

Due to the current heightened security level at all our premises, Members are reminded to wear their identity badges whilst attending meetings. Any visitors must produce photographic identification at Reception.

FIRE & RESCUE AUTHORITY SUMMONS

SOUTH WALES FIRE & RESCUE AUTHORITY

You are required to attend a meeting of the Scrutiny Committee to be held on:

Monday, 5 February 2024 at 1030 hours

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

or

Remotely via Microsoft Teams - Access Code:

<https://bit.ly/ScrutinyCommittee-05-02-24>

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

**Any issues please contact
01443 232000 and ask for Member Services**

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

Members of the Fire & Rescue Authority 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 Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.

3. Chairperson's Announcements
4. To receive the minutes of;

- Scrutiny Committee held on 11 December 2023 5

REPORTS FOR DECISION

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REPORTS FOR INFORMATION

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| 9. | HM Inspectorate of Constabulary and Fire and Rescue Services' Report – Values and Culture in FRS's (Spotlight Report) | 53 |
| 10. | Policies & Procedures of the Service | 63 |
| 11. | Consultation Response Activity by the Service | 79 |
| 12. | Forward Work Programme for Scrutiny Group 2023/2024 | 115 |
| 13. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 121 |

Signature of Monitoring Officer:



MEMBERSHIP

Councillors:

Cllr	A	Best
Cllr	K	Carr
Cllr	C	Elsbury
Cllr	M	Hughes
Cllr	A	Hussey
Cllr	C	Wright
Cllr	T	Watkins

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SOUTH WALES FIRE & RESCUE AUTHORITY

**MINUTES OF THE SCRUTINY COMMITTEE MEETING
HELD ON MONDAY, 11 DECEMBER 2023 AT 1030 HOURS
IN MEETING ROOM 8 AND REMOTELY VIA TEAMS**

56. PRESENT

Councillor	Authority
Cllr C Elsbury (Chair)	Caerphilly
Cllr M Hughes	Bridgend
Cllr A Hussey	Caerphilly
Cllr T Watkins	Newport

Apologies:

Cllr A Best	Torfaen
Cllr K Carr	Cardiff
Cllr C Wright	Caerphilly

Observers:

Matthew Brushett	Audit Wales
Martin Gibson	Audit Wales

OFFICERS PRESENT: ACO G Thomas, Monitoring Officer; Mrs S Watkins, Deputy Monitoring Officer; Group Manager Mark Kift (Group Manager - Retained Management)

57. DECLARATIONS OF INTEREST

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

58. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements, however the Chair wished to welcome the Audit Wales Officers to the meeting.

59. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 4 September 2023 were received and accepted as a true record.

60. STRATEGIC RISK REPORT

The Deputy Monitoring Officer presented Members with the Strategic Risk Register report for 2023/24 Quarter 2, and provided a highlight of points of particular interest, direction of travel showing the progress of all risks carried from the previous report and a detailed report of each risk.

Members were informed that Directors, Heads of Service and team leaders are responsible for identifying risks and risk control tasks (which may be new tasks or existing business plan tasks or audit actions that contribute to reducing or mitigating risk) and taking the appropriate actions to manage or mitigate risk within their areas. Only service-wide risks impacting the achievement of a strategic objective or delivery of core business are recorded as strategic risks on the Risk Register.

The Senior Management Team formally reviews the Risk Register on a regular basis and endorses the inclusion on to the Business Management Information System (BMIS) of any new or emerging strategic risks along with associated risk mitigation control tasks.

Each quarter, officers provide an update commentary for each risk along with a Red, Amber or Green status, and review the risk scores based on the current likelihood and impact for each risk. Risk control tasks are also updated at the same time.

The Deputy Monitoring Officer brought Members' attention to an additional strategic risk recently agreed by the Senior Management Team relating to Culture. It will acknowledge the work needed to address the recommendations of the Independent Culture Review and will be owned by the Chief Fire Officer. The risk states that if we do not adequately nurture an inclusive, physiologically safe and discriminatory free culture, then we will not be able to respond to the future challenges and experience negative effects impacting our workforce, stakeholders and communities, including damage to our reputation, poor staff retention, poor wellbeing for staff and loss of trust. This additional risk will be included in the Q3 report.

Cllr Hughes welcomed the report which he felt was very comprehensive and all inclusive, with particular reference to the additional risk relating to Culture.

Some grammatical errors were highlighted which will be addressed by the Deputy Monitoring Officer.

In response to queries raised, the Deputy Monitoring Officer confirmed that the Register is reviewed by the Senior Management Team on a quarterly basis, updated by risk owners and then updated on BMIS. New and emerging issues are reported to the Senior Management where additional control measures will

be identified and to ensure the risks are travelling in the right direction. The Senior Management Team apply a very strong critical approach to the risks.

The Monitoring Officer provided Members with clarification on the matter of the six-year delay to the replacement Emergency Services Network. He explained that the intention was to replace the system with a more technologically advanced function but unfortunately there is no manufacturer currently able to provide the technology. Whilst existing radio functionality is not compromised and remains fit for purpose, the delay is a national issue and has resulted in existing contracts being maintained on an annual rolling basis at a cost to the government of millions of pounds a month. A watching brief is being maintained.

The Monitoring Officer confirmed that the risk relating to the proposed Fire Safety Act arose as a result of the Grenfell Fire. The Service worked closely with Welsh Government on the proposed changes to the Act and will maintain a watching brief.

RESOLVED THAT

Members received and noted the content of the report.

61. ASSURANCE METRICS

The Deputy Monitoring Officer presented Members with an overview of the Service's assurance metrics and the use of these reports in scrutinising the Service's activities. The assurance metrics contain a collection of high-level performance reports and dashboards developed to provide the Senior Management Team and lead officers with key data and measures to monitor ongoing performance and improvement activities. The information is dynamically updated and displayed on BMIS and is used to record, monitor and report across a range of activities linking to data held in Service or local systems, or datasets managed to enable reporting.

A couple of grammatical errors were noted which the Deputy Monitoring Officer will arrange to address and resend to Members.

Members sought clarity on some aspects of the report, and advised that as previously provided, BMIS excerpts of information were particularly useful to enable a broader understanding. The Deputy Monitoring Officer noted this and also agreed to arrange a demonstration of BMIS for Members at a future meeting.

RESOLVED THAT

Members noted and accepted the report.

62. RETAINED MANAGEMENT TEAM PRESENTATION

The Group Manager - Retained Management presented to Members an overview of the measures being taken by the Service to attract, recruit and retain members of the On Call Duty System within the Service. Members were given assurances that the Service is constantly monitoring, reviewing and considering new and improved ways of providing a sustainable and flexible On Call Duty System.

Members received the presentation with much interest and requested a progress update report in six months' time.

RESOLVED THAT

Members noted the presentation and will receive a progress update in six months.

63. POLICIES AND PROCEDURES OF THE SERVICE

The Deputy Monitoring Officer provided Members with an overview of the policies and procedures within the Service to enable areas of interest to be identified for scrutiny and included on the Forward Work Programme.

The Scrutiny Committee Terms of Reference include Policy Development and Review, and Members were provided with a list of Service Policies and Procedures at Appendix 1 for consideration.

Following consideration, Members wished to review further the policies listed under Corporate Policy-06 identified as 'yet to be issued'. In addition, Officers agreed to bring a future report on the management and review process of policies and procedures, to also include an indication of the cycle of review.

RESOLVED THAT

Members noted the policies and procedures within the Service and identified additional areas of scrutiny to be included in the 2023/24 Forward Work Programme.

64. FORWARD WORK PROGRAMME 2023/24

The Monitoring Officer presented Members with the current Forward Work Programme 2023/24 which he confirmed remains flexible to the inclusion of any additional areas identified for scrutiny by Members of the Committee. He advised Members that a progress report on HMICFRS Values and Culture in Fire & Rescue Services report will be added to the Forward Work Programme

for Members to consider progress made against the recommendations at February's meeting.

The Forward Work Programme will be updated to include the additional items identified at minute 63 above.

RESOLVED THAT

Members noted the Forward Work Programme and the additional items to be included.

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

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

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DEPARTMENTAL RISK REGISTER REPORT

Highlight Report as at 31st December 2023



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

Produced in
BMIS
Business Management
Information System

Introduction

The Service's Departmental Risk Register monitors significant risks emerging from and impacting one or more departments. Note that Service-wide risks are monitored via our Strategic Risk Register.

This report focuses on management of the highest scoring risks, i.e. those with a risk score of 16 or higher, identified on the Departmental Risk Register as at 31st December 2023.

In recent months, Officers from our Planning, Performance and Risk team have met regularly with Heads of Service to develop reporting of departmental risks. This process is intended to enhance the scrutiny of these risks and provide a pathway to identifying potential strategic risks.

Risk owners provide quarterly updates and risk scores are reviewed based on current likelihood and impact producing Red, Amber or Green (RAG) status. Risk control tasks are also updated each quarter.

Directors, department heads and team leaders are responsible for identifying risks during the business planning process and identifying appropriate actions to manage or mitigate risk within their areas.

The Senior Management Team formally reviews the Risk Register on a regular basis and endorses the escalation of risk from the Departmental to Strategic Register.

The Risk Performance RAG colour coding shown in the report is as follows:

Colour	Risk Score (Likelihood (1-5) * Impact (1, 2, 4, 8 or 16))
Red (high risk)	16 and over
Amber (medium risk)	8 to 12
Green (low risk)	1 to 6

Full details can be found in our Risk Framework Guidance.

Recommendation:

It is recommended that Members note the highlighted points raised, the list of highest scoring Departmental Risks and the latest updates including the scores direction of travel as shown.

Contact Officer: Suzanne Absalom (Planning Performance and Risk Manager)

Dept. Risks with a Risk Score of 16 or higher as at 31st December 2023

Direction of Travel is based on risk score change from Quarter 2 2023-24 to Quarter 3 2023-24 shown as follows:

↔ = no change, ↑ = the score increased and ↓ = the score decreased.

Owner	Risk ID	IF	THEN	Latest Risk Score	Latest Comments	Risk Score Direction of travel Q2 to Q3
Lisa Shroll	DR HR07 Health & Wellbeing	If we do not maintain the Health and Wellbeing of all our workforce	then we may incur excessive staff absence with potential degradation in service to our communities.	Likelihood 2 Impact 8 =16	Recent feedback from an independent culture review highlighted positively our OHU provision. Due to a forthcoming retirement - we are taking the opportunity to conduct a review of resource. A bank of Auxiliary Firefighters has been established and recruitment is ongoing for Auxiliary Firefighters (Control).	↔
Jennifer Sambell	DR ACC003 Fraud	If we fall victim to fraud	then it could manifest as financial loss as improper payments are made to suppliers, non-suppliers and employees through the bank and the corporate credit card.	Likelihood 2 Impact 8 =16	All mitigations remain in place.	↔

Owner	Risk ID	IF	THEN	Latest Risk Score	Latest Comments	Risk Score Direction of travel Q2 to Q3
Mike Davies	DR PROP002 Building Compliance	If we do not have adequate measures in place for the strategic monitoring of building compliance areas	then we will be in breach of our statutory requirements in several priority risk areas, such as: fire safety, gas safety, legionella, electrical, asbestos. Failure to comply adequately may result in fines and or legal action.	Likelihood 2 Impact 8 =16	We will resume this task once a permanent Facilities Manager has been appointed.	↔
Suzanne Absalom	DR CS008 BMIS Contract Review	If we do not review and assess our Contract and use of the Inphase Business Management system in line with our future requirements in good time	then we will not be able to develop the Tender documents and due process in time to enable us to agree and implement an effective performance system beyond the end of our current Contract.	Likelihood 4 Impact 4 =16	Options paper has been considered by SMT, requirement to be developed in collaboration with Procurement and ICT.	↔
Mike Davies	DR PROP001 Maintenance of Buildings	If we don't maintain our buildings to a reasonable standard as required by the Fire Authority	then there is a risk of not being able to provide fit for purpose safe property assets from which to deliver an emergency service.	Likelihood 2 Impact 8 =16	Treorchy is progressing, however, has had some issues with asbestos which has caused an extension of time to the contract. Gilfach Goch tender return is due week ending 19/01. Ferndale is due to go out shortly after that.	↔

Owner	Risk ID	IF	THEN	Latest Risk Score	Latest Comments	Risk Score Direction of travel Q2 to Q3
Suzanne Absalom	DR CS010 Gazetteer Updates	If the SWFRS gazetteers used to underpin our various key information systems are not aligned and up to date	then numerous addresses may not be available within these systems. Consequently, the Service may not be able to respond effectively to incidents and will not be able to validate, match and analyse location-related data.	Likelihood 4 Impact 4 =16	The recent decision to end partnership with WMFRS causes uncertainty with regard to systems reliant on the Corporate Gazetteer. We continue to find work arounds but this is increasingly problematic.	↔
Neil Davies	DR TD004 Training Real Estate	If loss of training real estate due to unplanned work disruptions and / or failure of current systems, for example Real Fire Training Facility (RFTF)	then we would be unable to deliver realistic and effective training.	Likelihood 4 Impact 4 =16	We continue to experience issues with maintaining the RFTF. Recently we have had to take two of the Burn Rooms offline for emergency repairs resulting in significant investment by the Property Dept. and reorganising the training planner to prevent the cancellation of any courses and / or the knock-on effect of operational staff going out of compliance. A facilities manager is required to manage the planned preventative maintenance schedule. The AM & GM are presenting an options paper to SMT in February 2024. This should resolve the issue.	↔

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

REPORT ON RESPONSES TO THE CONSULTATION ON THE STRATEGIC THEMES AND OBJECTIVES FOR 2024/2025**THIS REPORT IS FOR DECISION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES
PRESENTING OFFICER SARAH WATKINS, HEAD OF CORPORATE SUPPORT**SUMMARY**

The Service recently consulted with the public on the Strategic Themes and Objectives developed for 2024/2025. Members are to consider the responses received during the consultation that ran from October 31st 2023 to January 24^h 2024.

RECOMMENDATIONS

1. That Members review the consultation evaluation in Appendix 1.
2. That Members approve the Strategic Themes and Objectives detailed in Appendix 1 (collectively considered as our improvement objectives).

1. BACKGROUND

- 1.1 In accordance with the Local Government (Wales) Measure 2009, we have a duty to consult on our proposed improvement objectives that support our long-term strategic vision. We also publish an annual report on our achievement and performance.
- 1.2 The objectives in Appendix 1 (referred to as strategic themes and objectives), which help support the well-being objectives and have a clear link with the National Framework, are contained within the document "How did we do in 2022-2023 and what do we plan to do in 2024-2025", the Service's Annual Improvement Plan.

- 1.3 The proposed strategic themes and objectives were approved for public consultation by the South Wales Fire and Rescue Authority on July 17th 2023. Following the approval, an engagement strategy was developed.
- 1.4 The strategy was to:
- Launch the consultation on publication of the Annual Improvement Plan on October 31st 2023.
 - Invitations to respond sent to all constituent Local Authorities, Town Councils, Community Councils, South Wales Police, Gwent Police, Health Boards, Public Service Boards, Welsh Government contacts, third party and voluntary organisations.
 - Shared widely on South Wales Fire and Rescue' social media platforms including Twitter and Facebook.
 - Planned engagement with staff groups and stations, beginning a programme of events with watches.

2. ISSUE / PROPOSAL

- 2.1 The total number of responses received to the consultation survey was 108.
- 2.2 Responses indicated substantial agreement with our proposed 2024/2025 Objectives with 81% either Strongly or Somewhat Agreeing with our proposed objectives. This is the same as last year's response to our proposed 2023/2024 Objectives and 8% higher than the previous year.
- 2.3 Of those who responded to the demographic section of the survey, results are noted in an appendix to the Consultation Evaluation Report.
- 2.4 This report will be presented at the meeting of the Fire and Rescue Authority on February 12th 2024.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	Yes
Well-Being Of Future Generations (Wales) Act	Yes
Socio Economic Duty	Yes
Sustainability / Environment / Carbon Reduction	No
Safeguarding	No
Consultation and Communications	Yes
Consultation with Representative Bodies	No
Impact Assessment	Yes

Public consultation influences our planning activities for the upcoming financial year. These activities are then used to show compliance with Well-Being Of Future Generations (Wales) Act and the Welsh Language Standards.

3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	No
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

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

3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

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

4 EVALUATION & CONCLUSIONS

- 4.1 In conclusion, members will note that in order to fulfil our duties under the Local Government (Wales) Measure 2009, we have to consult on our proposed improvement objectives that support our long-term strategic vision.
- 4.2 We also must publish an annual report on our achievement and performance by March 31st that also contains details of our planned activities for 2024/2025.
- 4.3 These activities must be shaped on the feedback received from consultation that is provided for members to review to ensure we are meeting our above obligations.

5 RECOMMENDATIONS

- 5.1 That Members review the consultation evaluation in Appendix 1.
- 5.2 That Members approve the Strategic Themes and Objectives detailed in Appendix 1 (collectively considered as our improvement objectives).

