 19<sup>th</sup> December 2024, this paper provides an update on work to promote and embed the CCoE and its principles within the Service, in particular the Service's Culture Statement.

**RECOMMENDATION**

That the Commissioners note the work taken to support the embedding of the CCoE within Service and as the foundation for our Values and as part of a wider review and ongoing commitment to improve our culture.

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

**1. BACKGROUND**

- 1.1 As previously reported to Commissioners, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) spotlight report on Values and Culture in Fire and Rescue Services (March 2023) recommended that "With immediate effect, chief fire officers should review their implementation of the CCoE and make sure it is being applied across their services" (recommendation 34).

- 1.2 Recommendations of the Independent Culture Review Report by Fenella Morris KC included actions to set clear behavioural standards (ICR6), to review and streamline the statement of values (ICR5) and to demonstrate clear leadership commitment relating to values, equality and diversity, standards and culture (ICR8).
- 1.3 The Commissioners recently reaffirmed the Service's adoption of the National Fire Chiefs Council (NFCC) CCoE and its affinity with the Service's own values. Staff engagement had indicated the CCoE was neither embedded or understood, so reasserting the Service's adoption of the CCoE demonstrated commitment to culture change, setting out expectations of conduct and behaviour.
- 1.4 It was planned for the CCoE to be promoted Service-wide as part of a wider discussion on values and behaviours, coordinated by the Ethics, Culture and Values project within the Step Forward programme, and integrated across other project and Service activities.
- 1.5 The five ethical principles of the CCoE are: Putting our communities first, Integrity, Dignity and respect, Leadership, and Equality, diversity and inclusion.

## **2. ISSUE / PROPOSAL**

- 2.1 The ethical principles set out in the CCoE are the basis for the values that are important to all FRSs in promoting good behaviour and challenging inappropriate behaviour, written with the flexibility for adaptation to differing governance arrangements. It is important that they can be interpreted and consistently applied by all who work for or with the FRS.
- 2.2 Our staff engagement started with Commissioner led all- staff transformation roadshows. These all started with an explanation and commitment to the CCoE, and discussed issues on change and transformation.
- 2.3 The CCoE is the foundation for our Culture Statement and has been produced setting out the Service's commitment and aspirations. This was approved by Commissioners and released with Middle Managers at an engagement event 15 January 2025. This was subsequently shared with the whole Service on 30 January 2025. We shared the commitment with our communities via our newsroom on the same day. This was followed with an update on our progress on the 12 February 2025.



- 2.4 Development of the Statement has included consultation with representative bodies with feedback incorporated. Commissioners, the CFO, ELT and members of SLT have provided supporting statements, demonstrating leadership commitment and addressing recommendation ICR8 of the Independent Culture Review.
- 2.5 The CCoE has been included in our annual improvement plan outlining our commitment to its principles in the delivery of services to the public.
- 2.6 We have included it as part of our current and future recruitment and promotion processes, making it clear in our application pack. This is tested during the recruitment / promotion process.
- 2.7 We have developed resources that have been shared with our teams, these include posters and briefing cards.
- 2.8 The CCoE is included in both our operational and corporate inductions.
- 2.9 The CCoE informed Service-wide discussion on values and behaviours, which started in July 2024 and is ongoing.
- 2.10 This activity commenced with a Middle Leaders Engagement on the 11<sup>th</sup> July 2024 Called 'Culture Change'. We provided a toolkit to facilitate discussion in team meetings.
- 2.11 On 2<sup>nd</sup> December 2024 at the Middle Leaders' Engagement Session: Our Service, Our Culture, the Service launched its review of its Mission Vision and Values.
- 2.12 The review was led by managers across the Service and included input on the CCoE.
- 2.13 Over 175 team sessions were conducted, resulting with the engagement of 1326 staff including operational staff, corporate staff, volunteers and fire cadets.
- 2.14 Further engagement was completed with Middle Leaders at an engagement event: Operational Effectiveness and Culture session on the 15 January 2025.
- 2.15 Feedback was considered by ELT and Commissioners during an away day on Friday 17<sup>th</sup> January 2025.

- 2.16 Further staff feedback has since been conducted to test the proposed Vision, Mission and Values with staff. This includes ongoing conversation about the CCoE and development of our new strategy. 33 sessions have been completed including all-staff communication and a survey.
- 2.17 The Service recognises that there is still work to be done to embed lasting change, and the ongoing commitment to our Culture Statement, CCoE and the approval of our Vision, Mission and Values will be the foundation to continue to set standards, expectations and continue the discussion.

