

COMMISSIONERS FOR FIRE & RESCUE SERVICE

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

Friday 16 May 2025, 1400hrs

**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/Strategic-Change-Transformation-Culture-16-05-2025>

**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 minutes of the Strategic Change, Transformation and Culture Committee held on Friday 21 February 2025. 5
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Signature of Monitoring Officer:

A handwritten signature in black ink, appearing to read 'W. Foulkes', written in a cursive style.

MEMBERSHIP

Commissioners:

C	Foulkes
K	Williams

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COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

**HELD ON FRIDAY 21 FEBRUARY AT 10:00
IN MEETING ROOM 8 AND REMOTELY VIA TEAMS**

COMMISSIONERS PRESENT:

Carl Foulkes, Chair
Kirsty Williams

OFFICERS PRESENT: ACO Alison Reed – Director of People Services, ACFO Dean Loader – Director of Service Delivery, ACFO Brian Thompson- Director of Technical Services, 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, AM Neil Davies – Head of Training, Wayne Thomas – T/Head of Corporate Support, GM Mike Evans

1. APOLOGIES FOR ABSENCE

Apologies were received from Chief Fire Officer Fin Monahan and Lisa Mullan, Head of Finance, Procurement & Property.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chairpersons announcements.

4. REPORTS FOR DECISION

4.1 PROPOSED TERMS OF REFERENCE FOR STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

Gabrielle Greathead, Interim Monitoring Officer presented the Terms of Reference. Kirsty Williams queried paragraph 1.2.1 around the implementation of the Culture Review timescales due to the author of the Morris Report, Fenella Morris KC stating that upon reflection the timescales were not realistic and were not evidence based. Kirsty Williams addressed paragraph 1.2.2 surrounding the Thematic Review timescales due to the most recent statement from the Cabinet Secretary, who stated that culture and governance if the primary focus. There was

reference around Broadening the Role and the challenges this area faced. Kirsty Williams asked if we could leave the Terms of Reference to ensure that the Commissioners deliver their terms of reference.

Gabrielle Greathead is comfortable to amend the terms of reference more broadly. Brian Thompson added we may deviate from the full implementation of the Thematic Review in some areas and don't want to hold ourselves to the terminology stated in the Term of Reference.

RESOLVED THAT

- 4.1.1 The Commissioners approved the Terms of Reference with the amendments to paragraph 1.2.1 and 1.2.2 and for this to be brought back to the Commissioners outside of the Board.

4.2 VISION, MISSION AND VALUES REVIEW

Dominic Mika presented the report requesting approval of the revised Vision, Mission and Values. The Commissioners had reasserted the Core Code of Ethics which underpins the Service's review. Staff engagement had further informed the review which would form the basis of the new strategy.

Alison Reed sought confirmation that appendix 1 showed an adequate level of engagement with staff and the overall direction. Concerns remained that the message was not reaching station personnel, Training and Development and areas within HQ. It was further noted that while we are engaging with new staff, we must re-engage with initial consultees, ensuring that the engagement was effective and proportionate. Dominic Mika advised engagement was an ongoing process and follow ups have been sent.

Carl Foulkes said that we need to ensure there are people on the initial workshops that are on the second round of engagement sessions. Wayne Thomas proposed to utilise the engagement on the strategy to sense check the Vision, Mission and Values. The Commissioners agreed that this will show evidence on how we got to this place and then it will come to a formal sign off along with the strategy.

RESOLVED THAT

- 4.2.1 The Commissioners did not sign off on the recommendation as there is a need for re-engagement with the Service more broadly.

4.3 PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECCOMENDATIONS

Dominic Mika presented the report on the Culture Review recommendations and stated that many of these need to be wider and further work will need to be done than simply the recommendation. The recommended process is that the independent recommendations are assigned to the relevant director as a part of the programme process which will be brought to the Service Improvement Board for updates and next steps. If approved, then it will come to this board for sign off and then to external scrutiny.

Kirsty Williams had no concerns about the process however not all columns were filled in for every recommendation on the report thus not giving assurance that the Service is on track, or the recommendation will be met. To aid assurance that these will be met, then the tables will need to be fully completed. The Transformation Programme Manager is looking at how to move this to the digital space and the next steps are to look at key deliverables from the projects. Alison Reed commented on the process around capturing the updates and the need to engage with the owners/leads of the action to update their progress before bringing it to the board which would then influence the progress.

Carl Foulkes commented that we are 12 months in, and we need to start demonstrating delivery and felt it was important that staff see we are moving forward. It was suggested to mirror the same reporting methods as the Thematic. It was discussed that this board would be the sign off for recommendations and then referred to the Independent Advisory Group (IAG). There is 37 currently signed off, however it was requested for ELT/SLT to complete a formal review of the 37 recommendations and provide a status where we are at and for it to come back to this board to evidence that these have been signed off.

RESOLVED THAT

- 4.3.1 The Commissioners approved the process for signing off the recommendations and noted the progress.
- 4.3.2 The Commissioners requested ELT/SLT to complete a formal review of the 37 recommendations and provide a status where we are at and for it to come back to this board to evidence that these have been signed off.

5. REPORTS FOR INFORMATION

5.1 THEMATIC REVIEW – OPERATIONAL TRAINING UPDATE

Neil Davies, Area Manager Training and Delivery presented an update on against the 7 recommendations and their progress.

- Recommendation 1 is progressing, and this is expected to develop at pace when they have a dedicated individual supporting this work. Neil Davies noted that it may require a job evaluation in the future.
- Recommendation 2 is almost complete and now recommendation 3 can begin.
- Recommendation 4 will soon progress, a job advertisement has been live for a 12 month fixed term multi-media developer to progress the suite of micro-teachings.
- Recommendation 5 is currently in development.
- Recommendation 6 is being investigated.

Recommendation 5 and 6 have financial implications and will need to be referred to the Finance and Audit committee for capital investment. Clarification was sought around feeding the report to the Finance and Audit Committee. Kirsty Williams explained that this committee will note the recommendation, recognise the restraints around the financial aspect and escalate the matter to the correct board. There was a discussion around the objectives of this board to avoid duplication of report writing. Kirsty Williams proposed she leaves the Service Improvement Board as she receives assurance in this committee that the thematics are progressing. The Commissioners would like an understanding of the analysis of the findings of the review are. Neil Davies will provide an informal briefing on this to the Commissioners.

RESOLVED THAT

5.1.1 The Commissioners noted the report.

5.2 THEMATIC REVIEW – GRENFELL UPDATE

Mike Wyatt, Area Manager Risk Reduction provided an update on the Grenfell recommendations and noted there has been progress since the report was written. The main point to note is that a high rise team has been created and will focus on the Welsh thematic review. A business plan has been created, and they have reviewed their position together with the action tracker and grouped the remaining actions as >3 months, 3-6 months, 6-9 months. The dedicated team will gain momentum once the plan is in process and finalised. By freeing up capacity will see this area of work moving at pace. Kirsty Williams would like to record that she

understands while there is a need to complete the recommendations, she appreciated that Mike Wyatt has a bigger ambition than a tick box exercise and this work is clearly meaningful. It was agreed that Mike Wyatt will arrange a meeting with the high rise team and the Commissioners to provide assurance that this is mapped out.

RESOLVED THAT

5.2.1 The Commissioners noted the report.

5.3 THEMATIC REVIEW – OPERATIONAL EXCELLENCE UPDATE

Mike Evans, GM presented an update on the Operational Excellence report and key areas to note were:

- Recommendation 2 is on track, guidance is on track and publication around the guidance will be published in April. Awareness training is currently on going and over 80% of our operational crews have been reached and 75% of our Fire Control.
- Review and sign off in April and then this will become business as usual; this is just the starting point that we are building from.
- They are receiving the same issue on recommendation 3 of the Training thematic. The multi-media developer post has become critical to standardise the format of the training professionally.
- Carl Foulkes and Kirsty Williams can support if there is not a suitable candidate for the developer role.
- There is momentum on recommendation 2 and 3 and the focus will then shift to recommendation 4 and 5 and progress with improve over the coming weeks.

Mike Evans explained that the aim is to provide a greater degree of scrutiny under ops assurance that can provide meaningful feedback for continuous improvement. It will require wider consideration, and ideas will be presented to SLT. Kirsty Williams thanked Mike Evans for his work to get the Service to this point. Dean Loader added that he sat through some of the awareness training delivered to operational crews and out on station and noted that the feedback was well received and understood.

RESOLVED THAT

5.3.1 The Commissioners noted the report.

5.4 THEMATIC REVIEW – BROADENING THE ROLE OF FIREFIGHTERS IN WALES – UPDATE

Matt Jones, Area Manager Head of Operations provided an overview of

the report and key areas to highlight are:

- Recommendation 2 remains controversial, and this is not the right time to be implementing shift patterns. There is a requirement for more solid data.
- Recommendation 1 aims to go live on 7 April 2025 and are considering blocks of time for On-Call stations which will be looked at later in the year.
- Calendars have been narrowed down from 4 to 1 and the blocks of time will be populated. These will be scheduled a month in advance and is currently being trialed at Barry Fire Station. Engagement with Representatives Bodies have been positive.

Matt Jones has reached out to fire and rescue services in the UK to research how they manage fatigue as this is a critical area of focus. Matt Jones and Dean Loader are looking at existing measures and around ops reset and to give reassurance with evidence to the Commissioners. Kirsty Williams welcomed that we have moved wholeheartedly to the system. Matt Jones and Dean Loader have been in consultation with the Chief Fire Officer over two weeks and will require a risk assessment on 9 hour and 15 hour shifts; the Chief Fire Officer requested a paper specifically on fatigue and this will likely become a formalised document as a part of the Standard Operating Procedure (SOP). Carl Foulkes requested an update paper to come to the Commissioners in 4 weeks. Alison Reed will be supporting this as she is in discussion with the lawyers on fatigue management.

RESOLVED THAT

5.4.1 The Commissioners noted the report.

5.5 FORWARD WORK PROGRAMME FOR STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE 2024/25

There will be 4 meetings in the next financial year which will includes updates on the Thematic Reviews and the Culture Review recommendations. A paper will be required on prioritisation to be clear on what we are asking people to do and help the organisation understand what is going on. This will be added to the agenda for the next meeting.

Kirsty Williams suggested it would be useful to look at what reports are taken to committees to ensure we are not duplicating work and asked these meetings fall in with the Board of Commissioners to ensure manageable report writing workload. It was noted for action for the committee to consider and have a conversation on how these reports are best placed. Kirsty Williams is interested in doing a deep dive on the larger projects.

RESOLVED THAT

- 5.5.1 The Commissioners noted the forward work programme.
- 5.5.2 Secretariat has scheduled time with the Monitoring Officer to meet with the Commissioners and the Executive Leadership Team to discuss the Forward Work Programme for 25/26.

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

There were no items that the Chairperson deemed urgent.

7. ANY ITEMS TO REPORT BACK TO THE BOARD OF COMMISSIONERS COMMITTEE

There were no items to report back to the Board of Commissioners Committee.

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AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS
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STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

Minute No	Item	Action	Leading Officer	Current Status
4.3 21/02	Morris Recommendations	SLT to complete a formal review of the approved 36 recommendations and to be brought back to this board to be signed off.	Dominic Mika	This will be scheduled for the Committee on 14 August 2025.
5.1 21/02	Training and Delivery Thematic	Neil Davies to present to the Commissioners the findings from the unconstrained analysis.	Mia Evans Secretariat AM Neil Davies	Scheduled for 30 May 2025.
5.2 21/02	Grenfell Thematic	High Rise Team to provide an informal briefing to the Commissioners	Mia Evans Secretariat AM Mike Wyatt	Briefings given on 04 and 11 April 2025. CLOSED.

5.3 21/02	Operational Effectiveness	Mike Evans to provide update to Commissioners on the learning and outcome of trip to Holland.	Mia Evans Secretariat GM Mike Evans	Update provided on 14 March 2025. CLOSED.
5.4 21/02	Fatigue management paper	Dean Loader and Matt Jones to provide an update paper to the Commissioners on fatigue management in 4 weeks' time.	ACFO Dean Loader	Internal discussions are ongoing and paper will be presented to Commissioners in due course.
5.5 21/02	Forward Work Programme for 2025/26	Gabrielle Greathead to meet with the Commissioners to look at the FWP for 2025/26	Gabrielle Greathead	Scheduled into the Commissioners/ELT meeting on 14 March 2025 to discuss. CLOSED.
5.5 21/02	Prioritisation of work	To be added to the agenda on the next meeting.	Gabrielle Greathead	Paper on Agenda. CLOSED.
5.5 21/02	Duplication of report papers	Kirsty Williams asked for the group to consider and have a conversation on the Thematic Report update papers to avoid duplication of report writing.	ACFO Brian Thompson	CLOSED.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 6

16 MAY 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECOMMENDATIONS

THIS REPORT IS FOR DECISION

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

REPORT PRESENTED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This paper provides an update to the Commissioner's on progress to implement the recommendations of the Independent Culture Review (ICR) Report carried out by Fenella Morris KC and published on 3rd January 2024. Following the approved process for recommendation sign off at this board on 21 Feb 2025, the service has developed an improved approach to evidence recording of recommendations.

RECOMMENDATIONS

1. That the Commissioners note progress reported on implementation of the ICR recommendations.
2. That the Commissioners agree and note the additional evidence gathering required for sign-off of ICR recommendations.

1. BACKGROUND

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

- 1.2 The ICR Report was published on 3rd January 2024 by Fenella Morris. It identified significant failings in the Service regarding behaviours, standards and culture, and in management and leadership. The report set out 82 recommendations to address these issues, identifying themes and timescales. These recommendations were fully accepted by the Service and an initial action plan was produced.
- 1.3 Following Welsh Government's intervention to transfer the governance functions of the Fire Authority to four appointed Commissioners, their terms of reference included implementation of "all the recommendations of the review of SWFRS culture and values within deadlines stipulated in it". The initial action plan was reviewed and remapped to create a comprehensive transformation programme, titled "Step Forward". This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS's report on values and culture in fire and rescue services and the Service's own strategic plans.
- 1.4 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward projects, designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.
- 1.5 This report provides an update on the Service's progress on implementing the 82 ICR recommendations. It also sets out the process for future review of progress and "sign off" of completed recommendations.

2. PROGRESS UPDATE

- 2.1 On 21th February 2025 progress on the recommendations was reported to Commissioners, the future process for approval, review and quality assurance was approved. SLT met on 18th Mar 25 and reviewed recommendations and timelines for delivery. Status categories were assigned, as detailed in Table 1.

Current status report

Status	Recommendation Count	% of total
Not started	0	0.0%
In progress	45	54.9%
Complete	36	43.9%
On hold	1	1.2%
Total	82	43.9%

Table 1 - ICR Recommendations Status 22 April 2025

- 2.2 The **one recommendation on-hold** is reliant on progress of ICR ref 10 – Arrange independent review of ELT performance, to include advice on training required. The on-hold recommendation, ICR reference 75, refers to a follow-up of this review. A scoping exercise is underway for an independent review, being developed in collaboration with the Chief Fire Officer. This will supplement the assessment carried out by HMICFRS, the report on which will be received late March/early April.
- 2.3 Significant progress has been made, with 36 recommendations, 43.9% of the total, assessed as completed. As previously noted, these recommendations have been embedded in a wider transformation framework that is ambitious in its scope.
- 2.4 There has been further progress in many of the recommendations. These will now be subject to the new approved sign off process and so will be brought to Service Improvement Board - Culture on 14 May 2025.
- 2.5 **Phase One Recommendations (1 – 3 Months)**

Status	Recommendation Count	% of total
Not started	0	0.0%
In progress	12	41.4%
Complete	17	58.6%
On hold	0	0%
Total % Completed	29	58.6%

Phase Two Recommendations (3- 9 Months)

Status	Recommendation Count	% of total
Not started	0	0.0%
In progress	23	54.8%
Complete	19	45.2%
On hold	0	0%
Total % Completed	42	45.2%

Phase Three Recommendations (9 – 18 Months)

Phase Three

Status	Recommendation Count	% of total
Not started	0	0.0%
In progress	6	85.7%
Complete	0	0.0%
On hold	1	14%
Total % Completed	7	0.0%

Annual; Reassessment

Annual

Status	Recommendation Count	% of total
Not started	0	0.0%
In progress	4	100.0%
Complete	0	0.0%
On hold	0	0%
Total % Completed	4	0.0%

3. PROCESS FOR REVIEW AND SIGN-OFF OF RECOMMENDATIONS

- 3.1. Engagement with staff and transparency of process was central to the recommendations delivered to the Service by the ICR. It is therefore important that the process for review and sign-off is clear and inclusive.
- 3.2. In accordance with the revised internal governance structure, the Service Improvement Board (SIB) is responsible for monitoring progress of projects and programmes, including the Step Forward programme.