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

Appendices	
Appendix 1	Proposed Objectives for 2024-2025: Have Your Say Consultation Evaluation



Annual Improvement Plan - Proposed Objectives for 2024-2025

Have Your Say Consultation Evaluation

Consultation period 31st October 2023 to 24th January 2024

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Strategic Themes and Objectives considered by the Consultation for 2024-2025

Strategic Theme	Proposed Objectives and Priorities
<p>Keeping You Safe</p>	<ul style="list-style-type: none"> • Reducing the impact of false alarms on our resources • Reducing the number of fires in the home and understand the behaviours and cause of them • Reducing the number of Road Traffic Collisions (RTCs) • Reducing the number of deliberate fires • Improving safety in and around the water • Improving fire safety in buildings in our communities <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Educating and advising on the requirements of the Fire Safety Order, to ensure those in control of workplaces or common parts of buildings containing two or more domestic premises are aware of their responsibilities. We will also advise and support them on the new legislation and guidance, • Ensuring we take an integrated and risk-based approach to the deployment of prevention and protection resources. • Improving our use of data and intelligence to target more effectively those most at risk of fire. • Enhancing our efforts to communicate water safety messages to those at greatest risk. • Educating building owners and managers about the impact of false alarms on the Service and their businesses. • Preparing for the impact of climate change on our communities (for example, increased wildfire and flooding) and working with partners to reduce the impact.
<p>Responding To Your Emergency</p>	<ul style="list-style-type: none"> • Responding effectively when you need us • Doing all we can to make sure that our on-call crews are available • Training our firefighters, emergency fire control staff and other staff to respond to current and future risks in our communities <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Reviewing our operational training programme in response to the recommendations of Welsh Government’s Thematic Review. • Establishing changes to driver training courses in response to Section 19 of the 2006 Road Safety Act and monitoring any impact of extended courses. • Developing collaborative working via the All-Wales Training Managers group, focussing on deliverables and integration with risk based working groups. • Implementing outcomes of our internal On-Call strategic review. • Systems update/upgrade for Joint Fire Control.

Strategic Theme	Proposed Objectives and Priorities
<p>Working With Our Partners</p>	<ul style="list-style-type: none"> • Working with Public Service Boards (PSBs) to support our communities • Working with our partners to deliver our services where they are needed • Reviewing and evaluating our existing partnerships <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Working in collaboration with partners to identify those most at risk in our communities. • Improving our data sharing arrangements to support partnership working. • Developing our arrangements for partnership working to ensure those participating are able to realise maximum benefit from their involvement. • Maximise opportunities for colocation and flexibility, adapting the property portfolio in line with community risks and new operational requirements. • Engage with partners and other agencies on a collaborative approach to reducing our environmental impact.
<p>Involving and Communicating</p>	<ul style="list-style-type: none"> • Involving our communities and make sure they have their say in what we do • Helping to keep our communities safe by delivering safety education and attending community events <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Communicating better information on who we are and what we do. • Working with staff, stakeholders, communities, and partners to implement recommendations of the Independent Culture Review, co-creating improvements to the Service. • Asking our staff how we can improve communication. • Beginning work to develop a Citizens Forum, enabling diverse voices to shape the services we provide. • Mapping out our activities and our stakeholders to ensure we are involving appropriate groups. • Recognising the work of stations in community support and involvement.

Strategic Theme	Proposed Objectives and Priorities
<p>Protecting and Enhancing Our Environment</p>	<ul style="list-style-type: none"> • Implementing and embedding sustainable policies and procedures • Exploring opportunities to decarbonise our fleet • Reducing our energy and our carbon footprint • Considering how our activities impact on the environment • Reducing the amount of waste produced <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Improving our waste management using data collected on waste streams. • Continuing to develop our response to wildfires. • Beginning development of our first carbon neutral station. • Continuing upgrades to our real fire training facility to reduce environmental impact. • Measuring the impact of our actions and reporting our progress, ensuring environmental and sustainability considerations are considered at all stages. • Working with partners to protect our environment. • Identifying ways to enhance and develop our wellbeing areas and green spaces.
<p>Using Technology Well</p>	<ul style="list-style-type: none"> • Using the most suitable technology and equipment to improve our services • Reviewing the standard and use of technology and equipment across the Service <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Upgrading appliance communication systems to provide additional applications for real-time use. • Making more efficient use of ICT to engage with our operational workforce. • Increasing the use of mobile technology. • Improving digital collaboration and working opportunities. • Providing increased resilience and security to our ICT systems. • Providing additional resources to support new and ongoing projects for Joint Fire Control.

Strategic Theme	Proposed Objectives and Priorities
<p>Valuing Our People</p>	<ul style="list-style-type: none"> • Attracting a workforce that reflects and represents our communities • Developing our people by identifying training and development opportunities • Supporting our people to feel well, healthy, and valued at work • Delivering on the recommendations of the Investors in People report • Encouraging and supporting a bilingual culture across the Service <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Responding to the findings of the Independent Culture Review. • Transforming our People Services functions to provide optimum operational support and putting people at the heart of everything we do. • Reviewing On-Call retention rates. • Developing and monitoring training for all staff to deliver development of foundation skills, e.g., ICT.
<p>Continuing To Work Effectively</p>	<ul style="list-style-type: none"> • Being clear and publicly accountable • Maximising value for money while improving our service • Finding ways of working better and smarter <p>To meet these Objectives our priorities in 2024-2025 will include:</p> <ul style="list-style-type: none"> • Exploring ways to monitor and evaluate the outcomes of our activities, including prevention activities, to ensure they continue to make people safer. • Ensuring transparency and accountability by producing accessible, clear information for the public. • Assuring best value to the public through fair and robust procurement procedures, collaboration, partnership working and with due regard to the Service’s Medium Term Financial Strategy.

Summary of Findings

This report considers all responses received during the 2023-2024 public consultation into the objectives and plans for 2024-2025.

Overall, there is agreement for the 2024-2025 objectives proposed. 81% of responses were positive (Strongly Agree or Somewhat Agree). This is the same as last year's consultation and 8% higher than the previous year.

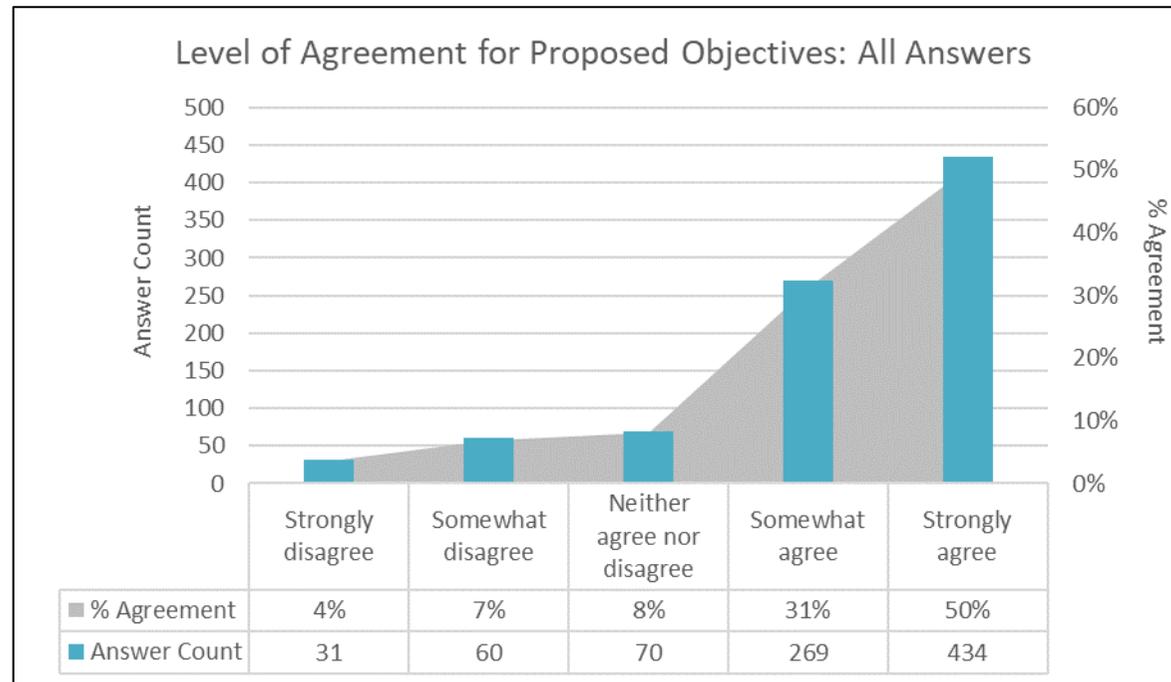


Figure 1 % levels of agreement across all proposed objectives in the 2023-2024 consultation

Since the 2022-2023 consultation, agreement has increased most for the objectives relating to Working with our Partners strategic theme (+11%).

Agreement reduced for objectives relating to strategic themes Continuing to Work Effectively (-8%), Protecting and Enhancing our Environment (-3%) and Involving and Communicating (-3%) compared to 2022-2023.

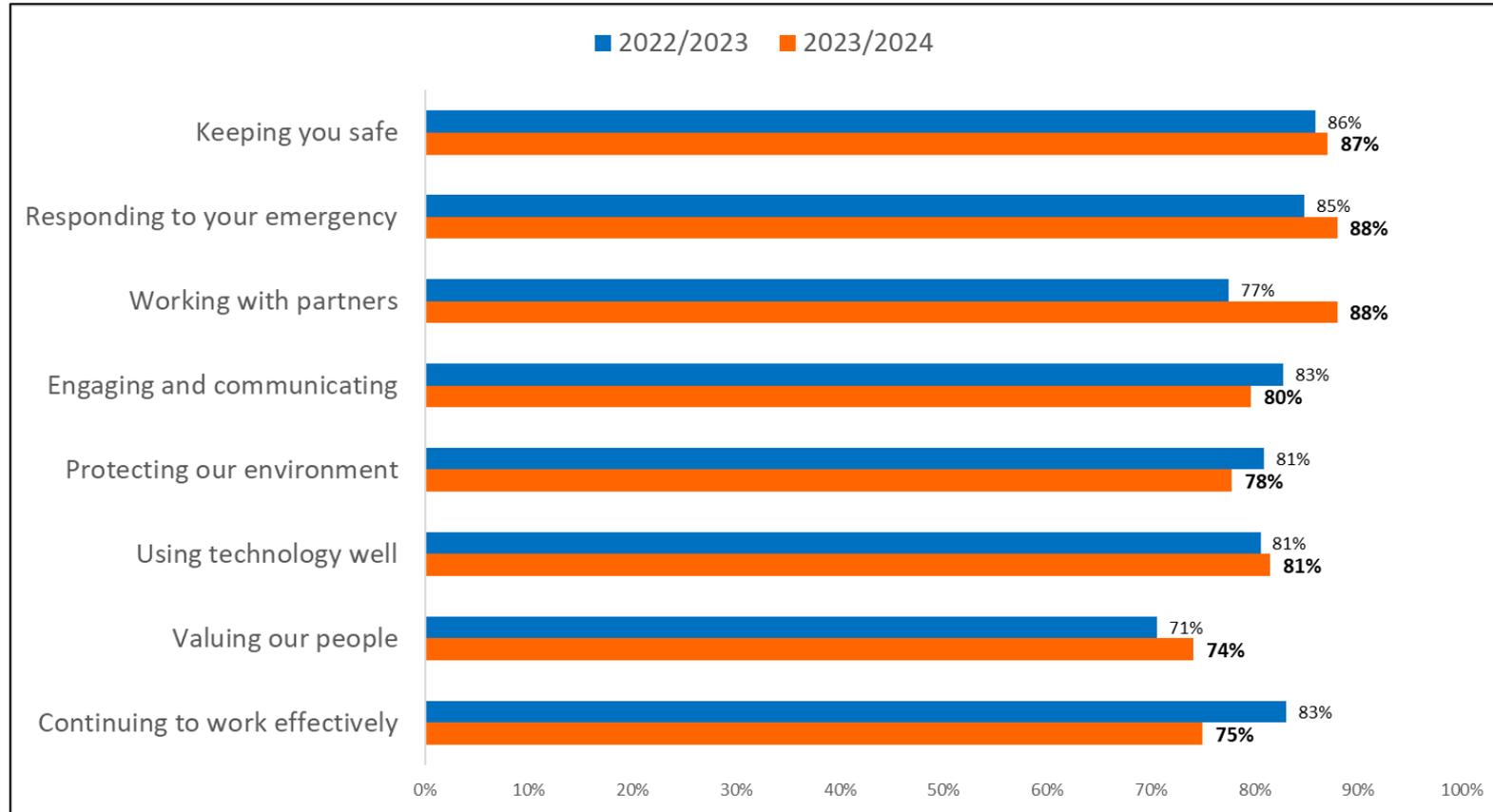


Figure 2 - % of Strongly/Somewhat Agree responses for the objectives of each Strategic Theme – year-on-year consultation comparison

Below is a breakdown of the levels of agreement for the objectives of each Strategic Theme, from Strongly Agree to Strongly Disagree.

The 2024-2025 Valuing our People objectives were most polarised in responses to this year's consultation, with 74% agreement and 19% disagreement – the most disagreement for 2024-2025 objectives. There was 15% disagreement for the 2024-2025 Continuing to Work Effectively objectives.

Strategic Theme	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total Responses
Keeping you safe	57.4%	29.6%	8.3%	3.7%	0.9%	108
Responding to your emergency	71.3%	16.7%	3.7%	5.6%	2.8%	108
Working with our partners	52.8%	35.2%	5.6%	4.6%	1.9%	108
Engaging and communicating	45.4%	34.3%	11.1%	5.6%	3.7%	108
Protecting our environment	43.5%	34.3%	12.0%	7.4%	2.8%	108
Using technology well	43.5%	38.0%	6.5%	8.3%	3.7%	108
Valuing our people	43.5%	30.6%	7.4%	9.3%	9.3%	108
Continuing to work effectively	44.4%	30.6%	10.2%	11.1%	3.7%	108

Table 1 - % levels of agreement for the objectives of each Strategic Theme in the 2023-2024 consultation

Levels of Engagement

- Engagement indicates interaction with the survey but without responding to consultation core questions.
- Response indicates individual has responded to one or more of the consultation core questions.

Engagement and response numbers for the 2023-2024 consultation are lower than last year but are similar to 2021-2022.

212 people have engaged with this year’s consultation, either using the online survey or completing paper versions. 4 people responded to the survey in Welsh survey. In addition to this, consultation sessions were held on station with crews. Comments provided in these sessions are included in analysis where appropriate, although discussions were wide ranging.

Of the 212 people who engaged with the survey directly, 108 (51%) people provided feedback on the proposed objectives and plans in 2024-2025. This compares with 227 (82%) in last year’s consultation.

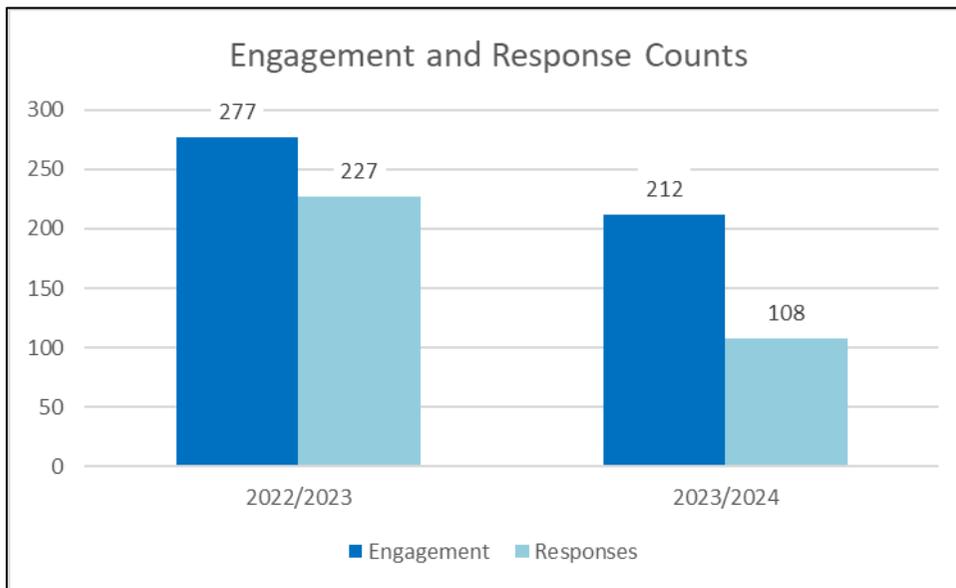


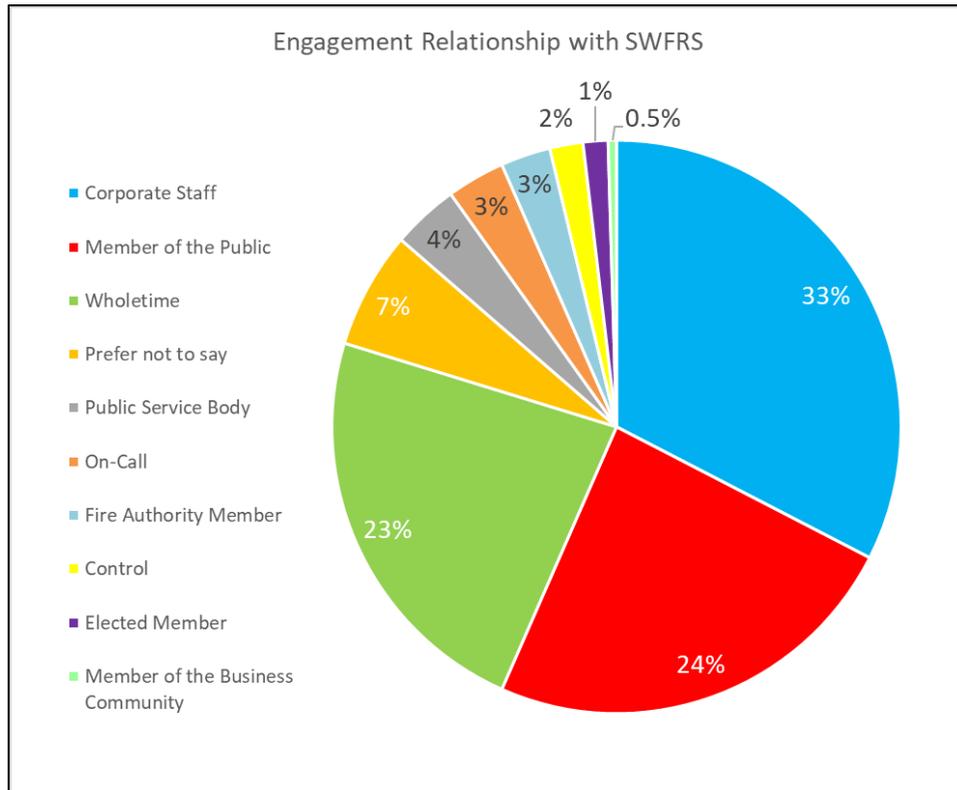
Figure 3 - Engagement and Response Counts 2022-2023 vs 2023-2024

All 108 people who provided feedback did so for all the proposed objectives and plans in 2024-2025. Of those 108 people, 102 also answered our Equality, Diversity, and Inclusion (EDI) questions. A review of those EDI responses can be found in the Appendix to this report.