### **3. IMPLICATIONS**

#### **3.1 Community and Environment**

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

#### **3.2 Regulatory, Strategy and Policy**

- 3.2.1 Morris Report - The Statement, supporting commitments from senior leaders and actions to review the Service's values and set behaviour standards address recommendations ICR5, ICR6 and ICR8.

3.2.2 Service Policy – The Statement and principles of the CCoE will ensure that policies and processes are ethical and address the needs of the FRS, staff, the community and partners.

### **3.3 Resources, Assets and Delivery**

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

3.3.2 Funding has been found from existing Communication and Engagement budget that will support a comprehensive approach to further embed the CCoE through our Vision, Mission, Values and Strategy.

## **4 EVALUATION & CONCLUSIONS**

4.1 The CCoE has formed the foundation for ongoing discussion and engagement and development of our future Vision, Mission and Values.

4.2 We have asked our managers to lead this work and role model the CCoE and make sure their teams understand and champion them.

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

## **5 RECOMMENDATIONS**

5.1 That the Commissioners note the work taken to support the embedding of the CCoE within Service and as the foundation for our Values and as part of a wider review and ongoing commitment to improve our culture.

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

<b>Contact Officer:</b>	Dominic Mika, Director of Strategic Change and Transformation	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
Fire Standards Board – Approved Standard: Core CCoE of Ethics <a href="https://www.firestandards.org/standards/approved/CCoE-of-ethics-fsc-eth01/">https://www.firestandards.org/standards/approved/CCoE-of-ethics-fsc-eth01/</a>		
HMICFRS Values and Culture in Fire and Rescue Services <a href="https://hmicfrs.justiceinspectors.gov.uk/publication/html/values-and-culture-in-fire-and-rescue-services/">https://hmicfrs.justiceinspectors.gov.uk/publication/html/values-and-culture-in-fire-and-rescue-services/</a>		
NFCC Core CCoE of Ethics <a href="https://nfcc.org.uk/wp-content/uploads/2023/10/Core-CCoE-of-Ethics-England-FRS-May21_V0.pdf">https://nfcc.org.uk/wp-content/uploads/2023/10/Core-CCoE-of-Ethics-England-FRS-May21_V0.pdf</a>		
NFCC Core CCoE of Ethics Guidance <a href="https://nfcc.org.uk/wp-content/uploads/2023/09/Core-CCoE-of-Ethics-England-Guidance-May-21-V0.pdf">https://nfcc.org.uk/wp-content/uploads/2023/09/Core-CCoE-of-Ethics-England-Guidance-May-21-V0.pdf</a>		
NFCC People, Culture and Leadership programme resources <a href="https://nfcc.org.uk/our-services/people-programme/">https://nfcc.org.uk/our-services/people-programme/</a>		

<b>Appendices</b>	
Appendix 1	Vision, Mission and Values

## Appendix 1: Vision, Mission and Values

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

**Our mission:** To serve our communities, by reducing risk and responding to emergencies.

**Our values,** developed in extensive consultation with our people, give us the agreed framework for US to serve and protect OUR communities effectively in South Wales. They are **Compassion, Courage, Respect, Integrity** and **Excellence**.

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

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

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7.ii  
28 MARCH 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE INTERIM MONITORING OFFICER

**COMMITTEE DATES 2025/2026****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY INTERIM MONITORING OFFICER

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

To provide Commissioners with a calendar of meeting dates for the financial year 2025/2026.

**RECOMMENDATIONS**

That the Commissioners note the contents of the report and the attached calendar of meetings for 2025/2026.

**1. BACKGROUND**

- 1.1 In accordance with our Constitution the Monitoring Officer must give notice to the public of the time and place of any meeting in accordance with the Access to Information Procedure Rules.
- 1.2 Whilst this information is given in the summons to each meeting the calendar of meetings gives both members of the public and Officers a forward look of meetings spread across the financial year.