- 3.3. All recommendations have been assigned to projects within Step Forward, therefore Project Executives will be responsible for reporting on delivery of recommendations within their remit to the SIB. They will be expected to supply evidence of completion and compliance with the relevant recommendation(s). Confirmation of completion agreed by the SIB will be recorded.
- 3.4. Recommendations confirmed as completed by the SIB will be notified to the Culture & Connections Group (CCG) for consideration from the staff perspective. They will review details supplied by the SIB and Project Executives and may request additional evidence such as feedback from staff or documentation of processes. Any outcomes not confirmed by the CCG may be held over to the next meeting or returned to the SIB. Confirmation of completion or other outcomes agreed by the CCG will be recorded.
- 3.5. Once completion of recommendations has been confirmed by the CCG, details will be submitted to the Board of Commissioners' Strategic Change, Transformation & Culture Committee (SCTCC) for review and final approval as complete.
- 3.6. Following sign-off by the SCTCC, the published list of ICR recommendations will be updated.
- 3.7. This process has been agreed at SCTCC on 21 February 2025.
- 3.8. Following this the Service has reviewed how it will record evidence against each recommendation for presentation at SIB and through the subsequent process.

4. EVIDENCE COLLECTION

- 4.1 A process for evidence collection has been identified and is currently in progress, to include all complete recommendations.
- 4.2 This has a target date for completion prior to the next SIB Culture on **14 May 2025**. These will be retrospectively quality assured.

5. IMPLICATIONS

5.1 Community and Environment

- 5.1.1 Equality, Diversity and Inclusion – The Independent Culture Review made specific recommendations regarding EDI and DICE principles are central to culture change within the Service, therefore this status report and clarifying the method for monitoring progress will demonstrate progress.

5.1.2 Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WFGA and positive ways of working.

5.1.3 Socio Economic Duty – Changes delivered will support effective governance and decision making.

5.1.4 Consultation and Communications – Implementation of this proposal for sign-off of completed recommendations provides for staff input on progress and dissemination of outcomes.

5.1.5 Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.

5.1.6 Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

5.2 Regulatory, Strategy and Policy

5.2.1 Corporate Risk – Delivery on the ICR recommendations will address culture related corporate risk.

5.2.2 Governance & Audit – Delivery on the ICR recommendations will support improvement in governance arrangements and oversight.

5.2.3 Morris Report – This report directly addresses the findings of the Morris Report.

5.3 Resources, Assets and Delivery

5.3.1 This report does not require allocation of additional resources.

6 EVALUATION & CONCLUSIONS

6.1 This report provides an update on recommendations and assurance on progress in delivery and recording of evidence.

6.2 Further updates to completed recommendations will be provided at the next SIB Culture, from staff and Representative Bodies via the Culture & Connections Group and from the Commissioners via the Strategic Change, Transformation & Culture Committee.

7 RECOMMENDATIONS

- 7.1 That the Commissioners note progress reported on implementation of the ICR recommendations.
- 7.2 That the Commissioners agree and note the additional evidence gathering required for sign-off of ICR recommendations.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation		
Background Papers	Date	Source / Contact	
SWFRS Culture Review Report	03/01/24	https://www.southwales-fire.gov.uk/app/uploads/2024/01/SWFRSCultureReviewReport.pdf	
Report ICR Recommendation Update	21/02/25	SCTCC	

Appendices	
Appendix One	Evidence Collection
Appendix Two	Evidence Template
Appendix Three:	Recommendation Sign Off Progress

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Appendix One: Evidence Collection

Recommendation Completion sign-off Report guidance

VERSION 1.0

AUTHOR: ANN-MARIE EVANS

Overview of the Sign-Off Process in Relation to the Morris Review

This document outlines the sign-off process specifically for the recommendations outlined in the Morris Review. The following stages will detail how the recommendations are signed off, from evidence gathering to final approval, and highlight the roles of the Senior Leadership Team (SLT), Commissioners, and other stakeholders involved in the process.

Introduction to the Sign-Off Process

The sign-off process for each recommendation requires the Senior Owner to complete the [Recommendation Sign-Off document](#) (see example Rec-2). Once this is done, they will gather the relevant evidence to demonstrate the recommendation's completion. This evidence is crucial for ensuring that the recommendation has been fully implemented and meets the agreed-upon criteria.

Stage 1: Evidence Gathering and Submission

Once the Senior Owner has completed the sign-off document and gathered the evidence, they will send the signed form along with the supporting evidence to the programme manager requesting the evidence.

The evidence will undergo a quality check to ensure that it meets the minimum viable solution as defined by the CFO. It is important to highlight that the evidence submitted must be robust and comprehensive, as it will form the basis for subsequent approval by the Commissioners and other key stakeholders.

For example, when providing evidence, Senior Owners should include specific documents such as policy updates, meeting minutes, or performance reports. For instance, in relation to Recommendation 1, an evidence item might be evidence of the communications and how they were shared internally and externally, while for Recommendation 2, it could be evidence of the step forward programme being designed and the engagement with staff for the Ethical, values and behaviours project.

Stage 2: Quality Assurance and Approval by CFO

Once the evidence has been submitted, the CFO will confirm that it meets the minimum standards expected. This ensures that only evidence that demonstrates full implementation of the recommendation will be passed forward. The evidence is then stored in an [evidence log](#).

Stage 3: Informal Sign-Off by Commissioners

Once the recommendations have been quality assured and approved by the CFO, they will be sent to the Commissioners for informal review and sign-off. The completed recommendations will be reviewed on an ongoing basis, and Commissioners will be kept informed of progress.

Please note: For recommendations that have already been “completed,” the sign-off sheet will be completed, quality assured, and approved by the CFO. These will be shared with Commissioners for their informal review. It is important to note that for any additional recommendations that are completed after the initial batch, these will be taken to the Strategic Changes and Transformation Committee for formal review and sign-off by Commissioners.

The Importance of a Sound Evidence Base

It is essential to stress that a sound evidence base is required for all recommendations to be signed off as complete. This is not only crucial for the Commissioners and the Welsh Government, but also for staff members, as it ensures transparency and accountability across the entire process. By having strong evidence, we can demonstrate the effectiveness of the changes implemented and meet the expectations of all stakeholders.

Appendix Two: Evidence Template

Recommendation Completion sign-off Report

VERSION 1.0

AUTHOR: ANN-MARIE EVANS

Sign off
Task Completion Report
Task/Project Overview

Title: Recommendation Number#
Description: Recommendation detail

Assigned To: ELT Owner
Completion Date: [Date]

Implementation Details

What was done to implement the change:
<div>[Description of the actions taken to implement the change]</div>

Evidence and Documentation

Actual Evidence of the Process:
<div>[Attach relevant documents, screenshots, reports, or any other proof of the process]</div>

Final Resulting Documentation:
<div>[Attach or Link the final documentation resulting from the task/project]</div>

Learning and Future planned improvements
Brief outline of any future plans to enhance / improve this recommendation or any lessons learned:

Sign Off	
Responsible Person Signature:	
Project Manager Signature:	
Date of Sign-Off: [Date]	
Sign-Off Satisfied: [Date]	

Quality Assurance

Chief fire officer:	
Commissioners:	
Date of Sign-Off: [Date]	
Sign-Off Satisfied: [Date]	

Appendix Three: Recommendation Sign Off Progress

Name	REF	Detailed recommendation	STATUS	Completion Timescale	Date
Communications Action Plan - 1	1	Internally and externally address report findings and recommendations in communications	Awaiting QA	1-3	
Communications Action Plan - 2	2	Use report and recommendations to start to build positive cultural change from the outset	Awaiting QA	1-3	
Communications Action Plan - 3	3	Devise an action plan with respect to these Recommendations, inviting staff input, particularly from under-represented groups, and communicate it to staff	Awaiting QA	1-3	
Communications Action Plan - 4	4	Provide regular monthly updates on plans for cultural change for, at least, 12 months	Awaiting QA	1-3	
Values and Standards - 5	5	Review and streamline statement of values, having particular regard to report and recommendations, including "professional, respectful, caring, accountable"	Awaiting QA	1-3	
Values and Standards - 6	6	Set clear behavioural standards, including examples of what is not tolerated	Awaiting Evidence	1-3	
Values and Standards - 7	7	Set culture targets, including examples of goals	In progress	1-3	4/30/2025
Values and Standards - 8	8	Demonstrate clear leadership commitment, including express public declarations (both verbally and in writing) relating to values, equality and diversity, standards and culture	Awaiting QA	1-3	
Values and Standards - 9	9	Campaign to make it clear that: sexual harassment of female members of staff through inappropriate comments and/or messaging on social media or otherwise is unacceptable, should be reported, will be investigated and will be disciplined; and the posting of sexualised images on social media of or by people associated with the Service, where they are identifiable as Service members, is forbidden	Awaiting Evidence	1-3	
Leadership - 10	10	Arrange independent review of ELT performance, to include advice on training required	In progress	1-3	6/30/2025
Leadership - 11	11	Pro-actively encourage external and non-uniformed applicants to SMT and ELT roles	Awaiting QA	1-3	
Leadership - 12	12	Involve independent body in all SMT and ELT appointments for, at least, the next 18 months	Awaiting QA	1-3	
Leadership - 13	13	All SMT and ELT staff sign conflict of interest declarations including reference to memberships of other organisations, family relationships or social connections; declarations to be published online, and updated when a new potential interest arises	Awaiting QA	1-3	
Leadership - 14	14	CFO to participate in disciplinary/grievance/whistle-blowing oversight committee meetings in the immediate term	Awaiting QA	1-3	
Connecting People - 15	15	Create safe spaces within the Service for staff to share experiences and views, and learn from each other	In progress	1-3	6/7/2025
Connecting People - 16	16	Create networks within the Service to promote cross-sectional communication	Awaiting Evidence	1-3	
Connecting People - 17	17	CFO to visit Joint Control Room, and Training Centre, engage with staff there, and write report on their culture and action plan to improve it	Awaiting Evidence	1-3	
Connecting People - 18	18	Continue visits by Human Resources and Principal Officers to stations, including group discussions and 1:1 surgeries, and document follow up to issues raised at these visits	Awaiting QA	1-3	
Speaking Up - 19	19	Expressly refer to and encourage speaking up in actions under the headings Communications Action Plan, and Values and Standards	Awaiting QA	1-3	
Speaking Up - 20	20	As part of the policy review (see below), ensure inclusion of references to encouragement of, and responsibility to, speak up	Awaiting Evidence	1-3	
Speaking Up - 21	21	Support staff that speak up and keep them safe both at and outside of work, both in accordance with the National Framework (see para.30 of Appendix 2 to the Report) and more generally, including a zero tolerance approach to retaliation/victimisation	Awaiting Evidence	1-3	
Speaking Up - 22	22	Expand (if this is not already the case) the role of the disciplinary oversight committee to include grievances and whistle-blowing	Awaiting QA	1-3	
Speaking Up - 23	23	Continue Crimestoppers FRS Speak Up line, initiate appropriate investigations, take actions and record all of the same	Awaiting QA	1-3	
Speaking Up - 24	24	Exit interviews to be conducted by an independent person and/or someone from HR (not the individual's line manager), and appropriate investigations and actions are to take place in relation to any concerns raised, appropriately documenting all of the same	Awaiting QA	1-3	
Policies and Procedures 25	25	Instruct specialist employment lawyers to review policies and procedures, and to assist in drafting a set which are clear and accessible	Awaiting Evidence	1-3	
Policies and Procedures - 26	26	Abolish P12s	In progress	1-3	6/30/2025
Temporary Promotion - 27	27	Pause use of temporary promotion for any period in excess of six months	Awaiting QA	1-3	
Temporary Promotion - 28	28	Immediate review of any current temporary promotion with record of reasons why, exceptionally, it should be permitted to continue beyond six months, and plan to end it	Awaiting QA	1-3	
Fire Authority - 29	29	Review their statutory functions, as set out in Appendix 2 to the Report, and publish a report on proposals for their use in order to facilitate these Recommendations	Awaiting Evidence	1-3	
Change management process - 30	30	Ensure consultation with members of the Service at an early stage before change	Awaiting QA	3-9	

Policies - 31	31	Redraft all policies and procedures with the benefit of specialist legal advice, taking account of the comments made, for example, in the following paragraphs of the Report: paras.108-110 (working from home); para.152 (personal relationships at work); para.162 (drugs and alcohol testing); paras.187-191 (standards, policies and procedures); para.343 (family- friendly policies); para.352 (gender identity policy); para.357-359 (reasonable adjustments)	In progress	3-9	10/30/2025
Policies - 32	32	Review proposed new policies and procedures with EDI officer	Awaiting QA	3-9	
Policies - 33	33	Initiate staff engagement on proposed new policies and procedures, both directly and via Trade Unions	Awaiting Evidence	3-9	
Policies - 34	34	Ensure compliance of policies and procedures with the law on equality, and national frameworks on violence against women and girls and on race	Awaiting Evidence	3-9	
Policies - 35	35	Ensure the sending of a clear and unambiguous message of zero tolerance of harassment at work (especially sexual harassment), and comprehensive understanding of what amounts to harassment, throughout the Service	Awaiting QA	3-9	
Policies - 36	36	Provide external training to managers on the new policies and procedures, including, in particular, training for all those involved in disciplinary and grievance processes on the identification of misconduct and the operation of those processes	In progress	3-9	11/28/2025
Policies -37	37	Implement new policies and procedures	Awaiting Evidence	3-9	
Procedures - 38	38	Engage external independent body to be part of disciplinary and grievance processes for, at least, the next 18 months	Awaiting Evidence	3-9	
Procedures - 39	39	Once a grievance or whistleblowing complaint is raised, agree with the complainant a list of issues to be addressed	Awaiting QA	3-9	
Procedures - 40	40	Ensure complainants are regularly updated on the progress of their grievance/complaint	Awaiting QA	3-9	
Procedures - 41	41	Appropriately investigate anonymous complaints and/or those with little detail, adequately document the same, and take appropriate action	Awaiting QA	3-9	
Procedures - 42	42	Provide template documents to guide managers through the things they need to consider in relation to, and record their reasoning for: suspensions, findings of fact on allegations of misconduct and grievance allegations, and disciplinary sanctions	Awaiting QA	3-9	
Procedures - 43	43	Ensure there is a full written grievance outcome which mirrors original grievance and/or addresses each issue in the list of issues agreed with the complainant so that that all allegations are addressed	Awaiting QA	3-9	
Procedures - 44	44	Ensure full written findings of fact and reasons for sanction in each disciplinary case	Awaiting QA	3-9	
Procedures - 45	45	When a member of the Service is involved in criminal conduct, ensure prompt internal action is taken, and ensure such action is selected having regard to the culture of the Service and the impact on internal and external trust and confidence of the alleged offending	Awaiting QA	3-9	
Procedures - 46	46	Aim to address all grievance and disciplinary cases within 1-3 months, including those where the individual leaves the Service's employment (whether through resignation, retirement and/or ill-health), and adequately document any reasons for delay outside of this timeframe	Awaiting QA	3-9	
Recruitment and promotion - 47	47	Review fairness and transparency in promotion processes, and implement change	In progress	3-9	6/30/2025
Recruitment and promotion - 48	48	Devise fair and transparent process for "acting up" in place of temporary promotion	In progress	3-9	6/30/2025
Recruitment and promotion - 49	49	Ensure all vacancies are advertised swiftly, both internally and externally, including senior non-operational roles being advertised to both uniformed and non-uniformed members of staff	Awaiting QA	3-9	
Recruitment and promotion - 50	50	Engage external independent body to be part of promotion and recruitment processes for, at least, the next 18 months	Awaiting QA	3-9	
Recruitment and promotion - 51	51	Ensure at least one female member of staff and/or one member of staff from an ethnic minority group sits on each promotion/recruitment panel	Awaiting QA	3-9	
Recruitment and promotion - 52	52	Consider whether the promotion and transfer lists should be published, and if a decision is made not to do so, record the reasons for the decision, and whether any other steps might be taken to improve transparency and confidence in the process	In progress	3-9	6/30/2025
Recruitment and promotion - 53	53	Provide written feedback to all candidates for promotion and recruitment (including retained firefighters applying for the wholetime duty system)	Awaiting QA	3-9	6/30/2025
Recruitment and promotion - 54	54	Reach out to religious and other leaders within the community and build stronger connections in order to better understand whether any barriers to diversity exist and how they can be removed	Awaiting Evidence	3-9	
Training - 55	55	Review training of new recruits, including explicit values and standards training	Awaiting Evidence	3-9	
Training - 56	56	Implement EDI training – in person and interactive – across the Service	Awaiting Evidence	3-9	
Training - 57	57	Roll out the training given to new recruits in relation to domestic abuse and sexual violence to all members of the Service	Awaiting Evidence	3-9	
Training - 58	58	Implement leadership training – its content to be informed by the performance review referred to at recommendation 1 in the 'Leadership' section of the 'Initial phase' above, but to include role-modelling, communication, transparency, self-reflection, accountability, and recognition of EDI at core of leadership	Awaiting Evidence	3-9	
Training - 59	59	Implement an equitable mentoring scheme across the Service, including external mentors for ELT and SMT, as well as specific mentoring for members from underrepresented groups to encourage career progression	In progress	3-9	6/30/2025