The questions asked of people before providing feedback on our proposed objectives and plans were to identify their relationship with SWFRS, e.g. Wholetime Firefighter / Operational Staff or Member of the Public, and whether they had read the Annual Improvement Plan - either the full version or the new summarised version. 109 people read the summarised version, 70 read the full version, and 33 responded that they had not read the plan.

The last year has seen consultation in relation to the Independent Culture Review, the Hydra 10kv session that was held with a group of 60 staff, as well as other targeted questionnaires, which may have contributed to a lower engagement and response rate.

Below is a breakdown of who engaged with the survey, and of those who engaged how many responded to the specific feedback questions about the objectives and plans for 2024-2025.



	Engagement Count	Response Count
Corporate Staff	69	39
Member of the Public	51	23
Wholetime	49	24
Prefer not to say	14	6
Public Service Body	8	6
On-Call	7	2
Fire Authority Member	6	4
Control	4	1
Elected Member	3	3
Member of the Business Community	1	0

Figure 4 - Engagement by respondents' relationship with SWFRS in the 2023-2024 consultation

Overall the highest levels of agreement came from Corporate Staff, followed by Members of the Public. Responses from Wholetime Firefighters / Operational Staff were more mixed, though 70% agreed with the proposed objectives and plans in 2024-2025. Please note that response counts for other cohorts charted below are small, ranging from 6 Prefer not to say, to 1 from Control.

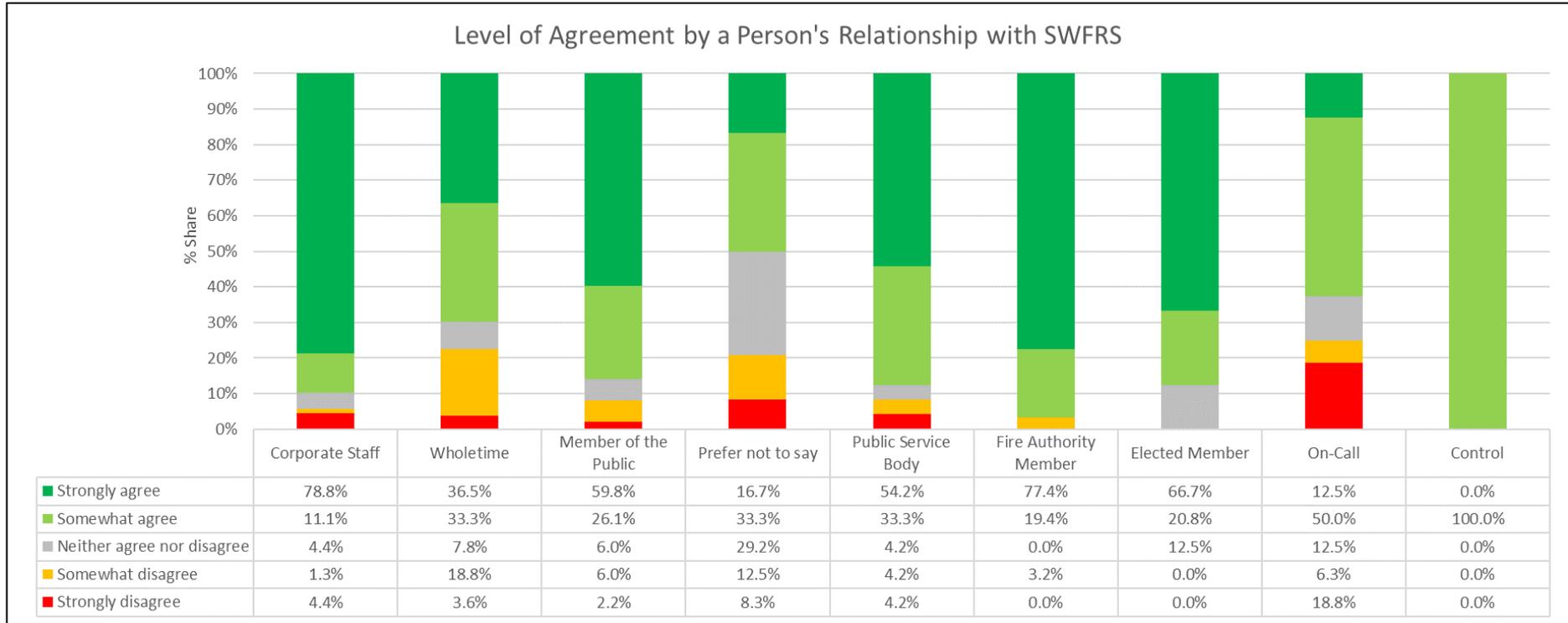


Figure 5 - Level of agreement by respondents' relationship with SWFRS in the 2023-2024 consultation

Feedback Themes

These are the main themes identified from comments received. For each theme listed at least 4 separate comments were received in responses to the consultation.

- **Review of the On Call system**
- **Prioritise areas highlighted in the Culture Review and use it as an opportunity to improve**
- **Valuing staff is critical**
- **Equality, Diversity & Inclusion – the Service should become more inclusive**
- **Focus on prevention work to reduce risk in our communities**
- **Communication, particularly to stations, should be improved, and feedback should be provided wherever possible**
- **Raise awareness of our services and communicate more effectively, both internally and externally, including better targeted communication to those most at risk in our communities**
- **Explore more collaboration opportunities with other organisations**
- **ICT should be improved, and the Service should stay innovative by providing all staff cohorts with the best technology available**
- **Provide value for money – the Service should be more effective and accountable**
- **More efficient use of vehicles to improve sustainability and reduce cost**

Review of Strategic Theme Feedback

Keeping You Safe

Our proposed objectives and plans enable us to focus on prevention work that will help reduce the need for you to call us

The level of agreement (strongly agree/somewhat agree) for our proposed objectives remains high at 87%, up 1% compared to the 2022-2023 consultation. The following themes were found within respondent comments.

Prevention - 8 comments, from Corporate Staff (3), Public Service Body employees (3), a Member of the Public (1) and an Elected Member (1).

Clarity around how objectives will be achieved - 3 comments, from Wholetime Firefighter / Operational Staff (2) and a Public Service Body employee (1)

Identifying those most at risk in our communities – 2 comments, from Wholetime Firefighter / Operational Staff (1) and a Member of the Public (1)

Consistency in strategy across the plans we publish - 1 comment from a Member of the Public

Responding To Your Emergency

Our proposed objectives and plans ensure we respond quickly and effectively when you need us

The level of agreement (strongly agree/somewhat agree) for our proposed objectives remains high at 88%, up 3% compared to the 2022-2023 consultation. The following themes were found within respondent comments.

Improve communication – 12 comments, from Wholetime Firefighter / Operational Staff (7) and On-Call (5) Firefighters

Improve ICT systems – 6 comments, from Wholetime Firefighter / Operational Staff (4) and On-Call (2) Firefighters

Improve On-Call availability and retention – 5 comments, from On-Call Firefighters (4) and a Fire Authority Member (1)

On Call: retention and the duty system in general - 4 comments, from Wholetime Firefighter / Operational Staff (3) and a Member of the Public (1)

Improve On-Call training – 3 comments, all from On-Call Firefighters

Improve On-Call recruitment – 3 comments, all from On-Call Firefighters

On-Call exit interviews – 2 comments, both from On-Call Firefighters

An effective Fire Control – 1 comment from a Member of the Public

Effective Training – 1 comment from a Corporate member of staff

Working With Our Partners

Our proposed objectives and plans enable us to work with South Wales Public Service Bodies and other partners to deliver a fire and rescue service that meets your needs

The level of agreement (strongly agree/somewhat agree) for our proposed objectives has improved to 88%, rising by 11% compared to the 2022-2023 consultation. The following themes were found within respondent comments.

Calls for more collaboration - 8 comments, from Public Service Body employees (2), Corporate Staff (2), Wholetime Firefighter / Operational Staff (2) and Members of the Public (2)

Concerns about the Fire Service becoming involved in areas that should be the remit of other bodies – 3 comments, from Wholetime Firefighter / Operational Staff (1) and from people who did not identify their relationship with SWFRS (2)

Provide more information about partnership working – 2 comments, from Corporate Staff (1) and from someone who did not identify their relationship with SWFRS (1)

Data sharing – 1 comment, from Control (1)

Involving and Communicating

Our proposed objectives and plans ensure all our communities and staff are involved in helping us provide an excellent service

The level of agreement (strongly agree/somewhat agree) for our proposed objectives remains high at 80%, although this is 3% lower than the 2022-2023 consultation. The following themes were found within respondent comments.

Raising awareness of our services and communicate more effectively, especially with underrepresented groups and those most vulnerable in our communities - 6 comments, from Corporate members of staff (4), Control (1) and an Elected Member (1)

Improve internal engagement - 3 comments, from Corporate Staff (1), Wholetime Firefighter / Operational Staff (1) and a Member of the Public (1)

Improve targeted community engagement – 3 comments all from Members of the Public

Engage more with third sector organisations and other blue light and rescue services - 3 comments from Public Service Body employees (2) and a Member of the Public (1)

Use support from public representatives - 1 comment from a Public Service Body employee

Protecting and Enhancing Our Environment

Our proposed objectives and plans enable us to carry out our activities in a way that helps sustain the planet for future generations

The level of agreement (strongly agree/somewhat agree) for our proposed objectives remains high at 78%, although this is 3% lower than the 2022-2023 consultation. The following themes were found within respondent comments.

More efficient use of vehicles - 5 comments, from a Corporate employee (1), Wholetime Firefighter / Operational Staff (1) and from people who did not identify their relationship with SWFRS (3)

Financial impact of becoming more sustainable – 2 comments, from a Corporate employee (1), and someone who did not identify their relationship with SWFRS (1)

Sustainability plans should have clear, measurable targets - 1 comment from a Corporate employee

Using Technology Well

Our proposed objectives and plans enable us to continually look to use the latest technology where it can improve our service to you

The level of agreement (strongly agree/somewhat agree) for our proposed objectives remains high at 81%, the same as during the 2022-2023 consultation. The following themes were found within respondent comments.

Stay up to date with technology – 4 comments, from Corporate employees (2), a Public Service Body employee (1) and a person who did not identify their relationship with SWFRS (1)

Technology is not up to standard – 4 comments, from Wholetime Firefighter / Operational Staff (3), an On-Call Firefighter (1) and a person who did not identify their relationship with SWFRS (1)

Provide crews with Airwave radios - 2 comments, from Wholetime Firefighter / Operational Staff (1) and a person who did not identify their relationship with SWFRS (1)

More online training – 1 comment from Wholetime Firefighter / Operational Staff

Value for money – 1 comment from a Member of the Public

Valuing Our People

Our proposed objectives and plans support a diverse workforce that represents your community, is well trained, and motivated to deliver our service

The level of agreement (strongly agree/somewhat agree) for our proposed objectives has improved to 74%, rising by 3% compared to the 2022-2023 consultation. The following themes were found within respondent comments.

Prioritise areas highlighted in the Culture Review and use it as an opportunity to improve – 13 comments, from Members of the Public (4), Public Sector Body employees (2), Corporate Staff (2), Wholetime Firefighter / Operational Staff (1), Control (1), a Fire Authority Member (1), and Elected Member (1) and someone who did not identify their relationship with SWFRS (1)

Valuing staff better is critical – 7 comments, from Public Sector employees (2), Corporate Staff (2) and Wholetime Firefighter / Operational Staff (3)

Feeling undervalued, especially On-Call – 6 comments, from a mix of Wholetime and On-Call Firefighters

Improve feedback – 4 comments, from a mix of Wholetime and On-Call Firefighters

Equality, Diversity & Inclusion – 4 comments, from Members of the Public (3) and a Fire Authority Member (1)

Listen to staff more – 3 comments, from Corporate Staff (2) and Wholetime Firefighter / Operational Staff (1)

Improve pay conditions for On-Call firefighters - 3 comments, from Corporate Staff (1), an Elected Member (1) and Wholetime Firefighter / Operational Staff (1)

Morale needs improving – 2 comments, both from people who did not identify their relationship with SWFRS

Promotion process - 1 comment from a person who did not identify their relationship with SWFRS

Continuing To Work Effectively

Our proposed objectives and plans ensure our service provides value for money and is clearly accountable

The level of agreement (strongly agree/somewhat agree) for our proposed objectives has decreased to 75%, falling 8% compared to the 2022-2023 consultation. The following themes were found within respondent comments.