**2. ISSUE / PROPOSAL**

- 2.1 Whilst meeting dates can be subject to change the calendar of meetings at appendix one gives a clear view of the projected meeting dates for the Board of Commissioners and sub committees for the financial year 2025/2026 ensuring that they are spread evenly across the financial year.
- 2.2 Each Committee meeting will be accompanied by a robust forward work plan which will be presented at the first meeting of the financial year, and which will remain as a standard agenda item for the remaining meetings.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

3.1.1. None

#### 3.2 Regulatory, Strategy and Policy

3.2.1 The calendar of meetings provides members of the public with a forward look of proposed meetings to enable involvement in meetings in accordance with the Access to Information Procedure Rules.

### 4 EVALUATION & CONCLUSIONS

4.1 The calendar of meetings at appendix one provides a clear visual of meeting dates throughout the 2025/2026 financial year.

4.2 Workloads have been spread throughout the year so that officers can plan accordingly for meetings.

### 5 RECOMMENDATIONS

5.1 That the Commissioners note the contents of the report and the attached calendar of meetings for 2025/2026.

<b>Contact Officer:</b>		Gabrielle Greathead Interim Monitoring Officer	
<b>Background Papers</b>			
<b>Date</b>		<b>Source / Contact</b>	
None			
<b>Appendices</b>			
Appendix 1	Calander of meetings		





Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

Commissioners for South Wales Fire  
and Rescue Service  
Pre-meeting and Committee  
Calendar 2025-2026

	Board of the Commissioners Pre-meeting Meeting		Local Pension Board Pre-meeting
	Board of the Commissioners Committee Meeting		Local Pension Board Meeting
	People Committee Pre-meeting		Finance and Audit Pre-meeting
	People Committee Meeting		Finance and Audit Committee
	Pre Strategic Change, Transformation and Culture Committee		SLT Planning & Performance
	Strategic Change, Transformation and Culture Committee		Culture & Connections
	Improvement Board Culture		Presentation Evening * Approximate Dates*
	Improvement Board Thematic		Carol Service

	April 2025					May 2025					JUNE 2025					
Mon	-	7	14	21	28	-	5	12	19	26	-	2	9	16	23	30
Tues	1	8	15	22	29	-	6	13	20	27	-	3	10	17	24	-
Wed	2	9	16	23	30	-	7	14	21	28	-	4	11	18	25	-
Thurs	3	10	17	24	-	1	8	15	22	29	-	5	12	19	26	-
Fri	4	11	18	25	-	2	9	16	23	30	-	6	13	20	27	-
Sat	5	12	19	26	-	3	10	17	24	31	-	7	14	21	28	-
Sun	6	13	20	27	-	4	11	18	25	-	1	8	15	22	29	-
	JULY 2025					AUGUST 2025					SEPTEMBER 2025					
Mon	-	7	14	21	28	-	4	11	18	25	-	1	8	15	22	29
Tue	1	8	15	22	29	-	5	12	19	26	-	2	9	16	23	30
Wed	2	9	16	23	30	-	6	13	20	27	-	3	10	17	24	-
Thu	3	10	17	24	31	-	7	14	21	28	-	4	11	18	25	-
Fri	4	11	18	25	-	1	8	15	22	29	-	5	12	19	26	-
Sat	5	12	19	26	-	2	9	16	23	30	-	6	13	20	27	-
Sun	6	13	20	27	-	3	10	17	24	31	-	7	14	21	28	-
	OCTOBER 2025					NOVEMBER 2025					DECEMBER 2025					
Mon	-	6	13	20	27	-	3	10	17	24	-	1	8	15	22	29
Tue	-	7	14	21	28	-	4	11	18	25	-	2	9	16	23	30
Wed	1	8	15	22	29	-	5	12	19	26	-	3	10	17	24	31
Thu	2	9	16	23	30	-	6	13	20	27	-	4	11	18	25	-
Fri	3	10	17	24	31	-	7	14	21	28	-	5	12	19	26	-
Sat	4	11	18	25	-	1	8	15	22	29	-	6	13	20	27	-
Sun	5	12	19	26	-	2	9	16	23	30	-	7	14	21	28	-
	JANUARY 2026					FEBRUARY 2026					MARCH 2026					
Mon	-	5	12	19	26	-	2	9	16	23	-	2	9	16	23	30
Tue	-	6	13	20	27	-	3	10	17	24	-	3	10	17	24	31
Wed	-	7	14	21	28	-	4	11	18	25	-	4	11	18	25	-
Thu	1	8	15	22	29	-	5	12	19	26	-	5	12	19	26	-
Fri	2	9	16	23	30	-	6	13	20	27	-	6	13	20	27	-
Sat	3	10	17	24	31	-	7	14	21	28	-	7	14	21	28	-
Sun	4	11	18	25	-	1	8	15	22	-	1	8	15	22	29	-