Training - 60	60	Set a training plan in accordance with para.198 of the Report, ensuring sufficient budget allocated for training goals [ICR para 198 - A comprehensive package of face-to-face and interactive training, using various methods and learning platforms (including, for example, lived-experience discussions from both internal and external people, where appropriate), and covering at least the following should be implemented: Dignity at work, EDI, DV and sexual violence, disability discrimination, social media and management training on above plus leadership skills, managing and developing people, cultivating a compassionate culture, challenging poor behaviour, D&G procedures and GDPR/confidentiality]	Awaiting Evidence	3-9	
Training - 61	61	Explicit values and standards training for recruits and those who work at the Training Centre	In progress	3-9	6/1/2025
Training - 62	62	Teacher training for instructors at the Training Centre, and fire cadet instructors, to include training in relation to the identification and prevention of bullying, harassment and inappropriate communications, and the positive communication of values and standards	In progress	3-9	6/30/2025
Training - 63	63	Consider appointing an EDI champion at each station or department	Awaiting Evidence	3-9	
Training - 64	64	Implement Work with Me passports' provision within a reasonable period of time	Awaiting QA	3-9	
Human Resources - 65	65	Introduce effective document management system [ICR para 55 - Whilst the Service uses CoreHR for data management and basic HR processes, there does not appear to be a centralised document management system in place.]	In progress	3-9	9/30/2025
Human Resources - 66	66	Review structure of HR and devise and implement more holistic structure	Awaiting QA	3-9	
Human Resources - 67	67	Occupational health to be removed from HR function and to have its own Head of Service	Awaiting Evidence	3-9	
Diversity Monitoring - 68	68	Encourage staff to provide accurate EDI information	Awaiting QA	3-9	
Diversity Monitoring - 69	69	Institute two yearly EDI information collection	Awaiting Evidence	3-9	
Staff review - 70	70	Seek disclosure of criminal convictions of all operational staff, and review in light of the role they have in the Service	Awaiting QA	3-9	
Staff review - 71	71	Identify specific individual at Training Centre to whom any new recruit or trainee may bring concerns in confidence, and publicise their name to anyone attending the Centre	Awaiting Evidence	3-9	
Staff engagement - 72	72	10KV Event, with follow-up action plan based on comments received	Awaiting Evidence	9-18	
Staff engagement - 73	73	Ensure ELT and SMT evidence how staff feedback is promoted, managed and acted upon in their area of responsibility	Awaiting Evidence	9-18	
Staff engagement - 74	74	Where leaders are not able to provide satisfactory evidence, provide targeted support for improvement	In progress	9-18	12/7/2025
Leadership - 75	75	Before the end of the 18 month period, follow up earlier performance review of ELT under the same headings (see recommendation 1 in the 'Leadership' section of the 'Initial phase' above), and carry out similar assessment of any new appointees	On hold	9-18	4/1/2026
Leadership - 76	76	Restructure corporate departments, with the assistance of independent external input, to ensure non-operational managerial roles are held by those with the best skills and experience for the role, whether uniformed or non-uniformed, and aim to improve diversity within such roles	In progress	9-18	6/30/2025
Leadership - 77	77	Seek and promote opportunities to work in a structure other than a command and control model	In progress	9-18	6/30/2025
Facilities - 78	78	Assess all facilities, equipment and uniform and take steps to ensure that it is fully inclusive based on all protected characteristics where possible	In progress	9-18	4/1/2026
Staff engagement - 79	79	10KV Event for different sections of the workforce (not just managers), with follow-up action plan based on comments received	Awaiting Evidence	Annual	
Leadership - 80	80	External performance review of ELT	In progress	Annual	12/31/2025
Training - 81	81	Carry out compliance training in accordance with para.199 of the Report	In progress	Annual	5/31/2025
Culture Assessment - 82	82	Culture assessment, possibly by external independent body, to track progress in relation to culture targets identified in initial phase, and review of need to modify targets	Awaiting Evidence	Annual	

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7
16 MAY 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

PRIORITISATION OF PROJECTS AND TASKS WITHIN THE TRANSFORMATION PROGRAMME

THIS REPORT IS FOR DECISION

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

REPORT PRESENTED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This report outlines the Service's approach to prioritising projects and key tasks within the Step Forward Transformation Programme. This strategic approach is grounded in the Chief Fire Officer's priorities, set on appointment in November 2024

Focus on operational excellence.

Build on the progress made in response to the Morris Report.

Ensure that SWFRS personnel of every rank and grade feel valued and safe, and that any issues are rapidly and fairly addressed.

Restore the reputation of and pride in SWFRS.

Work with the SLT, the representative bodies, SWFRS personnel, and broader stakeholders to develop a clear strategy for the future.

This prioritisation model is designed to direct leadership focus, strategic resource allocation, and delivery expectations across the nine Step Forward programmes and wider improvement.

RECOMMENDATIONS

1. That the Commissioners note the prioritisation model outlined in this report.
2. That the Commissioners note the alignment with the wider service improvements.
3. That the Commissioners note that delivery will be monitored through the Service Improvement Board.

1. BACKGROUND

- 1.1 Following the appointment of the Director of Strategic Change and Transformation three high-level improvement priorities were identified, these were Leadership, Communication and Engagement and Positivity (driving improvement through appreciative enquiry and harnessing operational excellence and community engagement to drive internal improvement.)
- 1.2 The initial action plan was reviewed and remapped to create a comprehensive transformation programme, titled “Step Forward”. This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS’s report on values and culture in fire and rescue services and the Service’s own strategic plans.
- 1.3 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward programmes of work designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.
- 1.4 Following the appointment of the CFO in November 2024, the Service developed a new strategy. This built on the previous Improvement Plan published and consulted on 31st October 2024.
- 1.5 The Service subsequently published its Strategic Plan, which realigned its strategic themes and considered the wider improvement needed across the service.
- 1.6 This report provides an update on key programme and priorities.

2. PROGRESS UPDATE

- 2.1 On 18th March 2025 the Senior Leadership Team met to discuss prioritises across the Transformation Programme, its new strategy and wider improvement objectives. Including Welsh Government Thematic Reports, HMICFRS debriefs and sector best practice.

3. PRIORITISATION FRAMEWORK

- 3.1 The prioritisation system has four tiers, each reflecting urgency, strategic alignment, and resource intensity:

P1 Critical: Actions needed to mitigate immediate risk to life, legal compliance or organisational reputation.

P2 High: Activities essential for embedding transformation or meeting national expectations.

P3 Medium: Activities that enhance the transformation journey, provide value, and support cultural maturity.

P4 Low: Desirable improvements that are scheduled longer-term or are resource dependent.

Each task or project has been reviewed through this lens, ensuring clarity on sequence, dependencies, and impact.

- 3.2 **The Transformation Programme:** The Transformation Programme includes nine priority areas of work. These include wider improvement objectives and recommendations from several reviews, audits and national findings.

The programme of work also include previously identified areas of improvement, that were subsequently reinforced by self-assessment. As such many of these already align with initial feedback and debriefing from our HMICFRS assessment, which was requested to provide a far more detailed understanding of the service and its performance.

- 3.3 **Service Strategy:** The new Service strategy identified a new vision and mission. To deliver on these we will achieve each of the following strategic goals, which are supported by detailed plans with timescales and resources required.

- Develop clear governance, policies and procedures.
- Harness the advancements in digital technology to deliver a modern, digitally excellent, affordable and future proofed service.
- Achieve operational excellence through safe, effective and assertive prevention, protection and response capabilities.
- Work together as one team.
- Have a people centred approach in all we do.
- Develop excellent, empowered and selfless leaders.
- Become a learning service, constantly evolving and ambitious.
- Pursue a just culture, underpinned by our values, to allow our people to build high performing teams.

- Develop excellent communication and engagement approaches with our staff, partners and communities
- Drive sustainability and reduce our environmental impact

This strategy includes nearly 60 workstreams. The majority of these were already included in the Transformation Programmes' nine programmes of work. However, some including the introduction of a Future Fire Think Tank and formal introduction of a new Leadership and Development Academy are new. Other workstreams have been further developed, enhanced or improved.

3.4 PRIORITISATION

P1 Critical Workstreams

- Culture Review Recommendations Morris Review (Across the Transformation Programme)
- Risk Management – Developing our understanding of risk, our risk management approach and systems. (Governance and Strategy Programme)
- Community Risk Management Planning – Development of our understanding of risk and alignment of our resources and activity (Governance and Strategy)
- Staffing Management – Development of our staffing management systems to provide suitable oversight and assurance (Service Strategy)
- HMICFRS Inspection – Addressing any potential areas of risk, not covered within the existing transformation programme. (Leadership Programme)
- Discipline and Grievance – Address, historic and current discipline and grievance. Establish a new approach to disciplines and grievances by providing early intervention, mediation, support and leadership training to deal with issues as early as possible. Establish a new Professional Standards Unit to deal with discipline and grievance cases. (Safe and Positive Environment)
- Effective Processes – Review of our process and resource to manage and review our policies and procedures, including risk

- categorisation and consider legal review of HR policy. (Policy and Procedures Programme).
- Consistent Policy and Procedures – Development of associated guidance and training and inclusion of the Core Code of Ethics (Policy and Procedures Programme).
- Decontamination – Firefighter Safety, effective process, procedure and facilities.

4. IMPLICATIONS

4.1 Community and Environment

- 4.1.1 Equality, Diversity and Inclusion – Key programmes of work are dedicated to these areas.
- 4.1.2 Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WLGA and positive ways of working.
- 4.1.3 Socio Economic Duty – Changes delivered will support effective governance and decision making.
- 4.1.4 Consultation and Communications – A dedicated programme of work is designed to improve this area.
- 4.1.5 Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.
- 4.1.6 Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

4.2 Regulatory, Strategy and Policy

- 4.2.1. Governance and Strategy and Policy and Procedure programmes directly align to improvement in these areas.

4.3 Resources, Assets and Delivery

- 4.3.1 This report does not require allocation of additional resources. Specific resources will be requested aligned to dedicated programmes and through dedicated papers.

5 EVALUATION & CONCLUSIONS

5.1 This report provides and update on prioritisation of service improvement, specifically aligned to the transformation programme.

6 RECOMMENDATIONS

- 6.1 That the Commissioners note the prioritisation model outlined in this report.
- 6.2 That the Commissioners note the alignment with the wider service improvements.
- 6.3 That the Commissioners note that delivery will be monitored through the Service Improvement Board.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation		
Background Papers	Date	Source / Contact	

Appendices	
ONE	OVERVIEW PRIORITIES.

APPENDICE ONE: OVERVIEW PRIORITIES

Comms & Engagement

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Communication Strategy	P2	Q1	Working on it	1-Apr-25	30-Jun-25
Stakeholder and Media Engagement	P3	Q3	Working on it	1-Mar-25	31-Mar-26
Change Communications and Engagement	P2	Q2	Working on it	1-Apr-25	30-Dec-25
Internal Communication and Culture Development	P2	Q1	Working on it	1-Apr-25	30-Dec-25
External Communication and Public Engagement	P3	Q1	Working on it	1-Apr-25	30-Dec-25
Crisis Communication and Resilience	P2	Q1	Working on it	1-Apr-25	30-Jun-25
Team Development and Collaboration	P3	Q4	Working on it	1-Jan-25	1-Jan-26
Evaluation and Continuous improvement	P3	Q3	Working on it	1-Sep-25	1-Sep-25

Governance

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Governance Framework	P3	Q1	Working on it	12-Sep-24	12-May-25
Portfolio Management Framework	P3	Q2	Working on it	1-Jul-24	2-Jul-25
Performance Management Framework	P2	Q3	Working on it	1-Apr-25	30-Sep-25
Performance Management Dashboards	P2	Q2	Working on it	14-Jul-25	30-Oct-26
Independent Advisory Panel	P3	Q2	Working on it	1-Jun-24	31-Jul-25
Risk Management Framework	P1	Q2	Working on it	3-Mar-25	30-Sep-25
Strategic Plan	P2	Q1	Done	3-Jun-24	31-Mar-25
Internal Culture Board	P3	Q1	Working on it	1-Sep-24	14-Apr-25
CRMP - Improved Community Risk Management	P1	Q1	Working on it	1-Mar-25	1-Jan-26
Establish a Portfolio Management Office	P2	Q1	Stuck	3-Jun-24	30-Jun-25
Culture Dashboard	P2	Q1	Working on it	3-Apr-25	30-Jul-25

Digital Transformation

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Digital Literacy Project	P3	Q4	Not Started	1-Jan-26	31-Mar-26
Digital Strategy	P2	Q2	Working on it	1-Apr-25	30-Sep-25
Using Data Project:	P2	Q4	Not Started	1-Jan-26	31-Mar-26
People & Finance Systems Review Project	P2	Q3	Stuck	1-Oct-26	31-Dec-26
Intranet and Internet Updates	P2	Q1	Working on it	1-Apr-25	30-Jun-25
Staffing resource team system	P1	Q1	Working on it	7-May-25	7-Oct-25
BMIS Upgrade	P2	Q1	Working on it	5-May-25	3-Apr-26

Leadership

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Leadership & Development Academy	P2	Q1	Working on it	18-Nov-24	24-Sep-25
Assured Fire Standards	P2	Q1	Working on it	3-Jun-24	30-Jun-25
SLT Leadership Development	P2	Q1	Working on it	3-Mar-25	30-Jun-25
Independent review of ELT	P2	Q1	Working on it	4-Mar-25	30-Jun-25
Leadership Advocates	P3	Q2	Working on it	1-Mar-25	31-Mar-26
HMICFRS	P2	Q3	Working on it	6-May-24	29-Aug-26

Talent Management

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Transform People Services	P2	Q1	Working on it	1-Oct-23	30-Mar-26
Recruiting and promoting the Right People	P2	Q2	Working on it	1-Mar-25	1-Jun-25
Organisational resourcing	P2	Q3	Working on it	10-Oct-24	31-Dec-26

DICE

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Diversity workforce	P2	Q3	Working on it	1-Oct-26	31-Dec-26
Neurodiversity	P2	Q3	Working on it	1-Oct-26	31-Dec-26

embed DICE policy and procedures	P2	Q4	Working on it	3-Apr-26	3-Apr-26
Functioning Value adding dice networks	P2	Q4	Working on it	1-Apr-25	3-Apr-26
Gender Pay Gap review	P2	Q1	Done		

Safe and Positive

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Speak Up, Be Supported and Be Heard	P2	Q3	Working on it	1-Jan-25	1-Oct-25
Facilities for the Future	P2	Q3	Working on it	1-Oct-26	31-Dec-26
Recognising Excellence	P3	Q2	Working on it	1-Jan-25	3-Jul-25
Safe workplace	P2	Q1	Working on it	1-Apr-25	30-Jun-25
Discipline & Grievance	P1	Q2	Working on it	1-Apr-25	30-Oct-25
Well being Strategy	P2	Q3	Working on it	30-Apr-25	30-Sep-25
Agile Working Policy	P2	Q1	Working on it	1-Mar-25	31-Mar-26
Just Culture	P3	Q2	Working on it	1-Mar-25	31-Mar-26

Ethics Values and Behaviours

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Setting Standards	P2	Q2	Working on it	1-Apr-25	30-Jun-25
"We are..." Project	P3	Q1-2026	Not Started		
CCofE	P2	Q1	Working on it	1-Jun-24	30-Jul-25
Our Values and Culture Project	P2	Q1	Working on it	18-Nov-24	30-Jul-26

Policies and Procedures

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Handling Misconduct	P2	Q3	Working on it	1-Oct-26	31-Dec-26
Policy & Procedures Toolkit	P2	Q3	Working on it	1-Sep-25	30-Nov-25
Sustainability Policy	P3	Q3	Working on it	1-Oct-26	31-Dec-26

Effective Processes	P1	Q2	Working on it	1-Mar-25	30-Oct-25
Consistent Policies and Procedures	P1	Q2	Working on it	1-Jun-24	30-Oct-25

Strategy

Name	Priority Level	Quarter Allocated	Status	Timeline - Start	Timeline - End
Future Fire Think Tank FFTT	P3	Q2	Working on it	1-Mar-25	31-Mar-26
Intelligence and Surveillance	P1	Q3	Working on it	1-Mar-25	31-Mar-26
Fire Control Review	P2	Q2	Working on it	1-Mar-25	31-Mar-26
Debrief Process	P3	Q3	Working on it	1-Sep-25	31-Dec-25
Establish STANEVAL Unit	P2	Q2	Working on it	1-Mar-25	31-Mar-26
Intelligence function	P2	Q4	Working on it	1-Mar-25	31-Mar-26
Encourage family friendly fire stations	P3	Q1	Working on it	1-Mar-25	31-Mar-26
Develop a SWFRS Community/Fire Station engagement plan to encourage sharing of community engagement ideas and approaches across the Service.	P3	Q3	Working on it	31-Dec-25	31-Dec-25
Driver Policy	P2	Q1	Working on it	3-Mar-25	12-May-25
leave and public holiday policy	P2	Q1	Working on it	1-Apr-25	30-Jun-25
Decontaminants Programme	P1	Q1	Working on it	1-Jun-24	1-Apr-26
On Call Project	P2	Q3	Working on it	5-May-25	30-Sep-25
Agile Device Improvements (Stations)	P2	Q4	Working on it	5-May-25	31-Dec-25



**Gwasanaeth Tân ac Achub
De Cymru**

**South Wales
Fire and Rescue Service**



Highlight Report

Title: Thematic Review – of Operational Training

No	High Level Objective	RAG Status
1	<p>Work towards completion of Recommendation 1</p> <p>That the 3 Welsh FRs establish a means whereby training needs analysis and training delivery are clearly aligned to a regular assessment of hazards, risks, and threats in their areas. This should set out the capability deemed necessary to provide an appropriate response to the identified hazards, risks and threats which should then inform the training needs analysis.</p> <p>THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025</p>	<p>« RAG Status (Green) RAG Status »</p>
2	<p>Work towards completion of Recommendation 2a of the WFRSA Thematic Review –</p> <p>Undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up the nine core competency areas.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	<p>« RAG Status (Green) RAG Status »</p>
3	<p>Work towards completion of Recommendation 2b of the WFRSA Thematic Review –</p> <p>Undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up additional competency areas.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	<p>« RAG Status (Green) RAG Status »</p>
4	<p>Work towards completion of Recommendation 3 of the WFRSA Thematic Review – that the FRs should use the outcome of the unconstrained analysis of time required for skills maintenance training to prioritise the control measure tactics and techniques from their Operational Risk Assessments that will be utilised by the RDS based on the time available for training.</p> <p>THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025</p>	<p>« RAG Status (Green) RAG Status »</p>

South Wales Fire and Rescue Service – Highlight Report

5	Work towards completion of Recommendation 4 of the WFRSA Thematic Review – the FRSs should develop micro teaches for every control measure tactic or technique not already included within the FRS Training and Development Manual. THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025	« RAG Status (Green) RAG Status »
6	Work towards completion of Recommendation 5 of the WFRSA Thematic Review – that the Welsh FRSs review their control measure tactics for compartment firefighting in light of international research and update their control measure tactics and techniques accordingly. THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 30th JUNE 2025	« RAG Status (Green) RAG Status »
7	Work towards completion of Recommendation 6 of the WFRSA Thematic Review – that the Welsh FRSs review their Compartment Fire Behaviour Training syllabus to incorporate any changes to control measure tactics arising from the review advocated in Recommendation 5. THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 30th JUNE 2025	« RAG Status (Green) RAG Status »
8		« RAG Status (Red) RAG Status »
9		« RAG Status (Red) RAG Status »
10		« RAG Status (Red) RAG Status »
11		« RAG Status (Red) RAG Status »
12		« RAG Status (Red) RAG Status »

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
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Recommendation 1

Work is ongoing in support of recommendation one. The training depts. operational development managers have met with the LearnPro Group to discuss modifying the current single calendar that dictates the frequency and delivery of training across all of the 47 fire stations and day duty locations within SWFRS, to bespoke calendars grouped into 4 different calendar types.