Be more effective at providing value for money – 5 comments, from a Corporate member of staff (1), Wholetime Firefighter / Operational Staff (1), a Member of the Public (1), and a person who did not identify their relationship with SWFRS (1)

More accountability – 2 comments, from Wholetime Firefighter / Operational Staff (1) and a person with relationship to SWFRS not identified (1)

ICT issues – 1 comment from an On-Call Firefighter

Improve Communication / Transparency – 1 comment from Wholetime Firefighter / Operational Staff

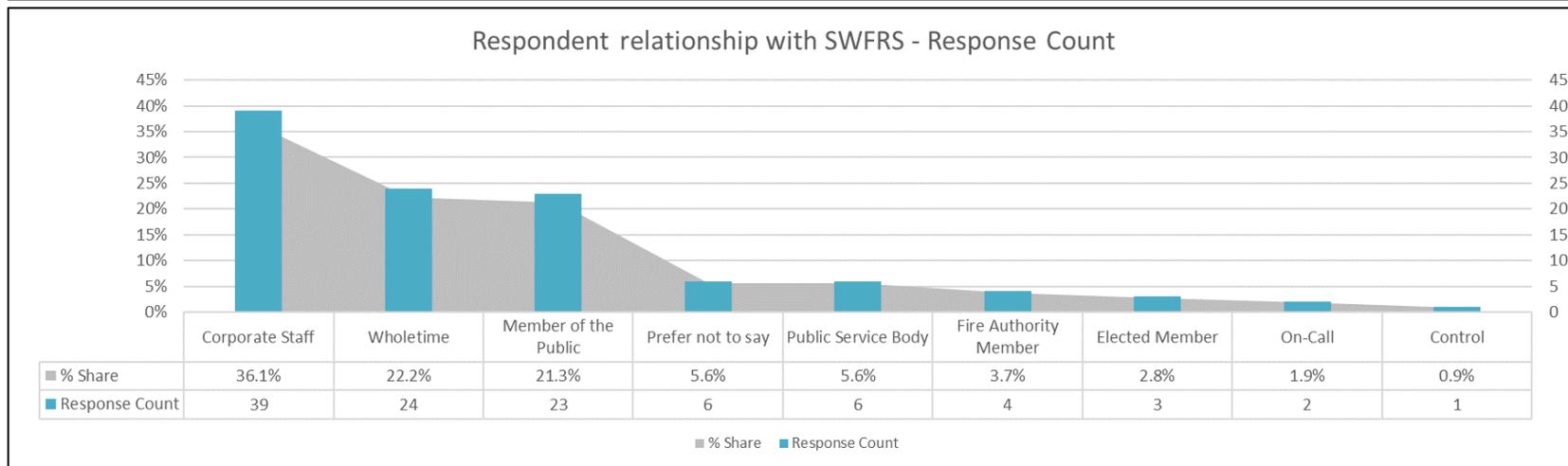
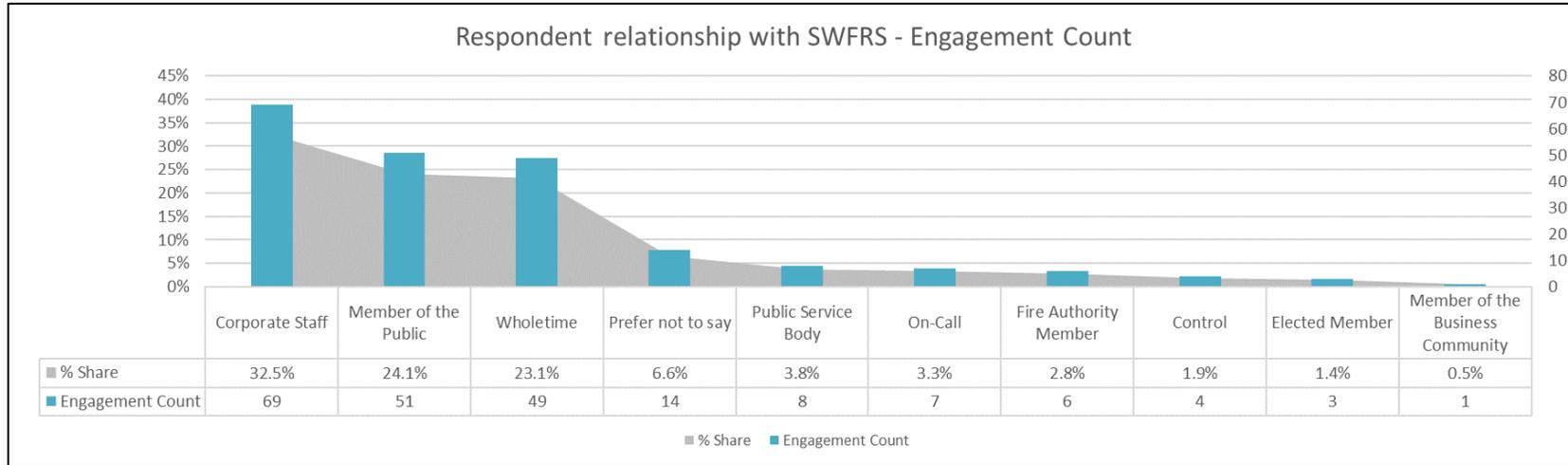
Positive Feedback

Our Consultation focusses on improvement, but positive comments were also received:

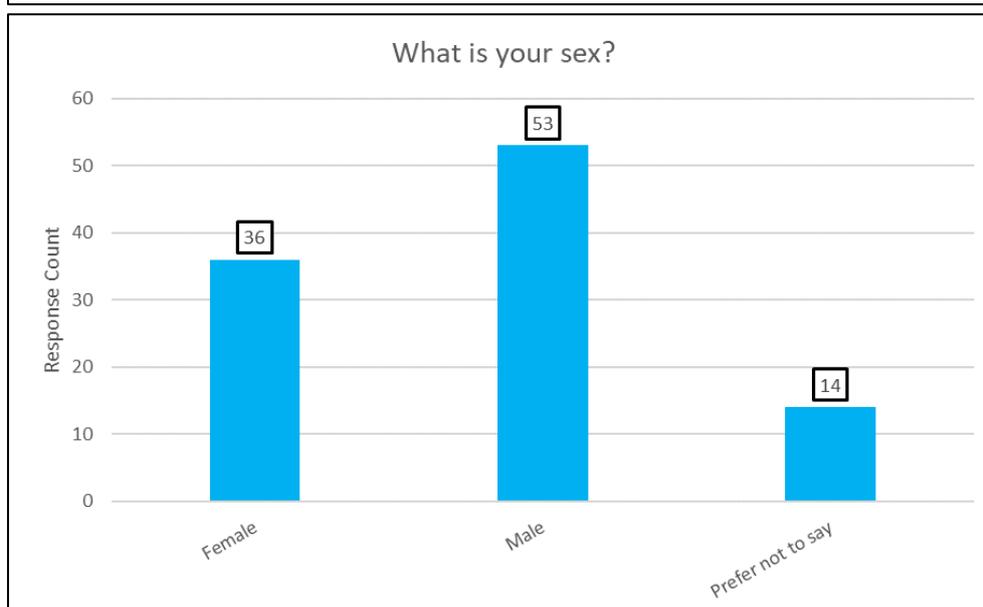
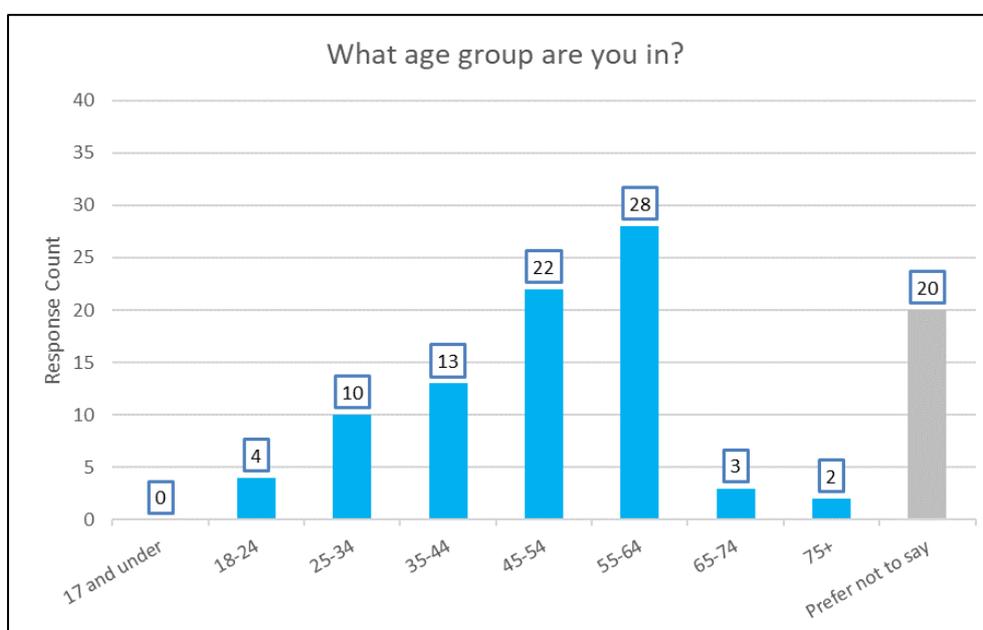
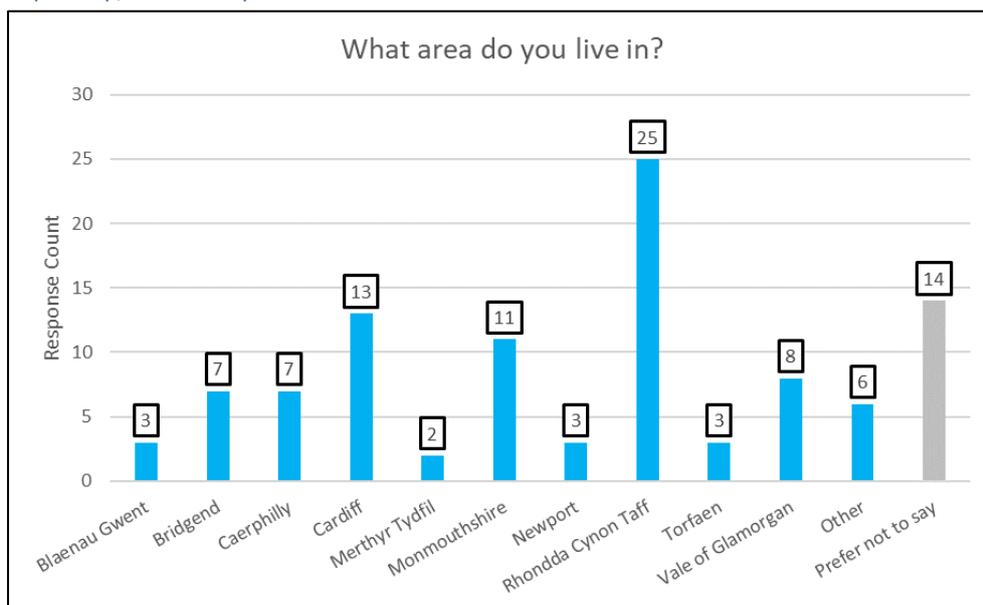
- 'The new improvement plan has evolved into an easy read and excellent document' (from a Wholetime Firefighter / Operational Staff)
- 'I think you provide a great service to your communities' (from a Member of the Public)
- 'Your response cannot be questioned' (from a Member of the Public)
- 'Some good work to identify specific and impactful objectives [around the theme of Protecting Our Environment]' (from a Member of the Public)
- 'Your Service have some outstanding people and more recognition could help reward those who work effectively. The Culture Review has been a hard read, but a reality check the Service can use to restart and acknowledge the benefits that more diverse team(s) can bring to each department' (from a Member of the Public)
- 'All of these actions [proposed objectives and plans] are important and we must not lose sight of the great work done right across the service' (from a member of Corporate Staff)
- 'I am impressed by your statistical analysis of your activity and am confident that your plans are based on a sound basis, and I endorse your plans for the service without hesitation on the basis [I was astonished by the high number of deliberately set fires and I am sure you focus on this]' (from a Member of the Public)

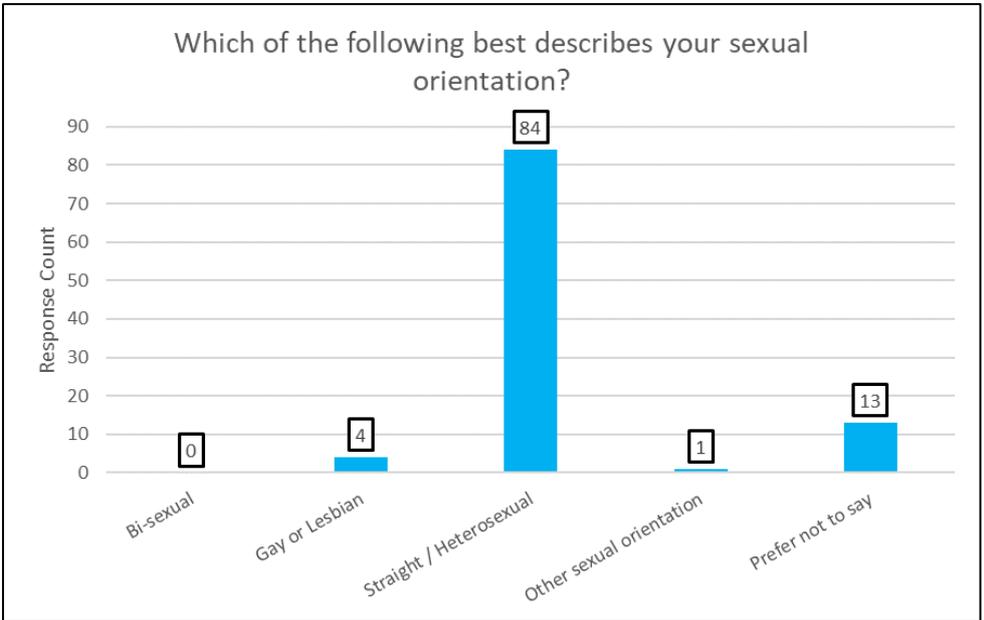
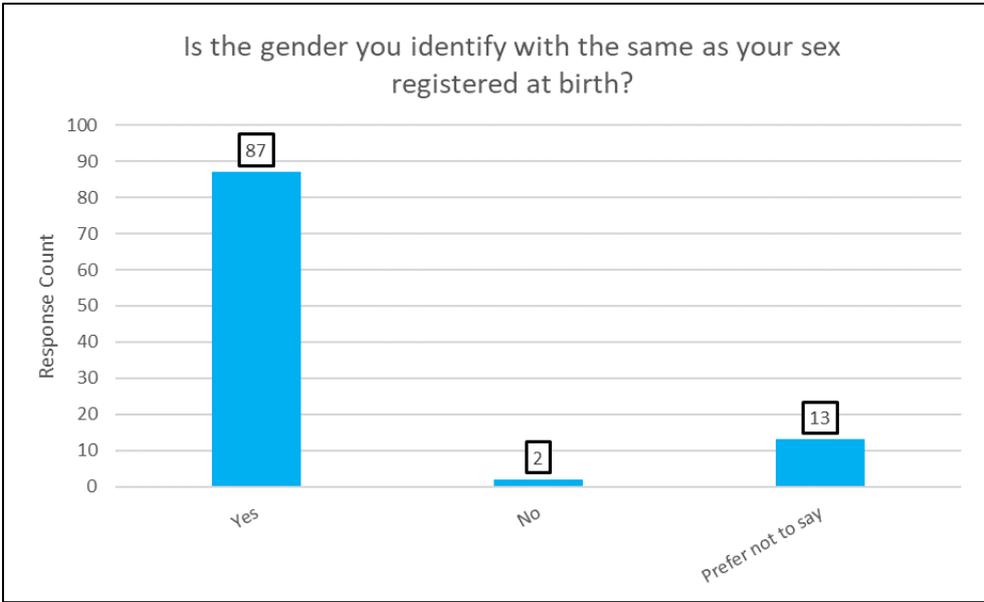
APPENDIX

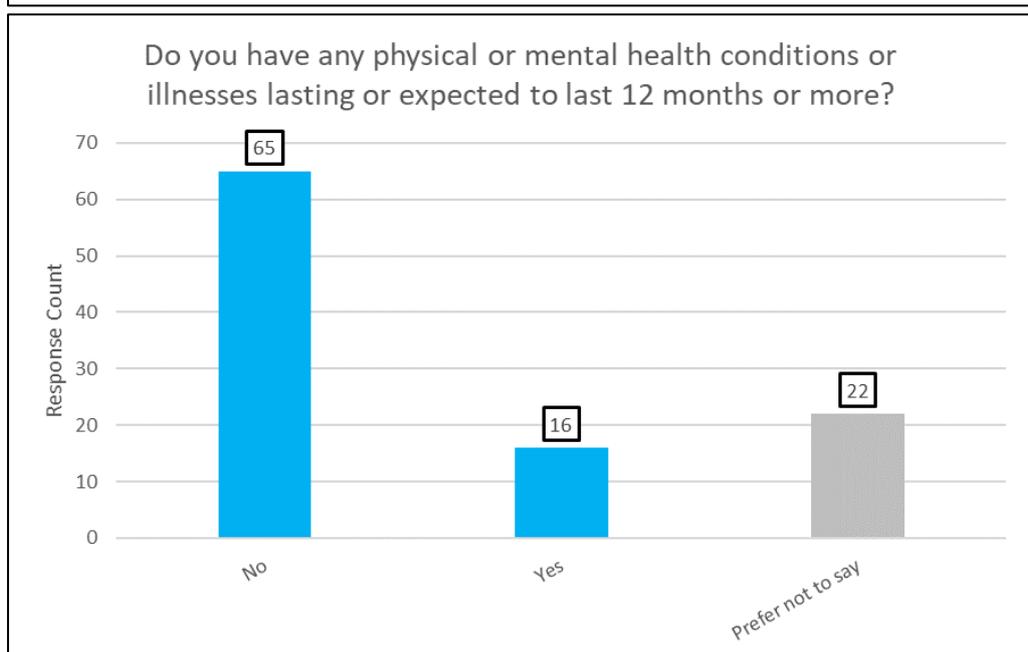
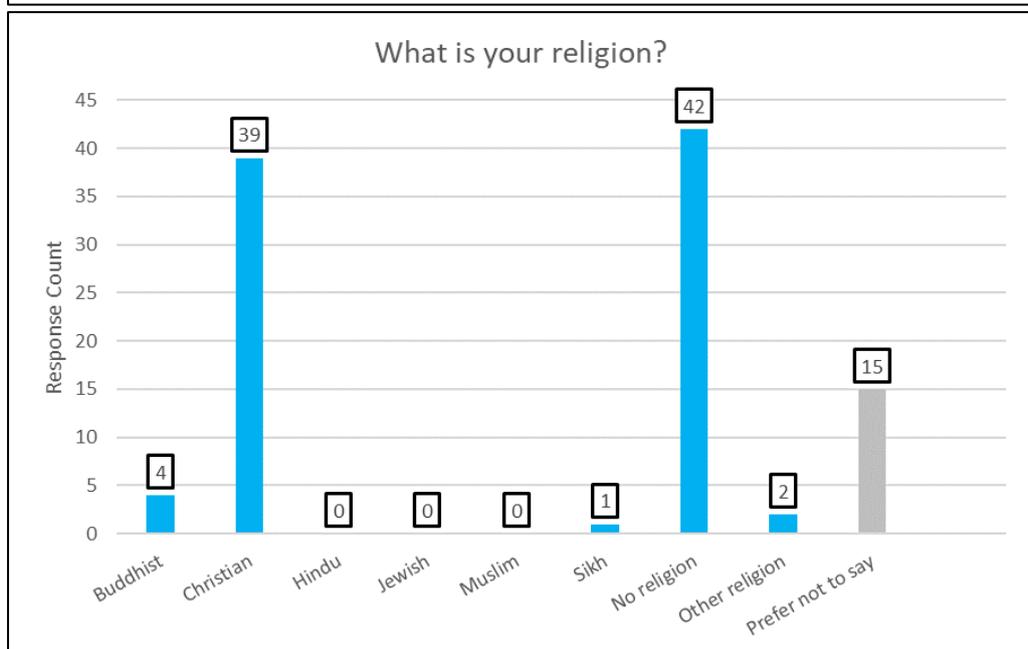
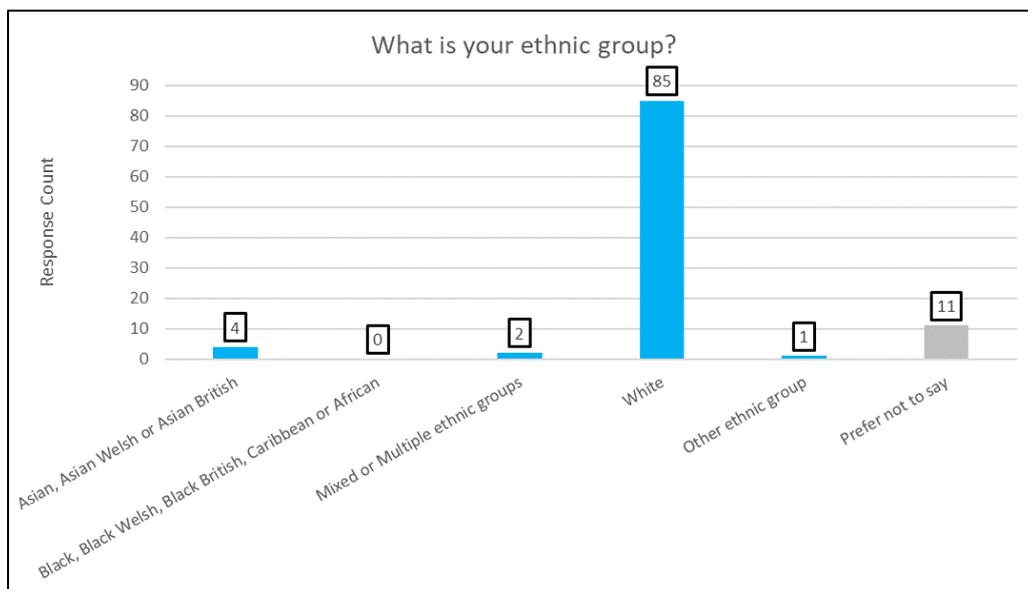
Relationship with SWFRS