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## AGENDA ITEM NO 7.iii

<b>FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25</b>					
<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
Mar 2025	Pay Policy Statement 2025/26	To consider the Service's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	D	ACO PS  Contact Officer: Alison Reed	On Agenda
Mar 2025	Gender Pay Gap Statement	To update on the analysis of the gender pay gap across the Service.	D	ACO PS  Contact Officer: Alison Reed	On Agenda
Mar 2025	Strategic Themes and Objectives for 2024/25 – Plan Publication	Commissioners to approve the proposed strategic themes and objectives for 2024/25	D	ACO CS  Contact Officer: Wayne Thomas	On Agenda
Mar 2025	Setting Statutory Strategic Performance Indicators and Strategic Objectives	To set the targets for the following financial year.	D	ACFO SD  Contact Officer: Dean Loader	On Agenda
Mar 2025	Treasury Management Strategy Statement 2025/2026	To secure Commissioners' approval to the adoption of the Treasury Management Strategy for the following financial year.	D	Contact Officer: Lisa Mullan	On Agenda

<b>FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25</b>					
<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
Mar 2025	Supplementary paper on retention pressures.	The report advises Commissioners on processes to address retention pressures.	D	ACO PS  Contact Officer: Alison Reed	On Agenda
Mar 2025	Carbon Reduction Plan	For Commissioners approval of the new Carbon Reduction Plan.	D	Contact Officer: Lisa Mullan and  Bethan Harvey Sustainability Officer	On Agenda
Mar 2025	ELT Roles and Responsibilities and Departmental Structures	To present Commissioners with an organisational chart.	D	ACFO Chris Hadfield	Moved to May 2025 Committee Meeting
Mar 2025	Community Risk Management Plan	To present to Commissioners the Service's Plan for a CRMP review	D	ACFO Chris Hadfield	On Agenda
Mar 2025	Establishment of a Portfolio Management Office	To advise and seek the approval from Commissioners to establish a permanent Portfolio Management Office (PMO)	D	Director of Strategic Change and Transformation  Dominic Mika	On Agenda

<b>FORWARD WORK PROGRAMME FOR THE BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE 2024/25</b>					
<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Information or Decision</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
Mar 2025	NFCC Code of Ethics	To provide Commissioners with an update and assessment of impact	I	Director of Strategic Change and Transformation	On Agenda
Mar 2025	Calendar of Meetings for 2025/26	To present Commissioners proposed dates of Board & Committee meetings for 2025/26.	I	Gabrielle Greathead	On Agenda

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AGENDA ITEM NO 8

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

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1.	Apologies for Absence	
2.	Declarations of Interest	
	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	
4.	To receive the minutes of;	
	a. Board of Commissioners of South Wales Fire & Rescue Service Committee Meeting held on Thursday 13 February 2025.	5
	b. Local Pension Board Meeting held on Thursday 24 October 2024	15
	c. People Committee Meeting held on Thursday 28 November 2024	21
5.	Update on Outstanding Actions	25
6.	<b>REPORTS FOR DECISION</b>	29
6.i	Pay Policy Statement 2025/2026	31
6.ii	2024 Gender Pay Gap	65
6.iii	Introduction of Market Supplements for Corporate Roles to Support Retention of Employees.	81
6.iv	Report on the Strategic Improvement Plan 2025/2040	93
6.v	Report on the Provisional Strategic Performance Indicator Projections 2025/2026	139
6.vi	Treasury Management Strategy Statement 2025/2026	161
6.vii	Carbon Reduction 2030 Roadmap	195

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6.viii	South Wales Fire & Rescue Service Community Risk Management Plan	217
6.ix	Establishment of a Portfolio Management Office (PMO)	227
7.	<b>REPORTS FOR INFORMATION AND ASSURANCE</b>	237
7.i	Core Code of Ethics Update	239
7.ii	Committee Dates 2025/2026	247
7.iii	Forward Work Programme for Board of Commissioners for South Wales Fire & Rescue Service 2024/2025	251
8.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	255