These are – an urban station, a semi-rural station, and a rural station calendar, and a day duty calendar. The plan is to roll out these changes by unitary authority area.

We will have an example of a modified training calendar to present to uniformed SLT at the end of April 25. Through discussion at this presentation the team should have a clear understanding of what training activities are to be maintained and what activities are to be removed, in order to equalise the training delivered/undertaken with the time available for completion.

This projected change will allow each location to have a training needs analysis (TNA) and training delivery that reflects the hazards, risks, and threats in their response area. It is anticipated that this entire rollout will take the remainder of this calendar year.

Through the streamlining of electronic administration systems within the department we have freed up an individual to work on the recommendation. This individual will build the bespoke training calendars in conjunction with the station's commander, UA group manager, operational intelligence POC and the stats team. Collectively they will undertake an assessment of hazards, risks, and threats in each response area, from which training calendars will be built and regularly updated.

Once the calendars are in operation. The individual overseeing them will review, develop and deliver training around them, an annual basis.

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

Recommendation 2a/b

The report has been completed and presented to the uniformed SLT. There are some minor amendments to be made to the document following feedback. The report has highlighted that there is a significant lack of time available for RDS firefighters and supervisory managers to complete the current training allocation that is listed on their TNA. The uniformed SLT will reconvene to discuss how the service plans to equalise the training required & time available. This meeting will take place at the beginning of May 25.

Our WDS stations and day duty staff do have sufficient time within their work schedule to complete their allocated training. **This has to be caveated with the understanding that daily work schedules will be disrupted when crews are committed to operational incidents.**

“The current reporting position for this recommendation is now at 99.5% completion”

Recommendation 3

Work has commenced on this recommendation. Using the data collected for recommendations 2a & 2b, it is clear that our RDS crews have insufficient time to complete all of the training currently allocated to them on their current training planner. Recommendations to overcome this have been presented as part of a suite of options offered within the unconstrained analysis. There are clear interdependencies with this recommendation and recommendation 1. This will also be discussed in more detail at the meeting in May 25.

“The current reporting position for this recommendation is now at 10% completion”.

Recommendation 4

A suite of micro-teaches are being developed for each discipline delivered by the training department. These will be available on dedicated intranet pages for students to view prior to attending programmed training events and for maintenance of competence whilst training at station.

Interviews to recruit a multi-media developer took place on the 26/03/25, we are now waiting for the successful person to start . This individual's sole task will be to develop the suite of micro-teaches.

The majority of remaining micro-teaches that need to be developed are from our technical delivery training area, these can be complex to setup and develop, hence the request for additional support.

“The current reporting position for this recommendation is now at 75% completion”

Recommendation 5

A series of exercises have been delivered during which **all** frontline staff and control operators were given input on the Dutch Quadrant Model. An options paper has been drafted to propose the procurement of new equipment to support the introduction of the new operational tactics. The total cost of purchase is **£270K**, and a paper is being presented at SLT Performance on the 30th April 2025 for decision.

These includes –

- 22mm high pressure hose lines
- Smoothbore Branches, and
- The construction of a water mapping rig (hose stream property) for Cardiff Gate.

“The current reporting position for this recommendation is now at 80% completion”

Recommendation 6

We are now in the process of amending our syllabuses to reflect the changes that we have identified as part of our research, conducted both nationally and internationally.

“The current reporting position for this recommendation is now at 80% completion”

2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
<ul style="list-style-type: none"> • The repositioning of an administrator within training to work on the development of the new training calendars. This individual will require retraining to be successful in the role. This has been arranged. • The drafting of an options paper to procure the new equipment to allow the service to successfully deliver recommendations 5 & 6. This will require significant capital investment to implement. This has been programmed. • Convene a meeting for the uniformed SLT to agree a collective viewpoint on what activities can be removed from station TNA to equalise training/available hours. This has been programmed. 	

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<p>The available capacity of teams to complete complex tasks relating to the recommendations alongside BAU is an ongoing challenge.</p> <p>To overcome this challenge the following actions have been taken.</p> <ul style="list-style-type: none"> • Gained efficiencies in electronic administration process linked to the firefighter apprenticeship, which allowed the re-purposing of an administrator to work on the re-design of the pdrPro calendars full time. • Employed a multi-media developer on a 12-month FTC to develop the outstanding micro-teaches – start date 6th May 25, which allowed the TSU to maintain BAU for the service. • Supported the secondment of an SM & GM to work full time on the Grenfell Tower and Operational Excellence Thematic Reviews, which allowed the training team to support these workstreams whilst still maintaining BAU. 	

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<ul style="list-style-type: none"> • Develop the TNA for stations • Collective agreement on what can be removed from the TNA for RDS stations to equalise training/available hours • Continue to develop the micro-teaches • Finalise and publish the changes to the compartment firefighting tactics from knowledge gained through national/international research • Present the options paper for the procurement of new equipment 	

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>There are obvious financial implications to some if not all of the work ongoing through the analysis and possible introduction of the recommendations detailed above. E.g., the cost implications of changing all of the frontline fire engines to 22mm internal diameter hose-reels is going to be £190K</p> <p>This is a recommendation of the delivery team and some of the funds will need to be sourced.</p> <p>The delivery team recommends that the service purchase the Delta Attack 500 SBC Pro nozzle (smoothbore branch), these retail at £455.00 each. one unit per appliance (plus spares) is recommended and the total cost is £35K</p> <p>A water mapping rig is likely to cost around £45k</p> <p>The ORM A&E team have some budget available for this new equipment but not enough to satisfy the whole purchase. It is anticipated that this funding will need to be sourced from the capital finance budget for operational equipment.</p>	

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

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**Gwasanaeth Tân ac Achub
De Cymru**

**South Wales
Fire and Rescue Service**



Highlight Report

Grenfell recommendations: Report 7 (April 2025)

South Wales Fire and Rescue Service – Highlight Report

No	High Level Objective (please list)	RAG Status
1	Review the composition of the group and make changes as necessary	« RAG Status (Green) RAG Status »
2	Compliance against Grenfell reports - Ensure full compliance with the findings and recommendations of the Grenfell phase 1 report and the Grenfell Tower inquiry thematic review report (Wales).	« RAG Status (Amber) RAG Status »
3	Develop a detailed action plan with clear timelines and responsibilities – An action plan will be developed for implementing the recommendation from both the phase 1 and the final Grenfell report.	« RAG Status (Green) RAG Status »
4	Identify areas of responsibility - The group will identify and allocated workstreams to the relevant departments and or stakeholders.	« RAG Status (Green) RAG Status »
5	Monitor progress at regular intervals – Ensures that the implementation of recommendations is on track and effective whilst also allowing for the identification of any issues or challenges that may arise during this process.	« RAG Status (Amber) RAG Status »
6	Communicate transparently with the public and stakeholders – The group will develop a communication strategy that builds trust, fosters open dialogue and keeps the public and stakeholders informed of progress and outcomes.	« RAG Status (Amber) RAG Status »
7	Review and implement the recommendations from the Grenfell final report - Once published, the group will conduct a thorough review and analyse each recommendation to understand the implication and potential impact.	« RAG Status (Amber) RAG Status »
8		« RAG Status (Red) RAG Status »
9		« RAG Status (Red) RAG Status »
10		« RAG Status (Red) RAG Status »
11		« RAG Status (Red) RAG Status »
12		« RAG Status (Red) RAG Status »

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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
	<p>In the last Service Review Board meeting Highlight Report 6 (Feb 2025) was presented which illustrated the limited progress being made against the Grenfell Tower Inquiry Phase 1 and the service's commitment to a dedicated High Rise Team to ensure recommendation compliance.</p> <p>The team formally began its role on March 1st and has already built a comprehensive blueprint (outlined in Highlight Report 6) which maps out a full-time action plan to increase the pace of key measurables.</p> <p>Focus has been on the completion of the Learning from Grenfell Thematic Review and GTI Phase 1 recommendations. However, with the NFCC GTI Phase 2 action tracker due imminently, the team have taken the opportunity to ensure compliance against this report too.</p> <p>The main milestones for report 7 include:</p> <ul style="list-style-type: none"> - New three phase compliance document for all existing and outstanding recommendations (see Appendix). The form will ensure all recommendations are evidenced with a triple lock system to be signed by the team responsible for task compliance; the head of service for the Home Office Grenfell action tracker (SLT) and the Commissioners Board. This approach will ensure recommendation and reputational assurity. - Phase 1 high rise training for all operational and control staff now complete. Phase 2 will embed and launch the new high rise and evacuation procedures and focus on Building Construction and Failure. The course will run between April and July 2025 and build on the operational maintenance of skills package. - Further CPD training for all incident commanders at all levels is planned for July 25 – April 26. The focus of the training will be on incident command decision making at a high-rise facade fire and will include all control room operators. - Meetings have now taken place with 80% with all key stakeholders and departments to ensure the recommendations are evidenced to the highest standard and any shortfalls addressed immediately. - The team's visit to LFB was very beneficial. LFB have been using an electronic bridgehead to control evacuation comms app since 2022. SWFRS have been exploring similar apps with outside developers. Until now LFB have been reluctant to share their technology but have since said SWFRS can use it. This work on the feasibility an agreement is ongoing. - The High-Rise Team's new mass and emergency evacuation procedures are live from this April with implementation training for all operational and control staff. The book and plan have been well received by crews and will eventually offer the service a backup to an electronic record.



South Wales Fire and Rescue Service – Highlight Report

- All OCDS high-rise training has been programmed in (April – July 2025). The OCDS will receive the same level of training as WDS crews on the new High-rise SOP and evacuation procedures.
- To ensure the GTI interoperability recommendations are met the HRT will also be training all HART responders on their role at high-rise mass evacuation incidents (May – July 2025) utilising their skills with Extended Duration BA sets to assist in search and rescue and casualty triage at mass emergency evacuation events.
- High-rise SOP 3.2 is now complete and awaiting sign off. It will remain with heads of service for six weeks awaiting their approval before publishing.
- Control have completed a draft copy of their High Rise and Life Survival Guidance SOP/ Control Operational Incident Note which the team will review and test later this month with a series of control exercises.
- The Evacuation SOP 6.7 will be the focus of the team’s next three-month target.
- A new high-rise familiarisation programme for 13 key stations has been launched by the team to ensure partial compliance in 18 key GTI recommendations that have, to date, not been adopted by WAG.
- The HRT have been working with the Operational Effectiveness Review lead and requested Delta 500 smoothbore branches on all frontline appliances to assist with the Learning from Grenfell recommendation 4. The high-rise team has cross-referenced and embedded the quadrant model into the new high-rise SOP.
- The HRT have arranged a meeting with Commissioner Kirsty Williams (See Issues and Challenges Section below)
- The HRT currently sit on NFCC and are able to reflect on emerging trends and new policy and procedures being adopted across the UK.

2. KEY DECISIONS	Highlight any important decisions made by the subcommittee during the reporting period, along with the rationale behind these decisions?
<p>Regular updates will be provided by way of a Highlight report at the Service Review Board – Thematic Review (6 weekly meetings).</p> <p>Additional updates will be provided during the Board of Commissioners meetings.</p> <p>Progress will be closely monitored by Assistant Chief Fire Officer Brian Thompson and Area Manager Mike Wyatt.</p>	

South Wales Fire and Rescue Service – Highlight Report

The team will be tasked with completing and embedding all recommendations by September 2026.

A comprehensive timeline will detail the key deliverables at quarterly intervals.

All recommendations will be assured using a triple lock compliance document updates on compliance will be included in future highlights reports.

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<p>As detailed in the business case the High-Rise Team will require additional staff in order to fulfil all training compliance.</p> <p>The team is currently one temporary GM; one SM, and one training contract for an SM non-flexi. A JFC SM is attached to the team to assist with their policy, training and compliance.</p> <p>The team have requested an additional SM with BFS experience and qualifications to assist (business case submitted to HRT lead).</p> <p>A second training contract may be required but the team are hopeful an additional full-time member will be sufficient.</p> <p>A second obstacle in recommendation compliance is the limited influence the HRT have over Welsh building fire safety legislation.</p> <p>Due to differences in England and Wales building legislation the service is currently unable to be fully compliant in all GTI Phase 1 recommendations.</p> <p>The team have built in system safeguards (High-Rise Familiarisation Programme – see Appendix) to ensure the differences in legislative procedures have a minimal impact on fire safety knowledge and the brigade can achieve partial compliance.</p> <p>They have arranged a meeting with Commissioner Kirsty Williams to discuss the gap analysis in their report (see Appendix)</p> <p>The team are certain the new Building Safety (Wales) Bill due to be ratified at the Senedd this term will address many of the differences in policies.</p> <p>The team will also be discussing a blueprint for an all-Wales PEEPs strategy with the Commissioner which they have developed and will test.</p>	

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
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South Wales Fire and Rescue Service – Highlight Report

It is critical to the HRT that our service compliance is robust and unequivocal.

According to previous reports the recommendations are currently less than 51% complete.

As well as ensuring that figure rises the team will also be focussing on the evidence to underpin our starting position.

The new compliance documents will give the team an indisputable foundation for future actions.

The team will demonstrate progress against the recommendations at each SRB meeting.

Our immediate focus will be:

- A meeting with Commissioner Kirsty Williams
- A meeting with WAG high-rise experts to gauge high-rise legislative proposals
- A meeting with CFRAI Dan Stephens to gauge high-rise operational proposals
- Progress Phase 2 training for all operational and control room staff
- Go-live for a new high-rise intranet site
- Have SOP 3.2 High-Rise Firefighting agreed by the heads of service
- Complete SOP 6.7 Evacuation to embed new procedures
- Test new all Wales PEEPS plans at operational incidents
- Secure a high-rise training budget 25/26
- Secure additional personnel to ensure recommendation and training compliance

5. RESOURCE NEEDS

List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?

The team will need to secure a high-rise training budget for personnel and equipment as outlined in the business plan. This will be discussed with the HRT lead at the next group meeting when a clearer post April financial commitment can be agreed upon.

6. RECOMMENDATIONS

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

For Commissioners to note the content of the report and take assurance of the work undertaken in respect of the Thematic Review recommendations.