Equality, Diversity & Inclusion







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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE ACO PEOPLE SERVICES

GENDER PAY GAP REPORT**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ACO PEOPLE SERVICES

REPORT PRESENTED BY ACO PEOPLE SERVICES, ALISON REED

SUMMARY

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

Public authorities must publish the required information based on data captured on the snapshot date of 31 March 2023, within 12 months. Accordingly the deadline for publication is 31 March, 2024.

RECOMMENDATION

That Members approve the 2023 Gender Pay Gap report at Appendix 1 to be published by 31 March 2024.

1. BACKGROUND

- 1.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, came into force from 6 April, 2017, where relevant employers in the private and voluntary sectors are required to publish gender pay gap information by reporting the percentage differences in pay between their male and female employees.
- 1.2 There are separate but parallel gender pay gap reporting provisions for public sector employers which are contained in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (The public-sector Regulations).
- 1.3 The Authority must publish the information within 12 months of the 'snapshot date' of 31 March, meaning that the deadline for publication is

31 March 2024. The prescribed information must be published on an annual basis.

- 1.4 Members should not confuse the gender pay gap with equal pay, which concerns pay differences between male and female employees performing the same or similar work.
- 1.5 The Authority must publish its gender pay gap information, together with a written statement confirming its accuracy, on its own website and the Government website. While there is no legal requirement to do so, the Authority may also publish a narrative to explain their gender pay gap information.

2. ISSUES

- 2.1 Attached at Appendix 1 of this report is the South Wales Fire & Rescue Authority Gender Pay Gap Statement for 31 March 2023. The statement summarises the required reporting metrics and the Authority's position in terms of the gender pay gap. Members should note that there is no reporting against the metrics that relate to the payment of bonuses because the Authority does not pay performance related bonuses to any of its staff or operate any bonus schemes.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	Yes

- 3.1.1 The gender pay gap is based on the average pay of females and males, and is directly impacted by the numbers of women and men in different roles and at different levels in the organisation.

- 3.1.2 Reasons which may contribute to a gap include:

- Differing terms and conditions and pay scales for groups of staff across the Service.

- A high proportion of women in often lower paid part-time roles.
- Pay or promotional choices that are made at various points of an individual's working life.
- Employee benefits such as salary sacrifice schemes i.e. Child Care Vouchers, Personal Lease Car Scheme or Cycle to Work payments.

3.2 Regulatory, Strategy and Policy

Legal	Yes	Data Protection / Privacy	No
Financial	Yes	Health, Safety and Wellbeing	No
Procurement	No	Governance & Audit	No
Corporate Risk	No	Service Policy	Yes
Information Management	No	National Policy	No

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

3.3 Resources, Assets and Delivery

Human Resource and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

4. EVALUATION & CONCLUSIONS

- 4.1 We are committed to continuing to reduce the overall gap and as identified in Appendix 1 our approach to do so is multifaceted.
- 4.2 Because there are many contributing factors to a gender pay gap, there isn't one simple solution that fixes it.
- 4.3 We will continue to work proactively to encourage applications for roles in the Service from women and all backgrounds. We are working actively with focus groups to better understand how we break down any perceived barriers to females undertaking uniformed roles in the Service.
- 4.4 We are also reviewing our internal processes to support our ambition:
- Mixed gender sift and interview panels.

- Blind sifting where all identifiable characteristics are removed.
- Changing the perception of some roles in the Service through our media campaigns.
- Developing new learning pathways for all staff.

5. RECOMMENDATIONS

5.1 That Members approve the 2023 Gender Pay Gap report at Appendix 1 to be published by 31 March 2024.

Contact Officer:	Alison Reed ACO People Services
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Background Papers:	Date	Source/Contact
None		

Appendices:	
Appendix 1	Gender Pay Gap Report



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

GENDER PAY GAP REPORT 2023

From 2017 onwards, any UK organisation employing 250 or more employees has to publicly report on its gender pay gap. We are required to report on the mean and median gender pay gap and also a breakdown, by quartiles of the proportion of men and women in each quartile, based on hourly pay.

The gender pay gap is the difference between the actual hourly pay between male and female employees, regardless of their role in the Service. These calculations are based on an individual's net earnings paid in March 2023 and include elements such as salary, allowances, honorariums, and salary sacrifice payments.

The Service is confident that men and women are paid equally for undertaking equivalent roles across the organisation, as staff are paid, irrelevant of gender, using nationally agreed pay scales.

Mean and Median Data

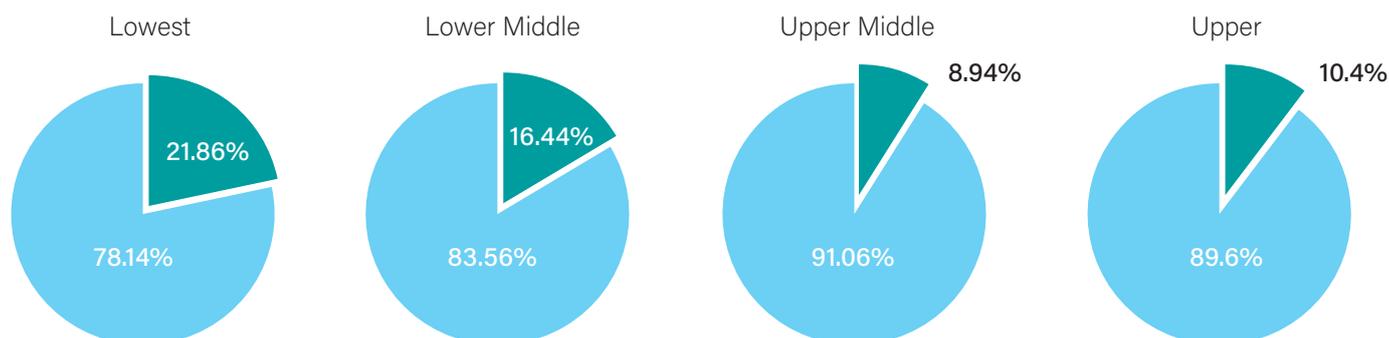
Difference between men and women		
	Mean (Average)	Median (Mid Point)
Hourly rate	8.84% (11.81%)	7.48% (8.85%)

Note: The figures in brackets are the 2022 figures for comparison purposes and the median hourly pay rates, for both male and female employees, are above the mean (average) pay rates for the Service.

The table above shows our overall mean (average) and median (mid-point) gender pay gap based on hourly pay as at the 31 March 2023. This indicates a positive reduction in the gap between male and female employees. Through its positive action the Service has seen some success in increasing the number of employment contracts secured by females, with 16.66% of contracts in March 2023 being held by females, compared to 15.63% at March 2022.

Also worthy of note is that Grey Book staff, who are predominantly male, did not receive the 2022/23 pay award until April 2023, however Green Book staff, who are predominantly female, received their pay award for 2022/23, in November 2022. The delay in the Grey Book pay award relating to 2022/23, would have had some impact on the hourly rate differential being captured within this analysis.

Pay Quartiles (based on hourly pay)



The above information illustrates the gender distribution at South Wales Fire & Rescue Service, as of 31st March 2023, as per Gender Pay Gap Reporting requirements.



GENDER PAY GAP REPORT 2023

The gender pay gap is based on the average pay of females and males and one of the biggest causes of this can be the numbers of women and men in different roles and at different levels in the organisation.

For example, if the majority of employees in the upper pay levels are male and the majority of employees in the lower pay levels are female, there is likely to be a gender pay gap, even though everyone is being paid the correct pay for the roles they are undertaking.

Other reasons which may contribute to a gap include:

- Differing terms and conditions and pay scales for groups of staff across the Service
- A high proportion of women in often lower paid part-time roles
- Pay or promotional choices that are made at various points of an individual's working life
- Employee benefits such as salary sacrifice schemes i.e. Child Care Vouchers, Personal Lease Car Scheme or Cycle to Work payments

There are many possible root causes to these reasons. Some may be personal, such as choices people make because of their own circumstances, their work preferences, and their aspirations. Other causes are part of society generally, such as the roles that people have historically been attracted to or feel comfortable working in.

Because there are many contributing factors to a gender pay gap, there isn't one simple solution that fixes it.

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

Closing the Gender Pay Gap

We are committed to continuing to reduce the overall gap and this is demonstrated through the following initiatives.

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

- Mixed gender sift and interview panels
- Blind sifting where all identifiable characteristics are removed
- Changing the perception of some roles in the Service through our media campaigns
- Developing new learning pathways for all staff
- Unconscious Bias Training
- Creating a more inclusive workplace
- Flexible working options

Councillor Steven Bradwick
Chair, South Wales Fire and Rescue Authority

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE TEMPORARY DEPUTY CHIEF FIRE OFFICER SERVICE
DELIVERY**NFCC: THE ECONOMIC AND SOCIAL VALUE OF UK FIRE AND RESCUE
SERVICES; 2022****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY TEMPORARY DEPUTY CHIEF FIRE OFFICER
SERVICE DELIVERYREPORT PRESENTED BY AREA MANAGER CHRISTIAN HADFIELD, HEAD
OF RISK REDUCTION**SUMMARY**

The National Fire Chiefs Council (NFCC) launched the Economic and Social Value of Fire and Rescue Services Methodology. The methodology includes a report which sets out the value of Fire & Rescue Service (FRS) activities using evidence-based methodologies to calculate the social return on investment and a tool which Fire & Rescue Services can input their own data into.

The methodology has been developed by the Community Risk Programme at NFCC which commissioned Nottingham Trent University to carry out the research.

RECOMMENDATION

That Members consider and note the contents of the report.

1. BACKGROUND

- 1.1 This NFCC report has been developed in collaboration with Nottingham Business School, Nottingham Trent University.
- 1.2 The project used data from more than 137,000 severe fire incidents over a three-year period to assess what happens in terms of lives saved and property damage when the Fire Service responds compared to likely outcomes if they didn't attend. It also considers the value of prevention and protection activity by each pound spent and Social Return on Investment – exploring the value of these activities for the community.

- 1.3 The report represents for the first time a definitive and robust statement of the contribution of the UK Fire and Rescue Services.
- 1.4 This research has examined ways in which we might quantify the value of the services we make to our society, our communities, and the UK economy.
- 1.5 The report presents its findings in relation to the economic and social value of FRS emergency responses (England) to fire incidents, responses to non-fire incidents and prevention and protection activities.
- 1.6 Further work will also see the creation of software that will allow Services to examine their own activities and the value they bring to their communities.

2. ISSUE

- 2.1 This report can be considered a baseline, the first step of a longer journey from which future work will see the inclusion of more incident categories, and following a National discussion on this work, further adaptation and finer detail.
- 2.2 The report is not intended to replace or compete with any previous or future Government produced estimates of the cost of fire.
- 2.3 The analysis considers two types of economic benefits. Firstly, when the FRS respond, they prevent further damage to a building and the property that is at risk. Secondly, they prevent injuries and save lives.
- 2.4 The work is based on English Fire Service incident data, and also considers the value FRS's add to our society, our communities, and the UK economy. In addition, this report considers the value added to the economy by responding to fire incidents, non- fire incidents, and prevention and protection actives (Community Safety and Business Fire Safety Activities).
- 2.5 The estimates of value have been informed by the analysis of routinely collected data, expert opinion, and with use of reference values. It is this approach that has been used to calculate a conservative but verifiable measures of value.
- 2.6 A full breakdown of the inputs and calculations for the cost benefit analysis can be found in the report.

- 2.7 When applied to the 137,245 fire incidents that occurred in England over a three year period, the value of saved lives due to FRS intervention is estimated as £5.35 billion per year, and the value of saved property due to FRS's intervention is estimated as £4.45 Billion per year.(1.3.1:page 8)
- 2.8 The economic and social value methods have been applied to several prevention and protection activities in the report, and when applied to the FRS data over the same three year period 2016/17 to 2018/19 the total benefits of prevention and protection actives is estimated as £0.11 billion per year. (1.3.3: page 10)
- 2.9 Following this insightful and informative report we are now working towards calculating the economic and social value of FRS emergency responses to fire incidents and our prevention and protection activities here in South Wales and alongside the other two FRS in Wales.
- 2.10 Our findings of which will be reported back to this Scrutiny Committee for consideration.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Well-Being Of Future Generations (Wales) Act	No
Socio Economic Duty	No
Sustainability / Environment / Carbon Reduction	No
Safeguarding	No
Consultation and Communications	No
Consultation with Representative Bodies	No
Impact Assessment	No

3.2 Regulatory, Strategy and Policy

Legal	No
Financial	No
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No
Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

3.3 Resources, Assets and Delivery

Human Resources and People Development	No
Assets and Resources (Property/Fleet/ICT/Equipment)	No
Service Delivery	No
Procurement	No
Budget Revenue/Capital	No

4. RECOMMENDATION

4.1 That Members consider and note the contents of the report.

Contact Officer:	Area Manager Christian Hadfield Head of Risk Reduction.
Background Papers	NFCC: The Economic and Social Value of the UK Fire & Rescue Services. September 2022. The Economic and Social Value of UK Fire and Rescue Services.pdf

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 9
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES' REPORT – VALUES AND CULTURE IN FIRE AND RESCUE SERVICES (SPOTLIGHT REPORT)**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY DEPUTY CHIEF FIRE OFFICER
REPORT PRESENTED BY DEPUTY CHIEF FIRE OFFICER**SUMMARY**

On Thursday, 30 March 2023, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFS) for England published Values and Culture in Fire and Rescue Services. The report has nine themes supported by 35 recommendations, all English Fire and Rescue Services alongside the government and national fire bodies are urged to implement them as a matter of urgency.

The report covers English Fire and Rescue Services, however, the Welsh Government has communicated its expectation for Fire and Rescue Services in Wales to fully comply with all the recommendations appertaining to the Service and Chief Fire Officers. Welsh Government have requested progress reports back to the Chief Fire and Rescue Advisor.

An update report was made to South Wales Fire & Rescue Authority on 25 September 2023 where the following recommendations were approved:

1. That the Fire and Rescue Authority should accept the recommendations allocated to the Chief Fire Officer.
2. The South Wales Fire and Rescue Service fully engage and support the delivery of the remaining recommendations.
3. That the actions and progress against the HMICFS recommendations are presented to the November Scrutiny Committee.