APPENDIX	
<p><u>HIGH RISE FAM PLAN FINAL 2025</u></p> <p><u>WAG FIRE SAFETY GAP ANALYSIS FINAL</u></p> <p><u>33.10b GTI PHASE 1 EXTERNAL FIRE SPREAD (COMPLIANCE EXAMPLE DOCUMENT)</u></p>	

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**Gwasanaeth Tân ac Achub
De Cymru**

**South Wales
Fire and Rescue Service**



Highlight Report

**Title: Operational Effectiveness – Response to Domestic
Dwelling Fires**

South Wales Fire and Rescue Service – Highlight Report

No	High Level Objective	RAG Status
1	Produce a guidance document for building firefighting tactics that is scientifically correct, reflects the most current research and is clearly and unambiguously expressed in one piece of guidance that is easily accessible to all firefighters.	« RAG Status (Green) RAG Status » Complete
2	Awareness training regarding building firefighting tactics overview of future guidance document and the associated training. The training schedule will cover all tactical officers and all operational crew	« RAG Status (Green) RAG Status » Complete
3	Cross mapping exercise linking all aspect of new guidance document to training and SOP, this is to identify training shortfall	« RAG Status (Green) RAG Status »
4	Production of 6 station-based training package that align to building firefighting guidance document	« RAG Status (Green) RAG Status »
5	Develop working relationships between all Welsh FRS to established joint working and information sharing regarding building firefighting tactics. Establish links with UK and international partners to review firefighting tactics, research work, best practice and training.	« RAG Status (Green) RAG Status »
6	Roll out guidance document and training packages for SWFRS building firefighting tactics	« RAG Status (Green) RAG Status »
7	Establish and embed central training course profile and course schedule for building firefighting tactical training	« RAG Status (Red) RAG Status »
8	Review current SWFRS ops assurance team and look at possible improvements	« RAG Status (Amber) RAG Status »
9	Research other services ops assurance process looking for best practices	« RAG Status (Amber) RAG Status »
10	Draft and deliver to SLT a scoping document to outline the key areas of focus and possible changes to the service's current ops assurance team of the delivery board	« RAG Status (Amber) RAG Status »
11	Review and develop SWFRS ops assurance program	« RAG Status (Amber) RAG Status »
12	Roll out new ops assurance program	« RAG Status (Amber) RAG Status »

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1. QUARTERLY – PROGRESS Q2/2025 SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>Progress Against High-Level Objective 1</p> <p>A guidance document, <i>Building Firefighting Tactics for South Wales Fire and Rescue Service</i> has been produced and undergone both an initial and full review. A copy of the current document is attached.</p> <p>The document is scheduled for distribution as a service publication in April 2025 via PDRpro, BA training, and the Incident Command training intranet site. It will remain a live document, periodically updated in line with evolving training practices.</p> <p>Objective Complete</p> <p>Progress Against High-Level Objective 2</p> <p>Awareness training incorporating practical exercises covering:</p> <ul style="list-style-type: none"> • The recent Operational Effectiveness Report • Building Firefighting Tactics • The BE-SAFH size-up model • The Dutch Quadrant model • Flow rates and control measures <p>Training has been successfully delivered to:</p> <ul style="list-style-type: none"> • All operational wholetime watches • All on-call stations • All tactical officers • All four-control room watches <p>This involved over 35 awareness training days, including sessions for members of the NFCC and multiple UK fire and rescue services, including both Welsh FRs.</p> <p>The initial awareness training was completed on March 25th, with all training recorded in the service CMS system. Positive feedback has been received and documented (see attached overview). The impact of this training is already reflected in incident recording data. Additionally, these sessions will gather further feedback on the proposed guidance document and reinforce awareness of the service's evolving approach to domestic dwelling incidents.</p> <p>Objective Complete</p> <p>Progress Against High-Level Objective 3</p> <p>A cross-mapping exercise has been conducted to identify training gaps in the Building Firefighting Tactics for South Wales Fire and Rescue Service guidance document.</p> <p>A review of the Fires in Buildings and BA SOPs is underway. All affected documents have been listed within the guidance document.</p>	

The Incident Command SOP has been updated to reflect:

- The BE-SAFH size-up model
- The Dutch Quadrant model
- Flow rates
- BA team briefing/debriefing models

Progress on Track

Progress Against High-Level Objective 4

To support on-station continuation training, six online training modules have been developed covering:

1. BE-SAFH Size-Up
2. Initial Actions by Crews at Building Fires
3. Quadrant Model
4. Building Firefighting Tactical Options (External)
5. Building Firefighting Tactical Options (Internal)
6. Building Firefighting Messaging

Further support from TSU is required to produce the online training materials.

Additionally, practical training packages are being developed to enhance station-based continuation training for building firefighting response. Progress on Track

Progress Against High-Level Objective 5

Collaboration with MAWWFRS and NWFRS is ongoing, with SWFRS sharing all relevant developments. A tri-service meeting is scheduled for March 28th to discuss thematic reviews and inspections, aiming to synchronize efforts across all three services. The outcomes will be included in the next highlight report.

Planned engagement includes attendance at two seminars in Summer 2025:

- Lars Axelsson at the Fire Service College
- National Building Firefighting Conference at GMFRS

Learnings from these events will be shared within the service.

Key updates:

Findings from a research visit to the Netherlands were shared with ELT, leading to the formation of an NFCC group focused on national firefighting tactics.

In March 2025, a small group from the NFCC Implementation, Programmes, and Projects Continuous Improvement team visited SWFRS to review the awareness training. They were joined by representatives from DWFRS and NWFRS, and the feedback was positive. Progress on Track

Progress Against High-Level Objective 6

As new training packages are completed, they are being rolled out to crews. The primary challenge slowing the rollout is the media production workload for TSU. To accelerate learning, training materials (online podcasts/presentations) are now directly shared with frontline crews to enhance subject knowledge. Feedback has been positive.

Following the Operational Appliance and Equipment Team (OAET) rollout of 14 new water ladders with 22mm hose reels, an options paper has been drafted, proposing the procurement of:

- 22mm high-pressure hose lines
- 51/52mm low-pressure lay-flat delivery hose
- Smoothbore branches
- A water mapping rig at Cardiff Gate

The options paper will be presented to SLT shortly, with an update in the next highlight report.

Progress on Track

Progress Against High-Level Objective 7

Work on this objective will commence after the completion of Objective 6.

Progress on hold

Progress Against High-Level Objectives 8–11

Work on these objectives began in March 2025, but progress has been slow due to the prioritization of earlier objectives.

Efforts have now shifted toward these objectives to meet Recommendations 4 and 5 of the WCFRAI Dwelling Fire Report.

A cross-department working group has been formed, with a task-and-finish meeting scheduled for March 31st – April 1st to explore options. Updates will be included in the next highlight report.

Progress Initiated, Requires Acceleration

2. KEY DECISIONS

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

- The consultation period for the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document has now closed, and the document is ready for release.
- The service has begun utilizing open source training materials, including online podcasts and presentations, to enhance subject knowledge.
- Ongoing research into international best practices continues to improve the service's firefighting tactics. Collaboration with the two other Welsh FRs is in place to share information and work jointly on this subject, while prioritizing operational response improvements for SWFRS.
- A comprehensive paper is being developed to outline all key equipment changes and training aids that will support the introduction of the new operational tactics.

3. ISSUES AND CHALLENGES

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

A key issue is the increasing demand on TSU for the production and support of materials for the planned training package. This may result in the need for additional capacity within TSU.

The lack of a dedicated project budget for research—including conferences, training courses, and equipment trials—remains a challenge. Until now, all purchases have been covered by the operational department, but this is placing growing pressure on its budget.

The availability of personnel to support or undertake complex tasks related to the recommendations, alongside business-as-usual (BAU) responsibilities, continues to be a challenge. However, this is currently being managed

4. NEXT ACTIONS

List upcoming tasks for the next quarter including specific deadlines?

Focus has shifted to producing a report for SLT, outlining key areas of focus and potential changes to the service's current Operational Assurance Team. The report is expected to recommend centralizing the operational assurance process into a single function/team—combining ODRT, OAST, and Ops Intel—with a structured recording and feedback process.


Present the proposal paper to SLT for the procurement of new equipment to support the introduction of new operational tactics.

Review feedback on the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document.

Continue developing the training package to support the *Building Firefighting Tactics for South Wales Fire and Rescue Service* guidance document, in collaboration with TSU.

Attend an All-Wales group meeting to review current thematic reviews and inspection reports, enhancing joint service collaboration across all three services

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>To continue the research and implementation of the outlined recommendations, I will require full support from the entire service, including operational, training, finance, and other departments. There are clear financial implications associated with some, if not all, of the ongoing work and the potential introduction of the recommendations mentioned above.</p> <p>The financial impacts will be highlighted as they are identified</p>	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
<p>It is recommended that the Commissioners note this paper as an update on the implementation of the Review of Operational Effectiveness of South Wales Fire and Rescue Service by Chief Fire and Rescue Advisor and Inspector for Wales.</p>	
<p>Additional information</p> <ul style="list-style-type: none"> Current feedback from the completed awareness training session <p>https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=lf02ulqCyaKalQMUL40v8y4tndKpYfms&id=jF9dZHGEhUWiEgxBbGPgoHLBMnl37zNDjR1khD-LDfdUNFBFWVhRUFIDRzRQTUo2S09GSVJWQlkwUS4u</p> <ul style="list-style-type: none"> Finalised copy of the <i>Building Firefighting Tactics for South Wales Fire and Rescue Service</i> <p> ID220_Building Firefighting Tactics for</p>	

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**Gwasanaeth Tân ac Achub
De Cymru**

South Wales
Fire and Rescue Service



Highlight Report

Thematic Review – Broadening the role of firefighters in Wales.

No	High Level Objective (please list) Priority order	RAG Status
1	Establish the representatives across the organisation for memberships of the Thematic Review Broadening the role of firefighters in Wales delivery board.	« RAG Status (Green) RAG Status »
2	Develop and agree an effective method to communicate the progress and key updates of the delivery board to the wider organisation.	« RAG Status (Green) RAG Status »
3	Review HSG 256 Managing shift work: Health and safety guidance, to ensure that fatigue and risk implications are appropriately considered within any recommendations.	« RAG Status (Amber) RAG Status »
4	Collate data and review the current station activities routine.	« RAG Status (Green) RAG Status »
5	Review feedback and data and publish findings.	« RAG Status (Green) RAG Status »
6	Develop a draft station schedule of work which incorporates all the recommendations from within the review.	« RAG Status (Green) RAG Status »
7	Develop a communication for the roll out of Operation Reset	« RAG Status (Green) RAG Status »
8		« RAG Status (Amber) RAG Status »
9		« RAG Status (Green) RAG Status »
10		« RAG Status (Green) RAG Status »
11		« RAG Status (Amber) RAG Status »
12		« RAG Status (Red) RAG Status »

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>Since the last board, we have successfully developed and implemented a robust data collection methodology. This will ensure comprehensive capture of operational activity and enable real-time visibility through automated population of the Operational Dashboard within BMIS a significant step forward in data-driven decision-making and capturing of activities undertaken by operational crews.</p> <p>The finalised training package has now been launched and delivered to Station Commanders, who will cascade this learning in partnership with their Watch Managers. This approach not only reinforces consistency and ownership but also strengthens local leadership capability.</p> <p>We remain fully on track to meet the scheduled go-live date of 7th April 2025, with confidence in both system readiness and workforce preparedness.</p> <p>Looking ahead, planning for Operation Reset Phase 2 will commence in Q2. This next phase will strategically focus on refining the roles and responsibilities of Station Commanders, Watch Commanders, and Crew Commanders ensuring our leadership model is aligned, empowered, and future ready.</p>	

2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
<ul style="list-style-type: none"> • Focusing only on Recommendations 1,3 and 4: We are committed to achieving key milestones for these recommendations by April 2025. This timeline underscores our dedication to delivering tangible outcomes that align with the evolving needs of our communities and stakeholders. This has a 100% Completion metric. • Implementation & Training: To ensure the successful rollout of Operation Reset, all Wholetime Duty System (WDS) personnel will undergo comprehensive training and awareness sessions throughout March 2025. These sessions will clearly outline the expectations, requirements, and operational procedures associated with the initiative. Key implementation milestones: <ul style="list-style-type: none"> • March 2025 – Delivery of structured training and awareness sessions for all WDS personnel. • 7th April 2025 – Official service-wide go-live date for Operation Reset. <p>In parallel, ICT system amendments will be completed to ensure the seamless recording and tracking of activity related to Operation Reset. These system changes will align with operational requirements, ensuring accurate data capture and performance monitoring. To support a smooth transition, we will provide ongoing guidance, leadership oversight, and feedback mechanisms. All personnel are expected to engage fully with the training to ensure the effective adoption of Operation Reset across the service. This has a 85% Completion metric.</p> • Implementing Operation Reset: A six-month trial of Operation Reset will be conducted across all WDS stations. This initiative represents a critical step in evaluating and expanding the scope of operational activities while ensuring the programme's feasibility and alignment with strategic objectives. This has a 90% Completion metric. • Enhancing Operational Activity Reporting: A comprehensive review of existing systems is underway to streamline how operational crews record activity types and time allocated to tasks. This improvement will provide robust data to support evidence-based decision-making and enhance the visibility of firefighter contributions across diverse roles. This has a 95% Completion metric. 	

South Wales Fire and Rescue Service – Highlight Report

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
At this stage there are no issues to report. However as part of Operation Reset the impact of fatigue on firefighters will form part of a future report to this board via the Chief Fire Officer.	

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<ul style="list-style-type: none"> • Go Live – The Go Live date remains on target. Any issues which arise during the trail will be addressed within the model to remain agile to delivering a new operational structure. • Migrate data into BMIS – During the trail the live data will be migrated from within MS Forms to BMIS. • Station Leadership Responsibilities. – During Q1 engagement will be undertaken with Station Commanders, Watch Commanders and Crew Commanders to draft the guidance of the roles and expectations. 	

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
Support from the data analysis team with the migration of the data into BMIS.	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
For Commissioners to note the context of this report and take assurance of the work undertaken to date.	

South Wales Fire and Rescue Service – Highlight Report

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 12
16 MAY 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

HIGHLIGHT REPORTS FROM THE TRANSFORMATION PROGRAMME

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

REPORT PRESENTED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This paper provides an update to the Commissioners on key highlights and progress across the nine strategic projects of the Service's "Step Forward" Transformation Programme. The programme incorporates the 82 recommendations of the Independent Culture Review (ICR) carried out by Fenella Morris KC, as well as additional recommendations from HMICFRS, Welsh Government reports, and the Service's strategic priorities.

It reflects further developments since the last formal update, including the embedding of new leadership initiatives, digital scoping work, a renewed policy review process, and growing momentum behind the Culture & Connections staff group. Key cultural enablers such as the Taking Care of Behaviours programme, the Leadership Academy launch, and progress towards the creation of a culture dashboard are noted.

RECOMMENDATIONS

1. That the Commissioners note progress and updates across the Transformation Programme and take assurance of work undertaken.
2. That the Commissioners continue to support the implementation of programme priorities and note key enablers including Digital and Data utilisation and Communication and Engagement.

1. BACKGROUND

- 1.1 Following the Welsh Government intervention to transfer the governance functions of the Fire Authority to four appointed Commissioners, their terms of reference included implementation of “all the recommendations of the review of SWFRS culture and values within deadlines stipulated in it”. The initial action plan was reviewed and remapped to create a comprehensive transformation programme, titled “Step Forward”. This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS’s report on values and culture in fire and rescue services and the Service’s own strategic plans.
- 1.2 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward projects, designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.
- 1.3 This report provides an update on key programme and priorities.

2. PROGRESS UPDATE

- 2.1 On the 3rd April 2025 progress on the Transformation Programme was reported to Service Improvement Board – Culture. This included key highlights and progress against wider priorities.
- 2.2 **Communication & Engagement**
 - 2.2.1 Our draft strategy is going for review to the Strategic Transformation and Change Board.
 - 2.2.2 Using the data and insight from the service wide audit carried out recently, our new Communications and Engagement Strategy seeks to address the improvements needed and outline a new approach and ways of working that will ensure all activities are aligned to support the service strategic priorities and our ambition for operational excellence, as well as make the changes recommended for the function in the service.

2.2.3 The strategy aims to:

- Enhance internal and bilingual external communications to build trust and engagement.
- Foster a positive organisational culture through transparent leadership and engagement.
- Improve stakeholder relationships and community partnerships.
- Ensure communication is accessible, inclusive, and aligned with the Core Code of Ethics.
- Strengthen crisis communication and resilience.
- Evaluate and continuously improve communication practices.

2.2.4 We will share the passion and include everyone with superb communications that engages, inspires and gives clarity to the part we each play to have the courage to act and compassion to care as we serve our communities. Associated strategy has been developed. This is aligned to the Fire Standard and provides the basis of ongoing improvement.

2.2.5 The CFO has now completed engagement with every team in the service.

2.2.6 Middle Leaders Briefing / Development sessions have been scheduled to align with our improvement boards and support routine and consistent internal and external communication.

2.2.7 A second Hydra 10kv event has been held with support from the Hydra Foundation and the University of South Wales. This session focussed on frontline and supervisory staff. The service has aligned these improvements with existing programmes and are delivering improvements, such as a new agile working policy. Further communication with staff is planned.

2.2.8 The Service is working with the Hydra Research and Innovation Centre at the University of South Wales to support and develop cultural improvement tools.

2.2.9 Next six-week communication priorities were identified including: Future Fire Think Tank Taking Care of Behaviours, Leadership Academy Launch, Vision, Mission and Values, Appointments of strategic managers and promotion review, new Culture and Communications board in June, Independent Advisory Group, HMICFRS Report and progress.

2.3 Digital Transformation

- 2.3.1 Quick wins are being scoped through station visits by the Transformation team.
- 2.3.2 Priority scoping includes asset replacement and new performance management systems.
- 2.3.3 Executive meeting with Microsoft scheduled for May.
- 2.3.4 BMIS and project management software are under review for procurement.
- 2.3.5 The CFO has provided his intent, the development of a digital strategy and replacement of our intranet remain a priority.

2.4 Diversity, Inclusion, Cohesion & Equity

- 2.4.1 Gender Pay Gap and Pay Policy reports have been published.
- 2.4.2 Mandated EDI training is under review and will link into PRs and promotion process.
- 2.4.3 Work with Me passports are in place to support colleagues with neurodiversity assessments, and a network of DICE champions has been established.

2.5 Ethics, Values and Culture

- 2.5.1 The Service has procured branding expertise from Cowshed and received a report for values integration.
- 2.5.2 Feedback has informed development of visual assets and behaviour toolkits
- 2.5.3 Additionally, the Service's culture statement asserts that unacceptable behaviours, including harassment, will not be tolerated and rollout of the Taking Care of Behaviours programme will promote and embed behaviour standards.

2.6 Governance & Strategy

- 2.6.1 Publication of Conflict of Interest Forms by Commissioners, ELT and SLT is complete and will be regularly reviewed.

- 2.6.2 The Community Risk Management Plan (CRMP) is progressing through its data analysis phase with simulation work to follow by August.
- 2.6.3 The new Strategy has been reviewed including the Vision, Mission and Values have been finalised and are with the Design Team.
- 2.6.4 The Independent Advisory Group (IAG) recruitment is live.
- 2.6.5 The new Culture & Connections Group is scheduled for launch in June.
- 2.6.6 A sign-off form for each ICR recommendation has been created; this will enable structured scrutiny and formal sign-off via the Service Improvement Board.
- 2.6.7 Development of a culture dashboard will commence. SWFRS is seeking sector comparisons, with People Services developing KPIs for each Business Partner.
- 2.6.8 There is a development on the PMO which was approved at the Board of Commissioners and the programme manager jobs are live. The portfolio manager will go to the job evaluation board.

2.7 Leadership

- 2.7.1 The Service's new Leadership Academy will launch on Monday 28 Apr 2025. It will provide development programmes designed to ensure that every member of staff has access to growth opportunities appropriate to their level, reflecting the NFCC's four leadership levels (leading yourself, leading others, leading the function and leading the service). This aligns with the NFCC Leadership Framework's vision of leadership relevant to all fire and rescue service roles and the Leading and Developing People Fire Standard.
- 2.7.2 The process to recruit a temporary head of the Academy is nearing conclusion and external support to develop and deliver resources is in progress.
- 2.7.3 The Service led on a series of NFCC Leadership workshops which have now completed and led to wider engagement with NFCC and identification and sharing of best practice.

2.8 Policies & Procedures

- 2.8.1 We are looking at a two phase approach based on risk. We are currently in phase 1 where we are looking at the backlog of policies and procedures and finalising a plan for our position and longer term.
- 2.8.2 We are looking at a sustainable approach to policies and procedures and software to manage this .i.e. BMIS.
- 2.8.3 There will be a full update in the next Service Improvement Board Culture.

2.9 Safe & Positive Environment

- 2.9.1 Work to create safe spaces is ongoing, with considerations of psychological safety and facilitating conversations supported by discussions on the principles of the Core Code of Ethics and upstander v bystander behaviour.
- 2.9.2 The Inclusive Workforce Group has been relaunched.
- 2.9.3 The Taking Care of Behaviours programme is a comprehensive awareness and training package that will be rolled out to all staff.
- 2.9.4 Designated welfare support for new recruits is in place, supplemented by training for all instructors on welfare and mediation.
- 2.9.5 A Culture and Wellbeing Strategy structured around four pillars has been launched, supported by a poster campaign.
- 2.9.6 Development of a staff values and behaviours "passport booklet" is in progress.
- 2.9.7 Phase 1 of agile working pilot is being co-designed with line managers.
- 2.9.8 Exit interviews are being strengthened and transfer interviews scoped.
- 2.9.9 Speak Up service extended for 12 months.

- 2.9.10 Mediation policy finalised; 41 staff trained in conflict resolution over two weeks.

2.10 Talent Management

- 2.10.1 The Service is currently engaging staff in the review of the recruitment and promotion processes. Outputs will be shared with the Senior Leadership Team to inform the new policy approach going forward.
- 2.10.2 The Service is looking to launch 360-degree feedback to support the 2025/26 personal review (appraisal) year.

3. IMPLICATIONS

3.1. Community and Environment

- 3.1.1 Equality, Diversity and Inclusion – Key programmes of work are dedicated to these areas.
- 3.1.2 Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WFGA and positive ways of working.
- 3.1.3 Socio Economic Duty – Changes delivered will support effective governance and decision making.
- 3.1.4 Consultation and Communications – A dedicated programme of work is designed to improve this area.
- 3.1.5 Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.
- 3.1.6 Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

3.2 Regulatory, Strategy and Policy

- 3.2.1 Governance and Strategy and Policy and Procedure programmes directly align to improvement in these areas.

3.3 **Resources, Assets and Delivery**

3.3.1 This report does not require allocation of additional resources. Specific resources will be requested aligned to dedicated programmes and through dedicated papers.

4 **EVALUATION & CONCLUSIONS**

4.1 This report provides and update on progress across the culture improvement portfolio. These include high level updates on each programme of work.

5 **RECOMMENDATIONS**

- 5.1 That the Commissioners note progress and updates across the Transformation Programme and take assurance of work undertaken.
- 5.2 That the Commissioners continue to support the implementation of programme priorities and note key enablers including Digital and Data utilisation and Communication and Engagement.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation		
Background Papers	Date	Source / Contact	

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 13
16 MAY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE HEAD OF COMMUNICATIONS AND ENGAGEMENT

UPDATE ON COMMUNICATIONS AND ENGAGEMENT

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY DIRECTOR OF STRATEGIC CHANGE AND TRANSFORMATION.

REPORT PRESENTED BY RHIAN MOORE, HEAD OF COMMUNICATIONS AND ENGAGEMENT.

SUMMARY

This report introduces the new Communications and Engagement Strategy for the service, as well as an outline of some of the key foundation work being undertaken to set a new standard for communications and engagement in the service.

Using the NFCC Fire Standards, professional best practices, feedback and insight from colleagues, our trades unions representatives and the NFCC Core Code of Ethics, it seeks to deliver the strategic priorities of the service, the workstreams identified for Step Forward and address the recommendations of the independent reviews.

RECOMMENDATIONS

1. That the Commissioners support the strategy set out in Appendix 1.
2. That the Commissioners note the work being delivered to set new standards and ways of working for communications and engagement.

1. BACKGROUND

- 1.1 Robust communications and engagement are the bedrock for any organisation. The way we communicate and engage with colleagues and our audiences set the tone for the culture of the Service and plays a critical role in how people feel about the Service and the people within it.

The new Communications and Engagement Strategy seeks to address the improvements needed as well as outline a new approach and ways of working that will ensure all activities are aligned to support the service strategic priorities and our ambition for operational excellence.

2. PROPOSED STRATEGIC APPROACH

2.1 The strategy aims to:

- Enhance internal and bilingual external communications to build trust and engagement.
- Foster a positive organisational culture through transparent leadership and engagement.
- Improve stakeholder relationships and community partnerships.
- Ensure communication is accessible, inclusive, and aligned with the Core Code of Ethics.
- Strengthen crisis communication and resilience.
- Evaluate and continuously improve communication practices.

2.2 We will share the passion and include everyone with superb communications that engages, inspires and gives clarity to the part we each play to have the courage to act and compassion to care as we serve our communities:

- Deliver our communication and engagement strategy, that is built on data and evidence, to inform when and how we engage with the public and other partners and stakeholders to prevent, protect and reduce risk for the public.
- Develop a cascade system for traditional transmission of important information, to increase accountability.
- Continue at pace with the Step Forward Programme for Communication and Engagement and support across the business updates on the other workstreams within the Programme.
- Work with IT to improve access to digital channels and improve our systems so that people can access information from anywhere at any time.

- Enhance public safety and wellbeing and deliver clear, accessible, and timely information to educate and inform the public, promoting safety and resilience.

2.3 This approach will be owned and delivered by the Communications and Engagement team, there are clear roles and responsibilities for everyone in the service.

- Leadership: Our leaders will exemplify effective communication practices, supporting and promoting the approach outlined in this strategy.
- Communications and Engagement Team: This team is responsible for developing, implementing, and evaluating all workstreams with the strategy, supporting teams and working with others to provide a step change in our approach and leading the way for communications in the emergency services sector.
- All staff: Every person working for the service has a role in effective communication - from sharing information appropriately; seeking information on what is happening in the service and understanding what information means to them and the part they play; as well as engaging with the community to share key messages.

2.4 Each workstream in the strategy has a set of key deliverables and tactical outputs that are assigned to people, have indicative costs and timelines and metrics for success, a set out in the delivery plan in Appendix 1.

- Internal Communication and Culture Development
- Change Communications and Engagement
- External Communication and Public Engagement
- Crisis Communication and Resilience
- Stakeholder and Media Engagement
- Team Development and Collaboration
- Evaluation and Continuous Improvement

2.5 Key channel metrics will be monitored weekly and monthly to help inform tactical decision making on content, channels, messaging and timing. See draft dashboard at the end of Appendix 1.

Annual reviews will assess the wider impact in the organisation for key outcomes that include:

- Trust in leadership.
- Proud to work for SWFRS.
- Key audiences feeling engaged, informed and involved and understand what is happening in key areas of our work.

3. PROGRESS TO DATE

3.1 Since December 2024, while listening, learning, assessing and gathering insights for the strategy, other work has completed that form the strong foundations for the team for the future.

3.2 This work includes:

A series of workshops with the communications and engagement team to:

- Get to know each other and preferred ways of working.
- Sharing how we work together, support, challenge, work to raise standards, praise, ask for help have fun and celebrate success.
- Discussions on team purpose, vision, mission and key deliverables, as well as ideas for change to set new and higher standards.
- Expectations for each other for standards of work – improvements, accountability, leadership of selves and our roles within the team.
- Expectations for each other with our behaviours – how we raise the bar, collaborate, give feedback and be even better, how we challenge each other when we don't meet the standards we set; all linked to the NFCC leadership framework.

We have run consultation discussions on:

- The core code of ethics and how we embed it in the team.
- The draft strategy for the service, with the mission, vision and values.

We have undertaken learning workshops with discussions on what this means for us and how we improve those areas of work:

- Internal communications.
- Developing a campaign for internal and external communications.
- Content we create and share.
- Style guide, branding and tone of voice.
- Editorial planning and storytelling as a team.

3.3 Using this insight we have started to develop a series of plans, ways of working and approaches that will form the foundation of the work we deliver.

They include:

- Relationship refresh, and where needed a restart, with the media in Wales.
- Team Charter and personal objectives.
- Updated brand guidelines.
- Narrative for strategic priorities.
- A planned and proactive approach for key campaigns that support operational excellence and our journey of change.
- Review and plan for our internal communications channels, including a new format for Shout magazine, a different approach for CFO messages and review of all service emails.
- Diversity guidelines for all content, communications and campaigns.
- Editorial plan for the year, with quarterly planning sessions.
- Channel and Content Strategy.
- Tone of voice guide.
- Guidelines for digital content - accessibility, inclusion, diversity and Welsh language.
- Scoping of data and measurement for insight and reporting.

4. IMPLICATIONS

4.1 Community and Environment

4.1.1 Equality, Diversity and Inclusion – as a public service in Wales we have a duty to comply with the Welsh language standards. We also want to make sure we are as inclusive and equitable as we can be, so we have set out our own internal guidelines, inspired by the British Film Institute diversity standards, adopted by BAFTA.

4.1.2 Well-Being of Future Generations (Wales) Act – all the communications and engagement for the service plays a part in supporting the Act, from involving and engaging, sharing updates

on the work we are doing to positively influence the long-term impacts of our decisions and actions on future generations.

- 4.1.3 Consultation and Communications – this strategy outlines a new approach to communications and engagement that builds on and sets new standards and ways of working for the service. All with the aim of people being feeling, engaged, supported, involved, heard and kept informed of the work we are doing.

4.2 Regulatory, Strategy and Policy

- 4.2.1 Legal – there is a requirement to comply with the Welsh Language Standards, which this strategy advocates and supports.
- 4.2.2 Information Management and Data Protection / Privacy – the work the team undertakes in sharing information about incidents and operations is done in line with the information governance processes.
- 4.2.3 National Policy – the approach outlined in the strategy aligns with the NFCC Fire Standard for Communication and Engagement.
- 4.2.4 Morris Report – the key workstreams and deliverables outlined in the strategy address the recommendations in the Morris Report.

4.3 Resources, Assets and Delivery

- 4.3.1 Human Resources and People Development – the work outlined in the delivery plan ranges from incremental improvement through to a step change in approach. Support, coaching and mentoring will be provided to the team, as well as more formal learning and training.
- 4.3.2 Budget Revenue/Capital – there will be budget required to deliver some of the work outlined and some of the next steps include a review of the existing spend to ensure efficiency and effectiveness, as well as a planned approach to a realigning of budget to best meet the needs of the function and the Service.

5. EVALUATION & CONCLUSIONS

- 5.1 This strategy brings together the recommendations, the areas for improvement and the other work that is needed to deliver first class communications and engagement for the Service.

- 5.2 We will take a phased approach and involve and engage the team and colleagues from around the service in the development and implementation of the changes.
- 5.3 We will use data to give insight and gather evidence to show progress and the benefits of the changes we are making. Using monthly metrics and annual performance indicators we will track progress and demonstrate delivery and change.

6. RECOMMENDATIONS

- 6.1 That the Commissioners support the strategy set out in Appendix 1.
- 6.2 That the Commissioners note the work being delivered to set new standards and ways of working for communications and engagement.

Contact Officer:		Rhian Moore Head of Communications and Engagement	
Background Papers		Date	Source / Contact
Fire standards link for comms and engagement https://www.firestandards.org/standards/approved/communication-and-engagement/		Accessed 17 April 2025	
Appendices			
Appendix 1	Draft Communications and Engagement Strategy.		

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

South Wales Fire and Rescue Service Communications and Engagement Strategy

South Wales Fire and Rescue Service (SWFRS) is committed to fostering an inclusive, effective, and transparent approach to communications and engagement. This strategy aligns with the NFCC Fire Standards for Communications and Engagement and integrates key actions from the Independent Culture Review recommendations to ensure an informed workforce, a resilient service, and engaged communities.

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.

Communications objective: Specifically, we will develop excellent communication and engagement approaches with our staff, partners and communities. This strategy aims to:

- Enhance internal and bilingual external communications to build trust and engagement.
- Foster a positive organisational culture through transparent leadership and engagement.
- Improve stakeholder relationships and community partnerships.
- Ensure communication is accessible, inclusive, and aligned with the Core Code of Ethics.
- Strengthen crisis communication and resilience.
- Evaluate and continuously improve communication practices.

We will share the passion and include everyone with superb communication that engages, inspires and gives clarity to the part we each play to have the courage to act and compassion to care as we serve our communities.

- Deliver our communication and engagement strategy, that is built on data and evidence, to inform when and how we engage with the public and other partners and stakeholders to prevent, protect and reduce risk for the public
- Develop a cascade system for traditional transmission of important information, to increase accountability
- Continue at pace with the Step Forward Programme for Communication and Engagement and support across the business updates on the other workstreams within the Programme
- Work with IT to improve access to digital channels and improve our systems so that people can access information from anywhere at any time

- Enhance public safety and wellbeing and deliver clear, accessible, and timely information to educate and inform the public, promoting safety and resilience.

Principles of Effective Communication and Engagement

In alignment with the NFCC Fire Standards, we will:

- Promote clear, timely, and accessible communication.
- Ensure all communication is aligned with organisational goals and values.
- Encourage an open and listening culture, welcoming feedback and participation.
- Use a data-driven approach to inform communication strategies and engagement efforts.
- Train and support leaders to act as role models for good communication practices.

Our communication and engagement will be guided by the NFCC Core Code of Ethics:

- Putting our communities first: We prioritise the interests of the public, the community, and service users in all our communications and engagements.
- Integrity: We act with integrity, being open, honest, and consistent in everything we do.
- Dignity and respect: We make decisions objectively based on evidence, without discrimination or bias, ensuring that all individuals are treated with dignity and respect.
- Leadership: We serve as positive role models, demonstrating flexibility and resilient leadership. We hold ourselves accountable and challenge behaviours that fall short of the highest standards.
- Equality, Diversity, and Inclusion (EDI): We continually recognize and promote the value of EDI within the Fire and Rescue Services and the wider communities we serve. We stand against all forms of discrimination, create equal opportunities, foster good relations, and celebrate differences.

Roles and Responsibilities

Leadership: Our leaders will exemplify effective communication practices, supporting and promoting the approach outlined in this strategy.

Communications and Engagement Team: This team is responsible for developing, implementing, and evaluating all workstreams with the strategy, supporting teams and working with others to provide a step change in our approach and leading the way for communications in the emergency services sector

All staff: Every person working for the service has a role in effective communication - from sharing information appropriately; seeking information on what is happening in the service and understanding what information means to them and the part they play; as well as engaging with the community to share key messages.