RECOMMENDATION

That the Fire and Rescue Authority Scrutiny Committee note the details and progress of the Service's Action Plan against the recommendations made within the HMICFRS Spotlight Report.

1. BACKGROUND

- 1.1 On Thursday, 30 March 2023, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFS) published Values and Culture in Fire and Rescue Services.
- 1.2 The Inspectorate reports that while some progress has been made, it is clear much more needs to be done to improve values and culture in Services and that they continue to find that:
 - Some Services need to get better at promoting positive professional cultures;
 - Most Services need to do more to improve equality, diversity, and inclusion;
 - Progression opportunities for staff are not equal, which is hindering the potential for greater diversity of thought in Services' leadership teams.
- 1.3 South Wales Fire & Rescue Service has always taken the culture of the Service extremely seriously. The current Core Values have been in place since 2013 and the Service wants to make sure all our staff and the public we serve are treated with the dignity and respect they deserve.
- 1.4 Members will be aware that the Chief Fire Officer commissioned an Independent Culture Review of the Service's culture, historic discipline cases and the Service's discipline processes and the Culture Review Report was published on 3 January 2024.

2. ISSUE

- 2.1 The spotlight report cites examples of inappropriate and unacceptable behaviour by some fire service staff and highlights that staff survey results provided examples of bullying, harassment and discrimination in all Services.
- 2.2 HMICFRS reports a culture where staff, including some managers, did not always feel comfortable to challenge poor behaviour and that some people chose not to speak out at fear of it being detrimental to their career. It is highlighted however, that some Services handle concerns appropriately and have taken steps to addressing cultural issues.
- 2.3 The recommendations are shown in appendix 1 and of the 35 recommendations contained with the Values and Culture in Fire and Rescue Services report, 19 are owned by the Chief Fire Officer.

2.4 The recommendations are broken down into the areas of:

- Raising concerns
- Background checks
- Misconduct handling
- Leadership
- Management and leadership training and development
- Diversity data
- Improving Diversity
- The Core Code of Ethics
- The Fire and Rescue Service National Framework for England.

2.5 Each recommendation has a timeframe allocated to it by which HMICFRS state that they expect to see implementation.

2.6 Work has already started on a number of these recommendations and these will now be progressed alongside recommendations made within the Independent Culture Review. These recommendations will also feed into a larger plan driven by the Authority's People Plan.

2.7 A presentation on progress being made on the Service's Action Plan against the HMICFRS Spotlight Report will be made to the Fire Authority's Scrutiny Committee at the meeting.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	No
Well-Being Of Future Generations (Wales) Act	No
Socio Economic Duty	No
Sustainability / Environment / Carbon Reduction	No
Safeguarding	Yes
Consultation and Communications	No
Consultation with Representative Bodies	Yes
Impact Assessment	No

3.1.1 The Equality, Diversity and Inclusion (EDI) Group meet regularly to discuss concerns with stakeholders from across the Service. Equality Impact Assessments will be carried out for each recommendation as appropriate.

3.1.2 There will be continued engagement with staff and the public regarding the Culture they experience whilst working for or engaging with South Wales Fire & Rescue Service. The People Strategy will

continue to be reviewed annually with the output shared with Members.

3.1.3 A significant change in legislation has been made to the Rehabilitation of Offenders Act, which the Service is currently reviewing.

3.1.4 All Representative Bodies have a duty to work in social partnership with the Service to ensure it is a safe and trusted place to work. The workplace has to be free from any forms of discrimination and embrace diversity in everything that we do.

3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	Yes
Procurement	No
Corporate Risk	Yes
Information Management	Yes
Data Protection / Privacy	Yes
Health, Safety and Wellbeing	Yes
Governance & Audit	No
Service Policy	Yes
National Policy	Yes

3.2.1 Any costs associated with this will come from established budgets, or where this is not possible, growth bids will be submitted for work that is not covered. Any training required will be taken through the Learning and development team who review any training needs identified and prioritise these within the allocated budget.

3.2.2 If the Service does not review the measures in place, employee wellbeing is impacted affecting recruitment, employee morale, retention and future improvements to working practices.

3.2.3 Legal inputs are sought and provided as and when required in respect of all the stands within the recommendations.

3.2.4 Neither individual cases or employees will be identified through the actions set to comply with the recommendations. Freedom of Information requests are processed adhering to confidentiality and data protection guidelines.

3.2.5 Employee Health & Wellbeing is a key area of the People Strategy. The People Services Department supports managers and employees across the Service, eg Occupational Health, Employee

Assistance Programme, Mental Wellbeing/Welfare Support; a range of procedures on absence management, code of conduct, whistleblowing, grievances, conduct and capability.

3.3 Resources, Assets and Delivery

Human Resources and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	No
Procurement	No
Budget Revenue/Capital	Yes

4. RECOMMENDATIONS

- 4.1 That the Fire and Rescue Authority Scrutiny Committee note the details and progress of the Service's Action Plan against the recommendations made within the HMICFRS Spotlight Report.

Contact Officer:	DCFO Dewi Rose Director of Service Delivery
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Background Papers:
HMICFRS Values and Culture in FRSs https://www.justiceinspectorates.gov.uk/hmicfrs/publications/values-and-culture-in-fire-and-rescue-services/
SWFRS Action Plan against HMICFRS Spotlight Report – To be presented on the day

Appendices:
Appendix 1 Values and Culture in the FRS Recommendations

HMICFRS recommendations

Appendix 1

Recommendation	Responsibility
1. By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes	CFOs
2. By 1 October 2023, National Employers, the Local Government Association and the National Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then ensure that all FRS staff have access to an independent reporting line that can be used as a confidential way to raise concerns outside their own FRS.	LGA/NFCC
3. By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable	CFOs
4. By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved	CFOs
5. By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	CFOs
6. By 1 January 2024, the Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks.	HO/MOJ
7. By 1 May 2024, the Home Office, working with the fire and rescue sector, should make sure that the Police Act 1997 (Criminal Records) Regulations 2002, or a similar appropriate legislatively enabled solution, makes detailed provisions for fire and rescue services.	HO
8. By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and underpinning guidance. It should: <ul style="list-style-type: none"> • clearly state the requirements for background checks undertaken by services; • clarify the minimum requirements (including levels of DBS checks) for all roles, particularly roles where staff have access to vulnerable members of the public; • define the standards required to embed a culture across fire and rescue services that empowers all members of staff and local communities to report concerns; and • be subject to review following any legislative change 	FSB/NFCC

<p>9. By 1 January 2024, chief fire officers should:</p> <ul style="list-style-type: none"> • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and 	CFOs
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Recommendation	Responsibility
<p>communities they serve; and</p> <ul style="list-style-type: none"> • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board 	
<p>10. By 1 September 2023, chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services.</p>	Police
<p>11. By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances</p>	FSB/NFCC
<p>12. By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling</p>	CFOs
<p>13. By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle misconduct and safeguarding-related allegations and outcomes. These should include requirements to:</p> <ul style="list-style-type: none"> • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutrality of the investigation panel/person. 	FSB/NFCC
<p>14. By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.</p>	CFOs
<p>15. By 1 October 2023, the Home Office should work with the National Fire Chiefs Council and fire and rescue service employers to make sure there is a process to handle misconduct allegations against chief fire officers. The Home Office should immediately notify HMICFRS of any allegations and outcomes that it is aware of.</p>	HO/NFCC
<p>16. By 1 October 2023, the National Fire Chiefs Council should develop and manage a national barred list that holds details of staff who have been dismissed for gross misconduct (including staff who have already left services). It should ensure that this list is referred to in all appointment processes to prevent those who are barred from rejoining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list</p>	NFCC
<p>17. With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:</p> <ul style="list-style-type: none"> • involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades. 	CFOs

18. By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	CFOs
19. By 1 July 2023, the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.	HO
20. By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard.	CFOs

Recommendation	Responsibility
21. By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	CFOs
22. By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports	CFOs
23. By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	CFOs
24. By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	CFOs
25. By 1 January 2025, the Government should establish a College of Fire and Rescue, as proposed by the White Paper Reforming our Fire and Rescue Service. There should be no further delay to its implementation.	HO
26. By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	CFOs/NFCC/ HO
27. By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit	CFOs
28. By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	CFOs
29. By 1 December 2023, the Home Office should publish greater detail on the protected characteristic data it collects about FRS staff, including joiners and leavers, by rank and role.	HO

30. By 30 December 2024, the Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data.	HO
31. By 1 December 2024, the Home Office should collect and publish experimental statistics on public complaints and conduct matters in relation to FRS staff, similar to that which it currently publishes on police forces in England and Wales.	HO
32. By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct entry opportunities.	CFOs
33. By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity	CFOs
34. With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	CFOs

Recommendation	Responsibility
35. By the end of this Parliament, the Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England	HO

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 10
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

POLICIES AND PROCEDURES OF THE SERVICE**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES
REPORT PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE
SUPPORT**SUMMARY**

To provide the Scrutiny Committee with an overview of the management and review process of the policies and procedures within the Service.

RECOMMENDATIONS

That Members note the management and review process of the policies and procedures within the Service and identify areas of interest that the Committee wishes to further review.

1. BACKGROUND

- 1.1 The South Wales Fire & Rescue Fire & Rescue Authority has appointed the Scrutiny Committee set out to discharge the functions conferred by section 21 of the Local Government Act 2000.
- 1.2 Within the Terms of Reference of the committee there are details identifying the requirements of the committee to apply scrutiny under the following specific functions:
 - Policy Development and Review
 - Scrutiny
 - Finance
 - Performance
- 1.3 The purpose of this report is to provide the Scrutiny Committee with an overview of the management and review process of the policies and procedures of the Service to enable the Committee to determine areas of interest for scrutiny under the specific Policy Development and Review function.

2. ISSUE

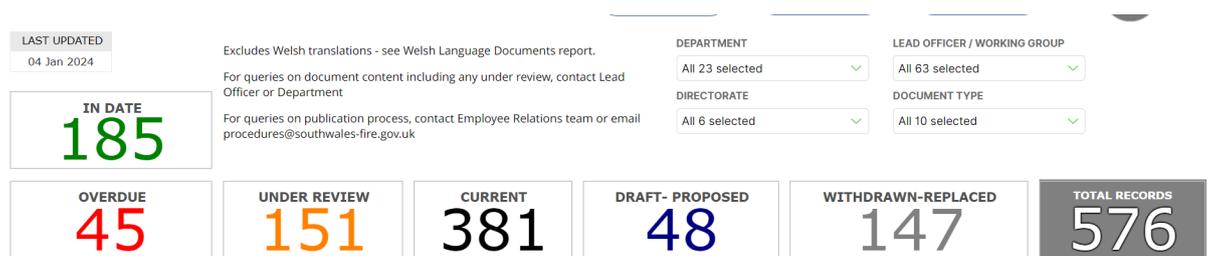
2.1 In the previous meeting on 11 December 2023 following a report of Policies and Procedures of the Service, the committee requested to receive a further report detailing the management review process for policies and procedures.

2.2 A BMIS site has been created to provide officers with visibility of the document status of policies and procedures to enable more effective and proactive management. The BMIS site has a number of sections which enable responsible officers to identify the status of the documents and due dates for review.

2.3 There are 10 document types of policies and procedures that are managed by the process. Those are:

- A&E – Appliance and Equipment Notes
- C/M – Communications and Mobilising
- CP – Corporate Policy
- HSGN – Health & Safety Guidance Notes
- ISMS – Information Security Management System
- JFC – Joint Fire Control HR Procedures
- OP – Service Procedures
- SOP – Standard Operational Procedures
- T&D – Operational Training
- TNG – Training (all replaced/withdrawn)

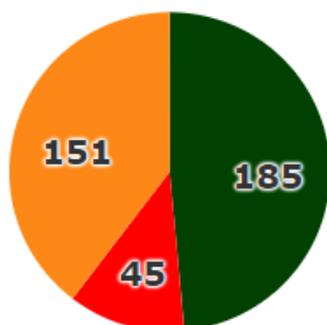
2.4 Below is a screen shot of the overall BMIS Dashboard headlines.



The table below shows the number of documents under each status category for each document type.

STATUS	Count										
	A&E	C/M	CP	HSGN	ISMS	JFC	OP	SOP	T&D	TNG	Total
Current	103	0	10	21	9	0	31	52	4	0	230
Draft	12	0	0	0	0	0	3	4	0	0	19
Proposed	1	0	0	1	14	0	1	7	5	0	29
Replaced	2	0	0	0	0	0	4	25	0	3	34
Under Review	50	3	0	1	1	1	57	28	10	0	151
Withdrawn	20	1	0	2	3	0	35	44	1	7	113
Total	188	4	10	25	27	1	131	160	20	10	576

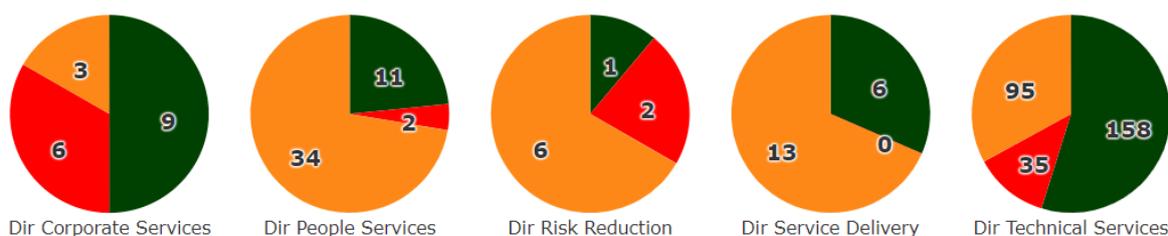
2.5 In summary there are 381 current policies and procedures of which the BMIS site indicates:



- 185 are in date
- 45 are overdue
- 151 are under review

2.6 The status by Directorate can be seen below:

Document Status by Directorate (Active Documents)



2.7 The document review schedule as seen in Appendix 1 below shows that documents review dates range from 2010 to 2031. Reviewing the table it can be seen that:

Review Due Flag	Staus	
In date	Current	185
In date	Under Review	4
Overdue	Current	45
Overdue	Under review	147
		381

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Well-Being Of Future Generations (Wales) Act	Yes
Socio Economic Duty	Yes
Sustainability / Environment / Carbon Reduction	Yes
Safeguarding	Yes

Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

3.1.1 By supporting scrutiny of Policy Development and Review, the Authority is supporting all of the above areas under community and environment.

3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	Yes
Procurement	Yes
Corporate Risk	Yes
Information Management	Yes
Data Protection / Privacy	Yes
Health, Safety and Wellbeing	Yes
Governance & Audit	Yes
Service Policy	Yes
National Policy	Yes

3.2.1 The act of Policy Development and Review supports all the sections above by either contributing to development or by instigating discussion and action in the interested departments and functions mentioned above.

3.3 Resources, Assets and Delivery

Human Resources and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	Yes
Budget Revenue/Capital	Yes

3.3.1 The act of Policy Development and Review supports all the sections above.

4. RECOMMENDATIONS

4.1 That Members note the management and review process of the policies and procedures within the Service and identify areas of interest that the Committee wishes to further review.