Key Workstreams

Internal Communication and Culture Development

- Establish a leadership-led communication approach to promote transparency and accountability.
- Implement an internal engagement programme to support culture change, based on culture review recommendations.
- Develop feedback mechanisms for communications shared to capture and address workforce concerns.

- Enhance digital and face-to-face internal communication platforms.
- Introduce ongoing training on effective communication with teams.

Change Communications and Engagement

While communication and engagement are intrinsic to all Step Forward projects, there are two focused strands for the communications team:

- Involving and engaging within the service and with our communities and stakeholders, mapping out activities and supporting engagement.
- Communicating changes that are delivered - our aspirations for the future and the change that we want to make and developing a shared commitment to embedding and sustaining the changes for a better future.

External Communication and Public Engagement

- Develop and implement proactive bilingual public information campaigns to share information about protection, prevention, fire safety and emergency preparedness that use the appropriate messages, shared in the most accessible way at the right time so they make a positive difference.
- Strengthen partnerships with local communities, businesses, and stakeholders to enhance engagement and sustain relationships and a shared understanding.
- Improve the accessibility of public information using diverse communication methods.
- Use behavioural science techniques to influence positive public safety behaviours and empower people to reduce risk for themselves and their communities.
- Comply with the Welsh Language Standards and use the British Film Industry as guidance for diversity for all external communications.

Crisis Communication and Resilience

- Establish a resilient out-of-hours communication to support operational and leadership teams to communicate with key audiences during crises.
- Work closely with local resilience partners to plan, prepare and deliver coordinated emergency communication through the warning and information with the Local Resilience Forum.
- Develop and deliver a warning and informing plan with clear and consistent messaging during emergencies to inform, protect, and reassure the public.

Stakeholder and Media Engagement

- Foster proactive relationships with media for positive representation of the service - sharing stories of progress, success and integrity and transparency with the right of reply and accurate reporting on reactive matters that arise.
- Develop a stakeholder engagement plan, mapping key partners and ensuring regular communication on the work of the service, changes and progress with our governance and how we are delivering operational excellence.
- Provide ongoing media training for key operational teams, senior leadership and communication teams so there are a range of spokespeople who can share messages with confidence and integrity that are aligned to our strategic priorities.

Team Development and Collaboration

- Foster collaborative ways of working within the team against agreed new standards for delivery:
- Create and use Standard Operating Procedures with clear workflows and best practice.
- Establish cross-team collaboration working groups to support business priorities.
- Foster culture of learning and evolving our approach; including hot debriefs, facilitated training to help problem solving and proactive engagement, and learning from others.

- Improve reporting and use of data to inform decision making with roadmap planning sessions and tracking systems for campaigns and projects.

Evaluation and Continuous Improvement

- Implement a measurement and performance framework to assess the impact of communication and engagement efforts.
- Regularly audit and review communications using feedback loops and stakeholder consultations to refine communication approaches.
- Encourage ongoing professional development for communication teams through relevant training and memberships (e.g., CIPR, FirePRO).

Delivery Plan for Year 1

Work Stream	Key Deliverables	Tactical Outputs Year 1	People	Collaboration	Costs	Timelines	Measurement
Internal Communication and Culture Development	<ul style="list-style-type: none"> • Establish a leadership-led communication approach to promote transparency and accountability. • Implement an internal engagement programme to support culture change, based on culture review recommendations. • Develop feedback mechanisms for communications shared to capture and address workforce concerns. • Enhance digital and face-to-face internal communication platforms. • Introduce ongoing training on effective communication with teams. 	<p>Complete an audit of IC channels with staff and use the data to inform improvements for communications to share with staff: including information shared across the service, support for managers to cascade information and leadership visibility and alignment.</p> <p>Improve IC channels across the service – clarity on purpose, audience, format, design and content style and tone.</p> <p>Introduce and embed an editorial planning process to plan communications messages, campaigns, visibility and impact on key service priorities.</p> <p>Introduce a measurement dashboard with key feedback metrics to inform ongoing improvements</p> <p>Work with IT to improve digital access and usage, including the intranet, Teams and tools within Office 365.</p>	Senior Leadership Team (SLT), Communications Team, HR, Employee Representatives	Internal staff forums, Unions, NFCC Culture Programme	Training and development budget, internal communication tools	Initial roll-out (with 6 months), ongoing evaluation (annually)	Staff engagement, internal communication ratings and annual audit, feedback sessions
Step Forward: Change Communication and Engagement	<ul style="list-style-type: none"> • Involving and engaging within the Service and also with our communities and stakeholders, mapping out activities and supporting engagement across the organisation: • Communicating changes that are delivered but our aspirations for the future and the change that we want to make, developing a shared commitment. 	<p>Develop a communications plan for the action plan for the ICR recommendations</p> <p>Incorporation of culture change into regular comms channels and plans – public and internal:</p> <ul style="list-style-type: none"> ○ Core Code of Ethics ○ Strategy with vision, mission and values ○ Engagement opportunities including 10KV, Just Culture, Taking care of behaviours etc <p>Develop and deliver an internal and external communications campaign to launch the new</p>	Senior Leadership Team (SLT), Communications Team, HR, Employee Representatives	Internal staff forums, Unions, NFCC Culture Programme		To run through 2024. Strategy launch in April through to May 2025	Fire Standard self-assessment Feedback from staff Engagement levels in projects, consultation exercises and feedback surveys Usage of communication channels

Work Stream	Key Deliverables	Tactical Outputs Year 1	People	Collaboration	Costs	Timelines	Measurement
		<p>strategy and embed the vision, mission and values into behaviours and actions.</p> <p>Evidenced use of communication and feedback channels, e.g., PO visits, "You said, we did", pulse surveys, consultations, etc</p> <p>Working with IT develop use of Teams to disseminate information and engage with staff</p> <p>Create a drumbeat of communications sharing regular updates in internal comms, e.g., Shout magazine, news items and Commissioners' updates</p> <p>Updates from the Step Forward programme to show progress and benefits of change</p> <p>Support regular Shout forums for all staff on key topics and themes of interest and relevance, recorded and available on demand.</p> <p>Ensure communication and reporting/feedback routes are promoted and accessible to all staff</p>					Monitoring PO visit feedback
External Communication and Public Engagement	<ul style="list-style-type: none"> Develop and implement proactive bilingual public information campaigns to share information about protection, prevention, fire safety and emergency preparedness that use the appropriate messages, shared in the most accessible way at the right time so they make a positive difference. Strengthen partnerships with local communities, businesses, and stakeholders to enhance engagement and sustain relationships and a shared understanding. Improve the accessibility of public information using diverse communication methods. Use behavioural science techniques to influence positive public safety behaviours and empower people to 	<p>Introduce and embed an editorial planning process to plan communications messages, campaigns, visibility and impact on key service priorities.</p> <p>Develop and embed brand identity and guidelines and a strategic narrative and tone of voice for all communications produced.</p> <p>Complete research to understand audience media consumption to inform channel and content strategy.</p> <p>Develop and use a channel and content strategy for social media and online platforms that outlines the purpose, audience, format and content to deliver outcomes aligned to strategic priorities.</p> <p>Further develop our approach to multimedia and other content to drive behavioural change with people in our communities.</p> <p>Share information and updates on progress in cultural change, governance and operational excellence with key stakeholders and media to drive confidence and shared understanding on changes.</p> <p>Work with partners to collaborate on key information and safety campaigns to prevent, protect and reduce risk in our communities.</p>	Communications team, community safety team, operational teams in the service, Local Authorities	Community groups, Public Health Wales, Local Emergency Services	Public awareness campaigns, digital marketing, event sponsorship, systems for social media and press office	Quarterly campaign planning. Strategy delivery Q1 2025	Public engagement levels, survey feedback, social media analytics

Work Stream	Key Deliverables	Tactical Outputs Year 1	People	Collaboration	Costs	Timelines	Measurement
	<p>reduce risk for themselves and their communities.</p> <ul style="list-style-type: none"> Comply with the Welsh Language Standards and use the British Film Industry as guidance for diversity for all external communications. 	<p>Support teams in the service to understand what is needed for campaigns and work together to develop the content against measurable objectives.</p> <p>Provide a high quality, robust and timely translation service for all external collateral created.</p> <p>Understand and comply with standards and best practice for Welsh language, diversity and accessibility in our communications.</p>					
Crisis Communication and Resilience	<ul style="list-style-type: none"> Establish a resilient out-of-hours communication cell to support operational and leadership teams to communicate with key audiences during crises. Work closely with local resilience partners to plan, prepare and deliver coordinated emergency communication through the warning and information with the Local Resilience Forum. Develop and deliver a warning and informing plan with clear and consistent messaging during emergencies to inform, protect, and reassure the public. 	<p>Define support needed for out of hours communications with key audience and allocate appropriate resources, training and SOPs.</p> <p>Take part in business continuity and resilience training exercises to practice planned approached for communications during major incidents and crisis.</p> <p>Get to know communications partners in LRF and meet regularly to share plans and approaches.</p> <p>Work with key media to share approaches to key incidents to help planning and expectations.</p>	Emergency Response Team, Communications Team, Local Resilience Partners	Local Resilience Forum, Media Outlets, National Fire Chiefs Council	Emergency communication systems, media training, crisis response planning. Staff costs for on call – 10% of salary	Emergency preparedness training (annually), Warning and informing relationships twice a year.	Crisis response efficiency, media coverage impact, response time analysis
Stakeholder and Media Engagement	<ul style="list-style-type: none"> Foster proactive relationships with media for positive representation of the service sharing stories of progress, success and integrity and transparency with the right of reply and accurate reporting on reactive matters that arise. Develop a stakeholder engagement plan, mapping key partners and ensuring regular communication on the work of the service, changes and progress with our governance and how we are delivering operational excellence. Provide ongoing media training for key operational teams, senior leadership and communication teams so there are a range of 	<p>Meet annually with key editors to review the working relationship and share plans for positive activities and operational excellence from the service.</p> <p>Work with operational team to understand key stakeholders in Wales and in communities to map their needs, interests and preferences for engagement and sharing updates.</p> <p>Review provision of media training for Officers and develop a programme for senior leaders, to include proactive and reactive media, use of social media and cascading information to teams.</p>	Officer training teams, Senior Leadership, Communications Team, local Media teams	Media partners, Government agencies, Business networks	Media training, press event budgets, PR consultancy	Annual stakeholder meetings, annual media training sessions on a rolling basis	Media coverage analysis, stakeholder feedback, sentiment tracking

Work Stream	Key Deliverables	Tactical Outputs Year 1	People	Collaboration	Costs	Timelines	Measurement
	spokespeople who can share messages with confidence and integrity that are aligned to our strategic priorities.						
Team Development and Collaboration	<ul style="list-style-type: none"> Foster collaborative ways of working within the team against agreed new standards for delivery: Create and use Standard Operating Procedures with clear workflows and best practice. Establish cross-team collaboration working groups to support business priorities. Foster culture of learning and evolving our approach; including hot debriefs, facilitated training to help problem solving and proactive engagement, and learning from others. Improve reporting and use of data to inform decision making with roadmap planning sessions and tracking systems for campaigns and projects. 	<p>Develop a team charter with purpose, values and objectives, plus behaviours and leadership of self.</p> <p>Team development workshops to define delivery and increase opportunities for collaboration.</p> <p>Team learning plan from external teams, professional bodies and ongoing development of skills and experience.</p> <p>Establish cadence of team check-ins and use collaboration tools to collaborate and share progress.</p> <p>Use the PR process to set clear objectives, personalised learning pathways and to celebrate achievements and give clarity on areas to be even better.</p> <p>Hot de-briefs to review work delivered and improve systems, and processes as well as personal skills and ways of working.</p>	Communications Team	CIPR, NFCC	Training and support. Membership of CIPR	Q1 of 2025 and quarterly planning sessions	<p>Increased cross-team collaboration</p> <p>Reduced reliance on reactive work, tracked via project planning tools.</p> <p>Higher stakeholder satisfaction</p> <p>Improved team morale and productivity, assessed through pulse checks.</p>
Evaluation and Continuous Improvement	<ul style="list-style-type: none"> Implement a measurement and performance framework to assess the impact of communication and engagement efforts. Regularly audit and review communications using feedback loops and stakeholder consultations to refine communication approaches. Encourage ongoing professional development for communication teams through relevant training and memberships (e.g., CIPR, FirePRO). 	<p>Make sure we have systems in place to capture data from communications outputs</p> <p>Develop a measurement dashboard with monthly proxy measures and annual comms review data to help inform decision making and communications planning.</p> <p>Attend Fire Pro conference and join relevant and useful network groups in Wales.</p> <p>Join the CIPR as a Corporate Affiliate and complete 60 continuous professional development points a year.</p>	Performance Monitoring Team, Communications Team, Data Analysts	NFCC Performance Benchmarking	Evaluation tools, data analytics software	Performance reviews improvement strategy updates (biennially)	KPI tracking, best practice benchmarking, effectiveness of engagement activities

5. Governance and Accountability

- The Senior Leadership Team (SLT) will oversee the implementation, with reporting to the Board of Commissioners.
- The Communications and Engagement Team will drive delivery and support across departments.
- Regular reporting and evaluation with SLT and the Board of Commissioners will ensure transparency and continuous improvement.

APPENDIX

Monthly Dashboard for Metrics and Progress Reporting (still setting up data collection needed to set meaningful targets)

Metric Category	Key Metrics	Target/Benchmark	Status	Actions Taken
Internal Communication	Annual: Staff engagement survey results, internal communication effectiveness ratings. Driving priority business objective: X Monthly: proxy measures on reach of outputs.	Metrics to come from audit and reach of messages/ channels to build trust and confidence, sense of feeling informed and engaged. Participation in briefing, engagement sessions and cascade XX% XX% reach and growth	On track/Needs Improvement	Training sessions, new internal initiatives
Change Communication and Engagement	Fire Standard self-assessment Feedback from staff Engagement levels in projects, consultation exercises and feedback surveys Usage of communication channels Monitoring PO visit feedback	Metrics to come from audit and reach of messages/ channels to build trust and confidence, sense of feeling informed and engaged. Participation in briefing, engagement sessions and cascade XX%	On track/Needs Improvement	Decisions made based on data
External Communication	Public engagement levels, survey feedback, social media reach. Driving priority business objective: X Monthly: proxy measures on reach of outputs.	Positive sentiment XX and growth in confidence in the service. Growth in social media engagement and reach XX%	On track/Needs Improvement	Adjust outreach strategy
Crisis Communication	Response efficiency, media coverage sentiment	Maintain positive public perception and confidence in operational excellence.	On track/Needs Improvement	Enhance media engagement, training plan
Stakeholder Engagement	Annual: Media coverage volume, stakeholder satisfaction surveys	XX% engagement	On track/Needs Improvement	Strengthen partnerships
Evaluation & Continuous Improvement	KPI tracking, benchmarking against NFCC standards	Meet/exceed NFCC guidelines	On track/Needs Improvement	Implement best practices, training

Risk Assessment and Mitigations Matrix

Threat (Cause)	Preventative Controls (Barriers Before the Risk Materialises)	Consequences	Mitigation Controls (Barriers to Reduce Impact After the Risk Materializes)
Misinformation or unclear messaging	Standardised messaging protocols, fact-checking, approval processes	Public confusion and panic	Rapid correction of misinformation, clear public clarifications
Poor media relations or misrepresentation	Proactive media engagement, media training for spokespeople	Negative media coverage, reputational damage	Issuing corrections, media rebuttal strategies

Threat (Cause)	Preventative Controls (Barriers Before the Risk Materialises)	Consequences	Mitigation Controls (Barriers to Reduce Impact After the Risk Materializes)
Failure to reach vulnerable groups	Targeted communication strategies, multilingual and accessible formats	Inequality in fire safety outcomes	Community engagement teams, partnerships with local organisations
Breakdown in internal communication	Clear staff communication channels, regular updates, internal newsletters	Staff confusion, low morale	Crisis communication exercises, leadership briefings
Social media misuse or cyber threats	Social media policies, staff training, monitoring tools	Spread of misinformation, reputational harm	Social media monitoring, swift corrective actions
Crisis communication failures	Crisis communication plans, real-time response protocols, designated spokespeople	Delays in emergency response, misinformation	Media debriefs, after-action reviews, scenario-based training
Legal and compliance breaches	GDPR training, data protection policies, legal review of communication materials	Legal repercussions, data breaches	Rapid response plans, legal advisory support

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 14
16 MAY 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES

PLANNING, PERFORMANCE, RISK AND STATISTICS TEAM UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES.

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

SUMMARY

Appendix 1 provides an update on the Planning, Performance, Risk and Statistics Team. The update provides an overview of the team's structure, their purpose, their ongoing priorities and a summary of the challenges facing the team which may affect their capability to achieve their objectives.

RECOMMENDATIONS

1. That Commissioners note the contents of the Planning, Performance, Risk and Statistics team update provided in Appendix 1.