Contact Officer:	Sarah Watkins Head of Corporate Support
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Background Papers:	Date	Source/Contact
None		

Appendices:	
Appendix 1	Document Review Schedule

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APPENDIX 1

Document Review Schedule

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
HR	OP-02.017	Compensatory Leave Policy	Overdue	Under Review	20/08/2010
HR	OP-02.028	Policy on Employment Protection and Early Retirement and Severance Conditions	Overdue	Under Review	22/12/2011
ORM	OP-03.001	Uniform & Personal Equipment	Overdue	Under Review	01/11/2014
ORM	OP-01.006	Aids To Vision On The Fireground	Overdue	Under Review	24/06/2016
ORM	A&E/-122	Descenders	Overdue	Under Review	25/07/2016
HR	OP-02.035	Special Leave	Overdue	Under Review	25/11/2016
HR	OP-01.002	Alcohol, Drug and Substance Misuse	Overdue	Under Review	04/04/2017
ORM	OP-03.006	Research and Development, Issue and Control Procedures for Operational Appliances and Equipment	Overdue	Under Review	15/05/2017
HR	OP-02.023	Employment, Redeployment and Reasonable Adjustments under the Equality Act (2010)	Overdue	Under Review	16/04/2018
HR	OP-02.014	Family Friendly Procedures	Overdue	Under Review	23/04/2018
ORM	A&E/-105	Emergency Rescue Boat ERB 400	Overdue	Under Review	15/07/2018
HR	OP-01.001	Occupational Health Services	Overdue	Under Review	25/02/2019
ORM	SOP-6.2.2	Mass Decontamination - Members of the Public	Overdue	Under Review	15/04/2019
ORM	A&E/-117	Ropes and Lines	Overdue	Under Review	13/06/2019
ORM	OP-03.005	Procedure for the Testing and Maintenance of Operational Equipment	Overdue	Under Review	02/08/2019
HR	OP-02.022	Dignity at Work	Overdue	Under Review	07/12/2019
BSU	OP-01.008	Fire Alarm and Emergency Evacuation Plans for South Wales Fire and Rescue Service Headquarters	Overdue	Under Review	12/12/2019
HR	OP-02.007	Discipline Procedure	Overdue	Under Review	12/01/2020
HR	OP-02.002	On-Call Personnel working the Retained Duty System	Overdue	Under Review	13/02/2020
HR	OP-02.019	Capability Procedure	Overdue	Under Review	13/02/2020
HR	OP-04.006	Negotiation and Consultation Procedure	Overdue	Under Review	13/02/2020
HR	OP-02.013	Welfare and Attendance Monitoring	Overdue	Under Review	17/02/2020
HR	OP-02.008	Grievance Resolution Procedure	Overdue	Under Review	17/02/2020
Fire Control	C&M-06.02	High Rise - Life Saving Guidance	Overdue	Under Review	01/03/2020
Fire Control	C&M-06.03	Water Rescue - Life Saving Guidance	Overdue	Under Review	01/03/2020
Fire Control	C&M-06.04	Road Traffic Collision and Machinery Entrapment - Life Saving Guidance	Overdue	Under Review	01/03/2020
ORM	SOP-6.5	Decontamination	Overdue	Under Review	28/03/2020
Community Safety	OP-01.009	Domestic Abuse and Sexual Violence Workplace Policy	Overdue	Under Review	24/04/2020
ORM	A&E/-152	Sundstrom SR1001/2 mask respirator	Overdue	Under Review	27/04/2020
ORM	A&E/-093	Ship Firefighting Equipment	Overdue	Under Review	25/05/2020
HR	OP-02.001	Wholetime Personnel	Overdue	Under Review	04/08/2020
HR	OP-02.030	Probation Procedures	Overdue	Under Review	22/08/2020
ORM	A&E/-153	Lyon Synergy Rescue Harness	Overdue	Under Review	06/09/2020
HR	OP-02.050	Restricted Duties	Overdue	Under Review	16/10/2020
ORM	A&E/-021	Disc Cutters & Angle Grinders	Overdue	Under Review	13/11/2020
ORM	SOP-5.2	Acetylene	Overdue	Under Review	16/11/2020
ORM	SOP-5.11	Liquefied Petroleum Gas (LPG)	Overdue	Under Review	27/11/2020
ORM	A&E/-024	Inflatable Rescue Paths	Overdue	Under Review	11/12/2020
HR	OP-01.005	Managing and Preventing Stress in the workplace	Overdue	Under Review	14/12/2020
ORM	A&E/-155	Petzl Newton Fast Jak Harness	Overdue	Under Review	16/01/2021
ORM	A&E/-067	Extend and Climb Telescopic Ladder	Overdue	Under Review	25/01/2021
ORM	A&E/-089	Stretcher – MIBS	Overdue	Under Review	25/01/2021
ORM	A&E/-103	Boat - Picton Cobra 6.0m RIB	Overdue	Under Review	25/01/2021

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	A&E/-065	Hampshire Quick Release System (LAR)	Overdue	Under Review	16/02/2021
Community Safety	OP-02.033	Volunteering within South Wales Fire and Rescue Service	Overdue	Under Review	19/02/2021
ORM	A&E/-086	Synergy Reach Pole	Overdue	Under Review	06/03/2021
ORM	SOP-6.2.4	White Powder & Suspect Substances	Overdue	Under Review	08/03/2021
ORM	SOP-5.9	Asbestos Containing Material (ACM)	Overdue	Under Review	16/03/2021
ORM	A&E/-088	Stretcher – Ferno Scoop	Overdue	Under Review	06/04/2021
ORM	A&E/-090	Stretcher – Ferno Basket	Overdue	Under Review	06/04/2021
Finance	OP-05.002	Anti-Fraud and Anti-Bribery Policy	Overdue	Under Review	26/04/2021
HR	OP-02.005	Equality and Diversity Statement	Overdue	Under Review	27/04/2021
Fire Control	JFC-HR 01	Annual Leave and Public Holidays	Overdue	Under Review	04/06/2021
Fire Control	JFC-HR 02	Time in Lieu, Recall to Duty and Compensatory Leave	Overdue	Under Review	04/06/2021
Fire Control	JFC-HR 04	Rota Management Procedure	Overdue	Under Review	04/06/2021
BFS	OP-09.005	Fire Safety Management of South Wales Fire and Rescue Service Premises	Overdue	Under Review	21/06/2021
HR	OP-02.052	Employee Wellbeing	Overdue	Under Review	16/07/2021
HR	OP-02.047	Job Share	Overdue	Under Review	30/07/2021
Finance	OP-05.006	Hospitality and Gifts	Overdue	Under Review	17/08/2021
ORM	SOP-5.12	Liquefied Natural Gas (LNG)	Overdue	Under Review	07/09/2021
HR	OP-02.036	Travelling, Subsistence and Travel Time Claims	Overdue	Under Review	26/09/2021
HR	OP-02.018	Refund of Sick Pay to the Service Following a Damages Claim against a Third Party	Overdue	Under Review	20/11/2021
HR	OP-02.001B	Annual Leave and Public Holidays for Wholetime Personnel	Overdue	Under Review	28/11/2021
HR	OP-02.002B	Annual leave and Public Holidays for On-Call Personnel working the Retained Duty System	Overdue	Under Review	28/11/2021
HR	OP-02.004B	Annual Leave and Public Holidays for Corporate Staff	Overdue	Under Review	28/11/2021
ORM	SOP-5.3	Chemical Incidents	Overdue	Under Review	20/12/2021
Training & Development	SOP-3.5	Farms & Agrochemical Storage	Overdue	Under Review	08/02/2022
ORM	A&E/-142	Go Jacks 6200	Overdue	Under Review	12/02/2022
ORM	A&E/-069	Stabfast Stabilisation System	Overdue	Under Review	14/02/2022
ORM	SOP-4.3	Aircraft Incidents	Overdue	Under Review	18/02/2022
ORM	A&E/-061	Bag Valve Mask (BVM)	Overdue	Under Review	18/02/2022
ORM	A&E/-074	6 Pod Magnetic Lighting Unit	Overdue	Under Review	18/02/2022
Training & Development	T&D 02.009	Large Animal Rescue	Overdue	Under Review	27/02/2022
Training & Development	T&D 02.007	Safe Working at Height	Overdue	Under Review	27/02/2022
Training & Development	T&D 02.020	Water Rescue	Overdue	Under Review	27/02/2022
Training & Development	T&D 02.016	Bariatric Rescues	Overdue	Under Review	28/02/2022
Risk Reduction	SOP-3.7	Refuse & Waste Disposal Sites	Overdue	Under Review	01/03/2022
Training & Development	T&D 02.008	Rope Rescue	Overdue	Under Review	01/03/2022
ORM	A&E/-143	Chains/chain sets and lifting ancillary equipment	Overdue	Under Review	13/03/2022
ORM	A&E/-138	Ferno Titan-TI Tapered Basket Stretcher	Overdue	Under Review	29/03/2022
ORM	A&E/-165	Hi-Combat Mini Turbex-Portable Foam Generator and Netting	Overdue	Under Review	08/04/2022
ORM	A&E/-167	Expandol LT High Expansion Foam Concentrate	Overdue	Under Review	08/04/2022
ORM	A&E/-169	Angus Foam Inductor 225, 450, 900	Overdue	Under Review	08/04/2022
ORM	A&E/-170	Angus 225, 450, 900 & Angus Mex 225U Foam Branch	Overdue	Under Review	08/04/2022
ORM	A&E/-171	Portable Smoke Blocker F70 Pro	Overdue	Under Review	08/04/2022
ORM	A&E/-172	Hex Amor Elite Technical Glove 4011	Overdue	Under Review	08/04/2022
Training & Development	T&D 02.006	Road Traffic Collisions (RTC)	Overdue	Under Review	16/04/2022
Operations	SOP-6.1	Incident Command	Overdue	Under Review	30/04/2022
Training & Development	T&D 02.019	Compartment Fire Behaviour Instructor's Health Management	Overdue	Under Review	03/05/2022
ORM	SOP-2.4	Flooding	Overdue	Under Review	28/05/2022

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	SOP-3.11	Bulk Tyre Fires	Overdue	Under Review	31/05/2022
ORM	SOP-5.5	Radiation Incidents	Overdue	Under Review	31/05/2022
ORM	SOP-5.7	Explosives	Overdue	Under Review	31/07/2022
ICT	ISMS 011	Removable Media/Mobile Data Devices	Overdue	Under Review	06/08/2022
ORM	OP-03.008	Security Alerts at SWFRS Establishments	Overdue	Under Review	08/08/2022
ORM	A&E/-107	Lock Snapping Kit	Overdue	Under Review	08/08/2022
ORM	A&E/-109	NRW Absorbent Pads & Booms	Overdue	Under Review	08/08/2022
ORM	A&E/-110	NRW Containment Equipment	Overdue	Under Review	12/08/2022
ORM	A&E/-016	Fire Service Ladders	Overdue	Under Review	13/08/2022
ORM	A&E/-092	KED (Kendrick Extrication Device)	Overdue	Under Review	13/08/2022
ORM	A&E/-141	Evacuation Rafts	Overdue	Under Review	13/08/2022
ORM	A&E/-150	Multi-Function Lightweight Kit	Overdue	Under Review	13/08/2022
ORM	SOP-6.2	Major Incidents & Multi-Agency Procedures	Overdue	Under Review	14/08/2022
ORM	A&E/-053	Compressed Air High Pressure Reducer	Overdue	Under Review	14/08/2022
ORM	A&E/-062	Lukas Hydraulic Rescue Equipment	Overdue	Under Review	14/08/2022
ORM	A&E/-039	Water Rescue (Type "D"- Wading) Personal Protective Equipment	Overdue	Under Review	15/08/2022
ORM	A&E/-132	NRW Oko-Tech Boom (cat 2)	Overdue	Under Review	15/08/2022
ORM	A&E/-144	Rhyno windshield cutter	Overdue	Under Review	15/08/2022
ORM	SOP-6.17	Message in a bottle Scheme	Overdue	Under Review	20/08/2022
ORM	A&E/-076	Swift Water Rescue Technician (Type "B/C") Personal Protective Equipment	Overdue	Under Review	21/08/2022
ORM	A&E/-137	Rescue Sled RS 5	Overdue	Under Review	22/08/2022
ORM	A&E/-112	Godiva Powerflow 8/5 and 10/10	Overdue	Under Review	10/09/2022
ORM	A&E/-114	Ejector Pumps	Overdue	Under Review	10/09/2022
Occupational Health	A&E/-031	Fitness Equipment	Overdue	Under Review	23/09/2022
ORM	SOP-6.6	FireMet & CHEMET	Overdue	Under Review	27/09/2022
ORM	SOP-5.4	Biological Hazards & Procedures	Overdue	Under Review	27/09/2022
ORM	SOP-6.2.1	CBRN(e) Incidents	Overdue	Under Review	27/09/2022
ORM	SOP-6.2.3	Individual Chemical Exposure	Overdue	Under Review	27/09/2022
Community Safety	OP-09.001	Home Safety Engagement Visits and Fitting Smoke Detectors	Overdue	Under Review	01/11/2022
Training & Development	T&D 02.015	Development to Competent Pay	Overdue	Under Review	18/11/2022
Operations	OP-08.002	Responding to Spate Conditions	Overdue	Under Review	22/11/2022
Operations	OP-08.007	Riding Strength On Pumping Appliances	Overdue	Under Review	22/11/2022
ORM	OP-06.002	Security on Fire Stations	Overdue	Under Review	22/11/2022
ORM	SOP-3.2	High Rise Firefighting	Overdue	Under Review	16/12/2022
HR	OP-02.029	Continual Professional Development	Overdue	Under Review	18/12/2022
ORM	SOP-3.6	Tactical Ventilation	Overdue	Under Review	24/12/2022
ORM	SOP-4.2	Incidents On or Near Railways	Overdue	Under Review	24/12/2022
ORM	A&E/-027	Safety Torches	Overdue	Under Review	03/01/2023
Health, Safety & Wellbeing	HSGN 23	The Management of Serious and Fatal Injuries to a SWFRS Employee in the Course of Their Duty	Overdue	Under Review	21/01/2023
ORM	OP-03.009	South Wales Fire and Rescue Service Vehicle Lease Scheme	Overdue	Under Review	21/01/2023
Training & Development	T&D 02.004	Emergency Response Driving	Overdue	Under Review	24/02/2023
ORM	A&E/-004	Dräger Breathing Apparatus Set	Overdue	Under Review	23/03/2023
Fire Control	JFC-HR 06	Discipline Procedure	Overdue	Under Review	30/03/2023
ORM	OP-08.005	The Operational Development and Review Team	Overdue	Under Review	06/04/2023
Fire Control	JFC-HR 03	Joint Fire Control Workforce Progression	Overdue	Under Review	16/04/2023
Fire Control	JFC-HR 10	Internal Interviews	Overdue	Under Review	17/04/2023
Training & Development	SOP-5.10	Working & Rescues at Height	Overdue	Under Review	11/05/2023

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
Training & Development	T&D 02.011	Operational Instructor Competencies	Overdue	Under Review	16/05/2023
ORM	SOP-2.5	Animal Rescue	Overdue	Under Review	12/06/2023
ORM	A&E/-081	Slix Stretcher	Overdue	Under Review	12/06/2023
ORM	A&E/-108	NRW Drain Blockers	Overdue	Under Review	12/06/2023
ORM	A&E/-111	GFG G450 Multi Gas Detector	Overdue	Under Review	12/06/2023
ORM	SOP-2.1	Confined Spaces	Overdue	Current	15/06/2023
ORM	SOP-2.10	Wind Turbines	Overdue	Under Review	25/06/2023
ORM	A&E/-119	Hose Fittings (cat 4)	Overdue	Current	25/06/2023
ORM	A&E/-124	Jafco & Baylink Tools	Overdue	Current	25/06/2023
ORM	A&E/-127	Portable Electric Generators (cat 7)	Overdue	Current	25/06/2023
ORM	T&D 02.002	Breathing Apparatus	Overdue	Current	02/07/2023
Training & Development	T&D 02.005	Immediate Emergency Care (IEC)	Overdue	Current	02/07/2023
ORM	A&E/-078	Savox Escape Set	Overdue	Current	08/07/2023
ORM	A&E/-146	PELI 9460 Area lighting system	Overdue	Current	08/07/2023
ORM	SOP-5.13	Lithium Batteries	Overdue	Current	10/07/2023
ORM	A&E/-125	BA Guidelines (cat 1)	Overdue	Current	15/07/2023
Training & Development	T&D 02.010	Incident Command	Overdue	Current	15/07/2023
ORM	A&E/-006	RADOS RDS-200 Universal Survey Meter	Overdue	Current	16/07/2023
ORM	A&E/-068	Vetter Leak Sealing Equipment	Overdue	Current	24/07/2023
ORM	A&E/-115	Electric Submersible Pumps	Overdue	Current	24/07/2023
Community Safety	OP-09.004	Disused and Unoccupied Buildings	Overdue	Current	28/07/2023
Community Safety	OP-09.003	Firesetting Intervention Scheme Procedure	Overdue	Under Review	28/07/2023
HR	OP-02.026	Responding to Requests for References	Overdue	Current	29/07/2023
HR	OP-02.040	Personal Relationships in the Workplace	Overdue	Current	29/07/2023
HR	OP-06.001	Production and Control of Service Information Manual Documents	Overdue	Under Review	29/07/2023
HR	OP-01.004	Health & Fitness Procedures	Overdue	Under Review	29/07/2023
ORM	A&E/-070	Water Dams	Overdue	Current	29/07/2023
ORM	A&E/-104	Boat - Pioner Multi 5 Metre	Overdue	Current	29/07/2023
BFS	OP-09.007	Prohibition/Restriction Notices under the Regulatory Reform (Fire Safety) Order 2005	Overdue	Current	03/08/2023
ORM	A&E/-013	Decontamination Shower - MD4	Overdue	Current	05/08/2023
ORM	A&E/-009	Air Inflated Shelters	Overdue	Current	06/08/2023
ORM	A&E/-051	K9 Portable Work Lights	Overdue	Current	06/08/2023
ORM	A&E/-097	Weber Rescue High Pressure Stackable Airbag	Overdue	Current	06/08/2023
ORM	A&E/-098	Weber Rescue Low Pressure Lifting Bags	Overdue	Current	06/08/2023
ORM	A&E/-099	Oxylitre Entonox Set	Overdue	Current	06/08/2023
ORM	A&E/-120	Lanyards – Fall Arrest & Work Positioning	Overdue	Current	11/08/2023
ORM	A&E/-038	The Crewsaver Crewfit Lifejacket	Overdue	Current	22/08/2023
Health, Safety & Wellbeing	HSGN 17	Safety Flash	Overdue	Current	24/08/2023
Fleet & Engineering	OP-03.003	Fleet & Engineering	Overdue	Current	09/09/2023
Information Governance	ISMS 012	Managing Information Security Incidents	Overdue	Current	28/09/2023
Information Governance	ISMS 016	CCTV and Image Recording Systems	Overdue	Current	28/09/2023
Information Governance	ISMS 020	Data Protection	Overdue	Current	28/09/2023
Information Governance	ISMS 021	Freedom of Information Act 2000 and Environmental Information Regulations 2004	Overdue	Current	28/09/2023
Information Governance	ISMS 025	Sharing and Disclosure of Personal Information	Overdue	Current	28/09/2023
ORM	A&E/-058	Air/Water Lance	Overdue	Current	13/10/2023
ORM	A&E/-151	Stihl BR800 Leafblower	Overdue	Current	15/10/2023
HR	OP-02.032	Promotion Processes for Wholetime and On-Call Personnel working the Retained Duty System	Overdue	Under Review	31/10/2023