1. BACKGROUND

- 1.1 The Planning, Performance, Risk and Statistics Team is a multi-disciplined team, whose overarching aim is to provide a robust business planning and performance management function for the organisation – the team monitors the Service's ongoing performance against quantitative key performance indicators (KPIs) and qualitative improvement objectives and manages the organisation's strategic and departmental risk registers.

- 1.2 The team produces the organisation's annual statutory Strategic and Improvement Plans, which provide an overview of how the organisation has devised its improvement objectives, in-line with ongoing risks within our communities, and how the organisation is performing against these.
- 1.3 The team also manages the organisation's Strategic and Departmental Risk registers, maintaining an ongoing discussion with the Senior Leadership Team to assure its robustness and to monitor how the risks are mitigated. Audit actions identified within our internal and external audit programmes are also managed by the team within our Management Information System.

2. ISSUE

- 2.1 The team consists of 12 members of staff (which includes the team's line manager) and was previously two separate teams (these were the Statistics Team and the Planning, Performance and Risk Team). The team consists of:
 - The Planning, Performance and Risk Manager
 - Statistics and Risk Analysts (5),
 - Statistics and Risk Assistants (2),
 - The Planning, Performance and Risk Officers (3)
 - A Planning, Performance and Risk Assistant.
- 2.2 The Statistics and Risk Team analyses data and information within the Service, devising informative data dashboards on the organisation's Business Information Management System (BMIS) for use within strategic and tactical meetings. The team also collate statutory data returns to Welsh Government.
- 2.3 The Planning, Performance and Risk Team produces the organisation's annual statutory Strategic and Improvement Plans, which provide an overview of how the organisation has devised its improvement objectives, in-line with ongoing risks within our communities, and how the organisation is performing against these. The team also manages the organisation's Strategic and Departmental Risk registers.
- 2.4 In addition to their core remit, the team has several new priorities for the upcoming year. These include:

Introducing a more robust system for identifying, assessing and mitigating risk – the team will implement a Risk Management System and a method of recording and documenting risks and how they are being managed within areas of responsibility e.g., the bowtie method. An effective Risk Management System will enable the Service to clearly identify risk ownership, mitigation, tempo and escalation/de-escalation routes.

Devising a Community Risk Management Plan (CRMP) – the team will work with procured consultants to provide the datasets required to build a risk-based model for South Wales.

Implementing the new Fire & Rescue Data Platform (FARDAP) – there is a UK-wide project underway to replace the system used by Fire and Rescue Services to collect operational incident data.

Replacing the Service's Business Management Information System (BMIS) – the Service will replace the system that enables the team to produce data dashboards and collect quarterly progress updates against improvement objectives and risk mitigation tasks.

Develop a Service Performance Management Framework – the team will look to create a suite of Key Performance Indicators to reflect how the Service is performing against new strategies that are being developed in key areas of delivery.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Well-Being Of Future Generations (Wales) Act – The organisation must include an annual Well-being statement within its Strategic Plan and demonstrate that the act has been considered while developing annual improvement objectives. The Planning, Performance, Risk and Statistics Team consider the seven well-being goals and the five ways of working when formulating the business plan.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal – The Service must produce two statutory annual reports and provide annual data returns to Welsh Government (WG) on Seven Strategic Performance Indicators and other performance indicators to comply with the Local Government (Wales) Measure 2009. The Planning, Performance, Risk and Statistics Team therefore devise a business plan for the organisation through consultation with departments and collate quarterly updates on progress.

The team produces an annual Strategic Plan by 31st March each year, which provides an overview of how the organisation will improve service delivery each year – the team also produces an Annual Improvement Plan by 31st October each year, which provides a summary of performance for the preceding financial year and is the consultation vehicle for reviewing the long-term Strategic Themes for the Service as well as the objectives for the next financial year.

3.3 Resources, Assets and Delivery

NONE

4 EVALUATION & CONCLUSIONS

- 4.1 The Planning, Performance, Risk and Statistics Team is a multi-disciplined team, whose overarching aim is to provide a robust business planning and performance management function for the organisation.
- 4.2 In addition to its core remit, the team has several vital priorities for the upcoming year. These include embedding new systems into the organisation to enable risk to be better identified and for performance to be more effectively managed.
- 4.3 The team will implement a performance management framework into the organisation.

5 RECOMMENDATIONS

- 5.1 That Commissioners note the contents of the Planning, Performance, Risk and Statistics team update provided in Appendix 1.

Contact Officer:	Wayne Thomas Temporary Head of Corporate Support	
Background Papers	Date	Source / Contact
None		
Appendices		
Appendix 1	Team Update - Planning, Performance, Risk and Statistics Team	

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Team Update

Planning, Performance, Risk and Statistics Team

RELEASED: APRIL 2025

AUTHOR: t/Head of Corporate Support, Wayne
Thomas



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

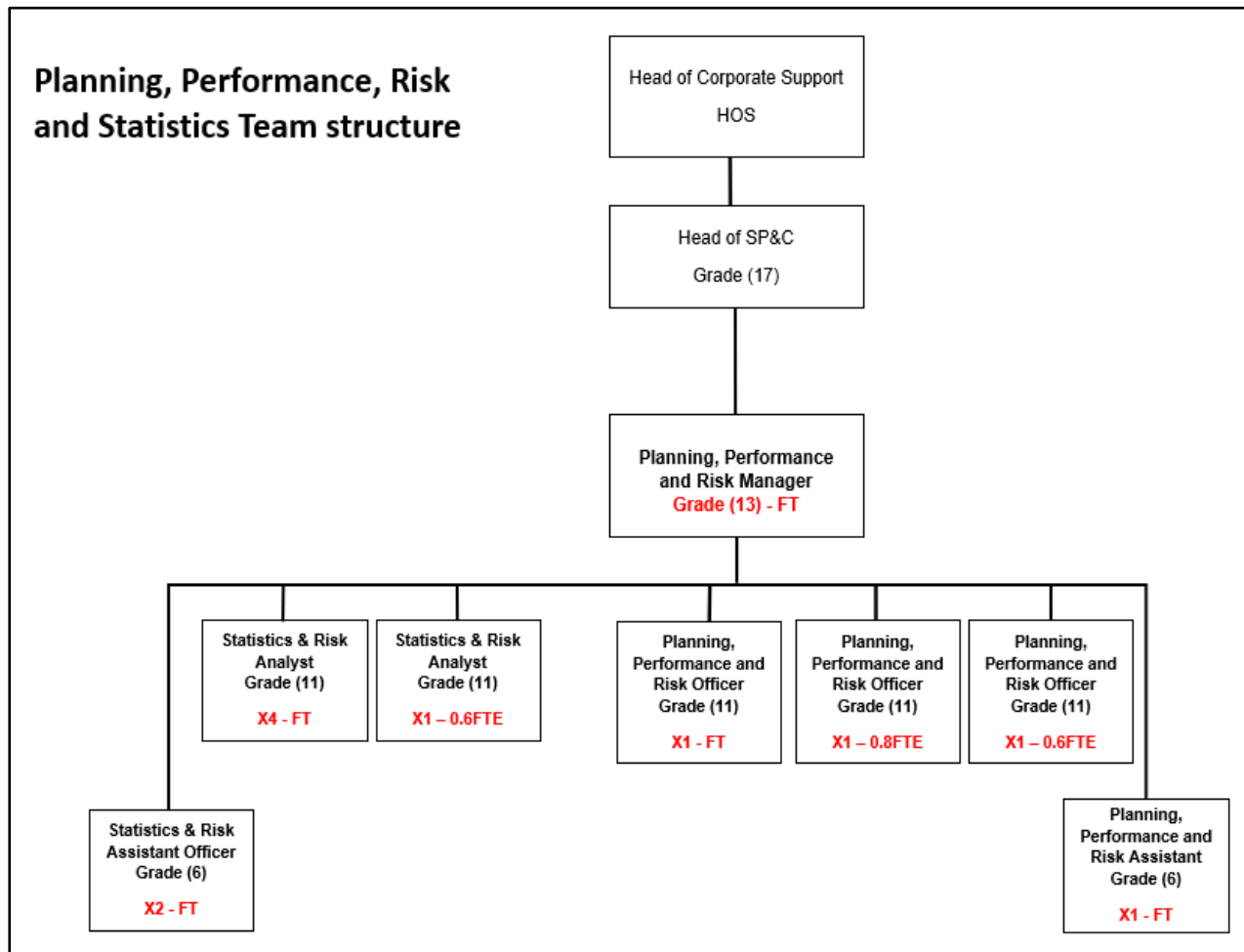
1.0 INTRODUCTION

The Planning, Performance, Risk and Statistics Team is a multi-disciplined team, whose overarching aim is to provide a robust business planning and performance management function for the organisation – the team monitors the Service's ongoing performance against quantitative key performance indicators (KPIs) and qualitative improvement objectives and manages the organisation's strategic and departmental risk registers. The team provides support to a wide range of stakeholders throughout the organisation, whether the team is providing intelligence through data and business planning or providing administrative assistance to principal officers and various other departments.

The team has devised necessary processes, guidance documents and outward reporting mechanisms that enable a consistent and compliant approach to how the organisation undertakes key areas of work in-line with various statutory requirements.

2.0 TEAM STRUCTURE AND PURPOSE

The Planning, Performance, Risk and Statistics Team consists entirely of corporate staff (the term used for non-uniformed staff within the organisation). The working contracts of the team vary, some work full-time while other roles are either job shared or are less than full-time hours by design. An overview of the team's structure is provided below.



The Planning, Performance and Risk Manager reports directly to the Head of Service Performance – The Planning, Performance and Risk Manager line manages the team (it is worth noting that the team was previously two separate teams which have merged – these were the Statistics Team and the Planning, Performance and Risk Team)

- Statistics and Risk Analysts (5),
- Statistics and Risk Assistants (2),
- The Planning, Performance and Risk Officers (3)
- A Planning, Performance and Risk Assistant.

The Statistics and Risk Team – this team analyses data and information within the Service. This involves querying relational databases to retrieve information, validating datasets for accuracy, devising informative data dashboards on the organisation's Business Information Management System (BMIS) and collating statutory data returns to Welsh Government. The team liaises closely with the Senior Leadership Team and operational departments to provide an ongoing narrative of relevant trends and to enable the effectiveness of ongoing service delivery initiatives to be monitored.

The Planning, Performance and Risk team - this team produces the organisation's annual statutory Strategic and Improvement Plans, which provide an overview of how the organisation has devised its improvement objectives, in-line with ongoing risks within our communities, and how the organisation is performing against these. The team produces the annual business plan, which summarises planned activities across the organisation.

The team also manages the organisation's Strategic and Departmental Risk registers, maintaining an ongoing discussion with the SLT to assure its robustness and to monitor how the risks are mitigated. Audit actions identified within our internal and external audit programmes are also managed by the team within our BMIS.

3.0 UPCOMING PRIORITIES

The team does have ongoing actions within the organisation's business plan. The team provides essential functions to the Service and will continue to do so to ensure that statutory requirements are met, and the organisation can continue to monitor its ongoing progress in key areas. There are, however, additional key priorities which the team will need to implement to ensure that the organisation can continue its transformational change journey.

These include:

Introducing a more robust system for identifying, assessing and mitigating risk – the team will implement a Risk Management System and a method of recording and documenting risks and how they are being managed within areas of responsibility e.g., the bowtie method. A Risk Management System will enable the Service to clearly identify risk ownership, mitigation, tempo and escalation/de-escalation routes. A more robust method of visually assessing risks and the effectiveness of the preventative barriers that are in place to mitigate risks and their consequences will provide further reassurance that risks have been considered thoroughly and are being managed effectively.

Devising a Community Risk Management Plan (CRMP) – the team will work with procured consultants to provide the datasets required to build a risk-based model for South Wales. The team will assist with drafting the finalised CRMP report and work to ensure that the Service's ongoing progress against all identified priorities can be monitored.

Implementing the new Fire & Rescue Data Platform (FARDAP) – there is a UK-wide project underway to replace the system used by Fire and Rescue Services to collect operational incident data. This is a major project, which will affect the whole organisation. The team have been attending project meetings to ensure that the system has been designed with the data requirements of Welsh Fire and Rescue Services being considered, and will work closely with colleagues in ICT, Joint Fire Control and Operations to implement the system as smoothly as possible.

Replacing the Service's Business Management Information System (BMIS) – the Service has a system that enables the team to produce data dashboards and collect quarterly progress updates against improvement objectives and risk mitigation tasks. The contract for the system expires in March 2026, meaning that the team will need to lead a procurement process to source a new system and build the system as required.

Develop a Performance Management Framework for the Service – the team will look to create a suite of Key Performance Indicators to reflect how the Service is performing against new strategies that are being developed in key areas of delivery. The Service performance dashboard will provide an overview of performance at a glance and will enable managers to interrogate trends as required.

4.0 CURRENT RISKS AND CHALLENGES

There are several risks and challenges facing the Planning, Performance, Risk and Statistics Team– these include

- **The ongoing uncertainty around the governance and reporting requirements of the Service**

The governance of Fire and Rescue Services in Wales has been scrutinised by the Equality and Social Justice Committee at the Senedd and by Audit Wales – the Service is currently governed by a Board of Commissioners, which is an ongoing temporary arrangement (since February 2024).

The lack of a current up-to-date National Fire Framework for Wales was identified by the Equality and Social Justice Committee as another area of concern, suggesting that there would be a review of this document imminently by Welsh Government. This could result in a wholesale change in what Fire and Rescue Services in Wales report annually, which will result in the work of the Planning and Statistics teams changing.

- **Digital systems and ICT support**

The digital transformation programme is likely to identify numerous improvements to systems used within the Service Area. There is a risk that implementing these systems at once will require a lot of training, cost and time input by members of staff – there is a risk that maintaining the day-to-day work along with work to improve systems will put significant strain on team members.

The new Fire & Rescue Data Platform (FARDAP) is about to be launched – the Statistics team will need significant ICT support to migrate the current processes over to the new system, which may not be available.

The Statistics team also relies on an up-to-date gazetteer and has previously used a risk-based GIS tool to assist decision making around crewing/station profiles - there is a risk should the required systems not be available/supported at any time in the future.

- **Staffing**

The attraction and retention of staff within this service area has proven to be difficult at times, with so many other organisations recruiting for similar roles. Turnover of staff and the resultant vacancies can put pressure on remaining staff to maintain the requirements of each team.

Sickness levels within the Service area also appear to be increasing – the team's line manager continues to monitor the situation.

5.0 PARTNERSHIPS, COLLABORATION AND ENGAGEMENT

The team is committed to continuously driving improvements through collaboration with both internal and external partners. Various teams within the department work closely with key stakeholders such as Welsh Government, Mid and West Wales and North Wales Fire and Rescue Services, Local Authorities, and the National Fire Chiefs Council, among others. These partnerships are beneficial to identify areas of learning and best practice.

6.0 CONTACT INFORMATION

Temporary Head of Corporate Support – Wayne Thomas

Planning, Performance and Risk Manager – David Canning

Strategic Change, Transformation & Culture Committee FWP 25/26

Expected Date of Report	Report Title	Purpose of Report	Information and Assurance or Decision	Lead Director/Contact Officer	Progress
16 May 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	
16 May 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
16 May 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
16 May 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	
16 May 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	

16 May 2025	Prioritisation of projects and tasks within the Transformation Programme	To obtain review and approval from Commissioners in respect of projects and tasks within the transformation programme.	D	Director of Change and Transformation	
16 May 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	I&A	Director of Change and Transformation	
16 May 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
16 May 2025	Planning, Performance & Risk and Stats Update	Departmental Update from ICT Department highlighting work undertaken in 2024/25 and work planned for 2025-2026	I&A	Director of Corporate Services Contact Officer: Wayne Thomas	
14 Aug 2025	Six monthly update on AFA Policy Change	To provide Commissioners with an update following the implementation of the updated AFA policy	I&A	ACFO TS Contact Officer: Mike Wyatt	
14 Aug 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	

14 Aug 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
14 Aug 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
14 Aug 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	
14 Aug 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	
14 Aug 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	I&A	Director of Change and Transformation	
14 Aug 2025	ICT Departmental Update	Departmental Update from ICT Department highlighting work undertaken in 2024/25 and work planned for 2025-2026	I&A	Contact Officer: Chris Williams	

14 Aug 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
20 Nov 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	
20 Nov 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
20 Nov 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
20 Nov 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	
20 Nov 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	

20 Nov 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	D	Director of Change and Transformation	
20 Nov 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	
27 Feb 2026	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
27 Feb 2026	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
27 Feb 2026	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	

27 Feb 2026	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	
27 Feb 2026	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	D	Director of Change and Transformation	
27 Feb 2026	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	SWFRS 30 Year Celebrations	To provide Commissioners with an update on SWFRS 30 Year Celebration Plans	D	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	AFA Policy Update	To provide Commissioners with an update on the Service's AFA Statistics	I&A	ACFO TS Contact Officer: Mike Wyatt	

AGENDA ITEM NO 16

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

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AGENDA ITEM NO 17

Any items to report back to the Board of Commissioners Committee

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1.	Apologies for Absence	
2.	Declarations of Interest	
	Attendees are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.	
3.	Chairperson's Announcements.	
4.	To receive minutes of the Strategic Change, Transformation and Culture Committee held on Friday 21 February 2025.	5
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