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	A&E/-163	Fire Escape Hood	Overdue	Current	11/11/2023
Health, Safety & Wellbeing	HSGN 13	Personal Protective Equipment (PPE)	Overdue	Current	28/11/2023
ORM	A&E/-026	Belzer Ring Cutter	Overdue	Current	17/12/2023
Health, Safety & Wellbeing	HSGN 14	Risk Assessment	Overdue	Current	21/12/2023
ORM	A&E/-135	Water Rescue Torches & Handlamps	Overdue	Current	22/12/2023
Information Governance	ISMS 026	Requests for Surveillance under RIPA legislation	Overdue	Current	28/12/2023
ORM	A&E/-018	Gloves	Overdue	Current	29/12/2023
Health, Safety & Wellbeing	HSGN 02	General Health & Safety Policy	Overdue	Current	30/12/2023
Health, Safety & Wellbeing	HSGN 10	Control of Substances Hazardous to Health (COSHH)	In Date	Current	04/01/2024
ORM	A&E/-050	Ratchet Strap System	In Date	Current	25/01/2024
ORM	SOP-5.6	Civil & Local Disturbances	In Date	Current	03/03/2024
ORM	SOP-5.1.2	Photovoltaic Cells (Solar Panels)	In Date	Current	17/03/2024
Health, Safety & Wellbeing	HSGN 04	Safety Representatives and Safety Committees	In Date	Current	09/04/2024
HR	OP-02.041	Retirement and Resignation	In Date	Current	27/04/2024
HR	JFC HR 08	Capability Procedure	In Date	Under Review	01/05/2024
ORM	A&E/-113	Jason's Cradle (Marine Recovery System)	In Date	Current	11/05/2024
ORM	OP-04.004	Review and Debrief Procedures	In Date	Current	15/06/2024
ICT	ISMS 002	Internet and E-mail usage Procedures	In Date	Current	28/07/2024
ICT	ISMS 001	Information Security Management System – Summary	In Date	Current	02/08/2024
ORM	A&E/-014	Defibrillator Zoll AED Plus	In Date	Current	25/08/2024
ORM	SOP-4.1.2	Vehicles - Firefighting & Rescues	In Date	Current	13/09/2024
Service Performance & Communication	OP-04.007	Communicating through Social Media	In Date	Current	28/09/2024
ORM	SOP-6.11	British Red Cross Fire & Emergency Support Service (FESS)	In Date	Current	11/10/2024
ORM	A&E/-001	Holmatro Powershore Equipment	In Date	Current	13/10/2024
Health, Safety & Wellbeing	HSGN 25	Managing Snow & Ice at SWFRS Premises	In Date	Current	21/10/2024
Health, Safety & Wellbeing	HSGN 11	Display Screen Equipment	In Date	Current	03/11/2024
Health, Safety & Wellbeing	HSGN 08	Occupational Road Risk Procedure	In Date	Current	15/11/2024
Corporate	CP-10	Business Continuity Policy	In Date	Current	29/11/2024
ORM Resilience & Planning	OP-10.001	Business Continuity Management Planning Procedure	In Date	Current	29/11/2024
ORM	SOP-6.12	Incidents in Other Fire & Rescue Service Areas	In Date	Current	07/12/2024
ORM	OP-03.007	Provision of Water for Fire Fighting	In Date	Current	08/12/2024
Risk Reduction	SOP-6.8	Fire Scene Investigation	In Date	Current	13/12/2024
Corporate	CP-01	Health and Safety	In Date	Current	14/12/2024
ORM	OP-01.007	Work Related Violence Procedures	In Date	Current	14/12/2024
ORM	OP-02.051	Standards and Expectations	In Date	Current	14/12/2024
ORM	SOP-2.2	Ice & Unstable Ground	In Date	Current	23/12/2024
ORM	A&E/-129	Head Collar & Lead Rope (cat 6)	In Date	Current	29/12/2024
ORM	SOP-6.20	Salvage Operations	In Date	Current	04/01/2025
ORM	A&E/-064	Flexible Backpack Sprayer	In Date	Current	10/01/2025
ORM	A&E/-096	Water Rescue Reach Pole - Telescopic	In Date	Current	10/01/2025
ORM	A&E/-123	Ferno Millennia Longboard (cat 10)	In Date	Current	10/01/2025
ORM	A&E/-145	Fuel Management System	In Date	Current	10/01/2025
ORM	SOP-6.2.7	Improvised Explosive Devices & Home Made Explosives	In Date	Current	21/01/2025
BFS	OP-09.012	Public Events Risk Management	In Date	Current	25/01/2025
ORM	A&E/-012	Aerial Appliance Anemometers	In Date	Current	25/01/2025
ORM	A&E/-020	Tirfor Winches	In Date	Current	25/01/2025
ORM	A&E/-025	Drill Dummy	In Date	Current	25/01/2025

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	A&E/-032	Timber Cribbing	In Date	Current	25/01/2025
ORM	A&E/-100	Stretcher - Sure Line Sked	In Date	Current	25/01/2025
ORM	A&E/-042	Paratech Rescue Support System (Trench Kit)	In Date	Current	26/01/2025
ORM	A&E/-044	Ground Monitors	In Date	Current	31/01/2025
Health, Safety & Wellbeing	HSGN 20	The Control of Vibration at Work	In Date	Current	02/02/2025
Property	HSGN 19	Management of Asbestos and Asbestos Containing Materials (ACMs) in Fire Authority Property Assets	In Date	Current	13/02/2025
ORM	SOP-3.1	Fighting Fires in Buildings	In Date	Current	22/02/2025
ORM	SOP-3.1.1	Fires In Basements	In Date	Current	22/02/2025
Health, Safety & Wellbeing	HSGN 16	Provisions and Use of Work Equipment	In Date	Current	01/03/2025
ORM	A&E/-095	Radio Repeater - Fern FRW-1 UHF	In Date	Current	03/03/2025
ORM	A&E/-128	Strop Guide (cat 6)	In Date	Current	03/03/2025
ORM	SOP-3.4	Wildfire & Rural Firefighting	In Date	Current	16/03/2025
ORM	SOP-3.1.2	Fires in Buildings Under Construction or Demolition	In Date	Current	04/04/2025
ORM	A&E/-159	Drip Torch	In Date	Current	07/04/2025
ORM	A&E/-158	Fuel Can	In Date	Current	12/04/2025
ORM	SOP-5.8	Backdraught, Flashover & Fire Gas Ignition	In Date	Current	13/05/2025
Health, Safety & Wellbeing	HSGN 03	Injuries, Dangerous Occurrences, Reportable Diseases and Near Miss Reporting and Investigation	In Date	Current	15/05/2025
Health, Safety & Wellbeing	HSGN 21	Lone Working Procedures	In Date	Current	27/05/2025
ICT	ISMS 027	Mobile Data Terminal Security Operation	In Date	Current	08/06/2025
BFS	OP-09.008	Unwanted Fire Signals Policy	In Date	Under Review	23/06/2025
ORM	SOP-6.23	Methods of Entry	In Date	Current	21/07/2025
ORM	A&E/-073	PPE (Fire Kit, Flash Hood and Helmet)	In Date	Current	25/07/2025
ORM	SOP-5.1.1	Electricity	In Date	Current	27/07/2025
ORM	SOP-6.4	Breathing Apparatus Procedures	In Date	Current	15/08/2025
ORM	A&E/-007	Thermo-Siemens Electronic Personal Dosimeter	In Date	Current	23/08/2025
HR	OP-02.012	Trade Union Duties and Activities	In Date	Under Review	15/09/2025
ORM	SOP-6.22	Exposure of Contaminants	In Date	Current	16/09/2025
ORM	A&E/-008	Clarke "Rebel" Portable Air Compressor	In Date	Current	16/09/2025
ORM	A&E/-085	Slings & Strops - Textile	In Date	Current	16/09/2025
ORM	A&E/-154	Petzl Avao Bod Harnesses	In Date	Current	16/09/2025
ORM	A&E/-177	Rescuescender	In Date	Current	16/09/2025
Risk Reduction	SOP-3.8	Public Entertainment Venues	In Date	Current	16/09/2025
ORM	A&E/-179	Ascender Jammer	In Date	Current	21/09/2025
ORM	A&E/-180	Pitagor	In Date	Current	21/09/2025
ORM	SOP-4.5	Use of Helicopters at Incidents	In Date	Current	23/09/2025
ORM	SOP-2.9	Water Rescues & Procedures	In Date	Current	23/09/2025
ORM	SOP-6.24	Use of Mapping in the Service	In Date	Current	23/09/2025
ORM	A&E/-035	Reciprocating Power Saws	In Date	Current	23/09/2025
ORM	A&E/-178	Stretcher - EVAC Pro XL	In Date	Current	23/09/2025
ORM	SOP-4.1.1	Roads - Incidents Occuring On or Near	In Date	Current	23/09/2025
HR	OP-02.016	Career Break	In Date	Current	26/09/2025
ICT	A&E/-052	Mobile Telephones	In Date	Current	28/09/2025
ICT	OP-07.001	Telephones	In Date	Current	28/09/2025
ORM	A&E/-022	Dust/Mist Respirator	In Date	Current	29/09/2025
Health, Safety & Wellbeing	OP-01.003	Smoke-Free Procedures	In Date	Current	05/10/2025
HR	OP-02.001C	Firefighters' Pension Schemes - Scheme Pays procedure	In Date	Current	14/10/2025
ORM	OP-08.001	Operational Intelligence	In Date	Current	19/10/2025

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	A&E/-019	Safety Glasses and Goggles	In Date	Current	19/10/2025
ORM	A&E/-126	Ferno Titan 32 Bariatric Stretcher (cat 10)	In Date	Current	19/10/2025
ORM	A&E/-156	Miller Titan 1 Point Harness	In Date	Current	19/10/2025
ORM	A&E/-182	Rigging Plate	In Date	Current	19/10/2025
ORM	A&E/-015	Working at Height Pack	In Date	Current	02/11/2025
ORM	A&E/-184	Underwater Search Camera and Reach Rescue Equipment	In Date	Current	02/11/2025
ORM	A&E/-181	JAG System	In Date	Current	03/11/2025
ORM	SOP-4.4	Marine Firefighting and Rescues	In Date	Current	07/11/2025
HR	OP-02.004	Flexitime Scheme and Overtime Procedure - Corporate Staff	In Date	Current	15/11/2025
ORM	SOP-6.19	Incident Handover & Securing Premises	In Date	Current	02/12/2025
Health, Safety & Wellbeing	HSGN 06	Health and Safety Complaints Procedure	In Date	Current	08/12/2025
Health, Safety & Wellbeing	HSGN 05	Workplace Inspections	In Date	Current	21/12/2025
Finance	OP-05.003	Public Interest Disclosure Procedure (Whistleblowing)	In Date	Current	22/12/2025
Health, Safety & Wellbeing	HSGN 18	Noise at Work	In Date	Current	29/12/2025
Health, Safety & Wellbeing	HSGN 15	Control Of Contractors	In Date	Current	04/01/2026
HR	OP-02.006	Outside Employment	In Date	Current	11/01/2026
Corporate	CP-03	Our Assets	In Date	Current	18/01/2026
Corporate	CP-04	Communications, Consultation and Engagement	In Date	Current	18/01/2026
Corporate	CP-05	Finance and Procurement	In Date	Current	18/01/2026
Corporate	CP-06	Information Management	In Date	Current	18/01/2026
Health, Safety & Wellbeing	HSGN 12	Manual Handling Operations	In Date	Current	18/01/2026
Health, Safety & Wellbeing	HSGN 09	Safe Electrical Working Practice	In Date	Current	25/01/2026
HR	OP-02.024	Principles of Workforce Progression	In Date	Under Review	25/01/2026
ORM	A&E/-102	"Fire Attack System" High Pressure Fogging Unit	In Date	Current	25/01/2026
HR	OP-02.031	Permanent Transfer and Promotion Procedure - Firefighter to Watch Manager	In Date	Current	26/01/2026
HR	OP-02.038	Additional Learning Fund	In Date	Current	06/02/2026
ORM	A&E/-186	Fire Extinguishers	In Date	Current	08/02/2026
ORM	A&E/-101	MTFA PPE Equipment	In Date	Current	10/02/2026
ORM	A&E/-011	Rescue Platforms	In Date	Current	13/03/2026
ORM	A&E/-075	Air Tools	In Date	Current	13/03/2026
ORM	A&E/-118	RTC Protection Equipment	In Date	Current	13/03/2026
ORM	SOP-2.1.3	Trenches & Pits	In Date	Current	23/03/2026
ORM	A&E/-161	Carrying Sheet	In Date	Current	10/04/2026
HR	OP-02.044	Menopause Procedure	In Date	Current	10/05/2026
ORM	SOP-3.12	Thatched Roof Firefighting	In Date	Current	11/05/2026
ORM	A&E/-017	Spill Granules	In Date	Current	11/05/2026
ORM	SOP-2.1.1	Sewers	In Date	Current	12/05/2026
ORM	SOP-2.1.2	Silos	In Date	Current	12/05/2026
ORM	SOP-3.3	Chimneys & Ducts	In Date	Current	15/05/2026
ORM	SOP-2.7	Tunnel Incidents	In Date	Current	16/05/2026
ORM	A&E/-187	Trauma Bag	In Date	Current	16/05/2026
HR	OP-02.034	Secondment Procedure	In Date	Current	14/06/2026
ORM	SOP-6.13	Defibrillators - Operational Use	In Date	Current	20/06/2026
ORM	SOP-3.15	Security Smoke Machines	In Date	Current	23/06/2026
ORM	SOP-3.16	Hydrant Usage	In Date	Current	23/06/2026
ORM	SOP-6.14	Magnetic Resonance Imaging (MRI) Units	In Date	Current	26/06/2026
Risk Reduction	SOP-3.9	Secure Accommodation	In Date	Current	26/06/2026

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ICT	OP-07.002	The Use of Mapping and Data in SWFRS	In Date	Current	27/06/2026
ORM	SOP-5.14	Lasers	In Date	Current	07/07/2026
ORM	SOP-6.15	Automatic Telescopic Bollards	In Date	Current	07/07/2026
ORM	SOP-5.15	Carbon Monoxide Incidents	In Date	Current	24/07/2026
ORM	SOP-6.16	Automatic Public Conveniences - Emergency Opening	In Date	Current	02/08/2026
ORM	SOP-2.3	Lifts and Escalators	In Date	Current	07/08/2026
ORM	SOP-6.10	Welfare at Incidents	In Date	Current	07/08/2026
Training & Development	SOP-1.1	Emergency Response & Arrival at the Scene	In Date	Current	14/08/2026
ORM	OP-02.015	Innovation and Improvement Scheme	In Date	Current	17/08/2026
Risk Reduction	SOP-6.18	Automatic Fire Alarm Incidents	In Date	Current	05/09/2026
ORM	A&E/-166	TFT Blitzfire Ground Monitors (Oscillating)	In Date	Current	09/09/2026
ORM	SOP-6.2.5	Illicit Drug Production	In Date	Current	09/09/2026
ORM	SOP-2.1.4	Collapsed Structures	In Date	Current	20/09/2026
ORM	A&E/-043	Galena HPX100 Foam Branch	In Date	Current	03/10/2026
ORM	SOP-3.10	Petrochemical Installations and Pipelines	In Date	Current	10/10/2026
ORM	A&E/-183	Polaris	In Date	Current	19/10/2026
ICT	HSGN 22	RF Hazards Associated with ICT Networks and Mobile Telephone Systems	In Date	Current	28/10/2026
ORM	SOP-6.2.6	Responding to Terrorist Attacks	In Date	Current	27/11/2026
Training & Development	OP-02.043	Technical Tests	In Date	Current	27/11/2026
Corporate	CP-02	Our People	In Date	Current	29/11/2026
HR	OP-02.009	Internal Interviews	In Date	Current	11/12/2026
Corporate	CP-08	Operational Response	In Date	Current	14/12/2026
Corporate	CP-09	Risk Reduction	In Date	Current	14/12/2026
Corporate	CP-07	Information Communication Technology	In Date	Current	14/12/2026
ORM	SOP-2.8	Bariatric Incidents	In Date	Current	14/12/2026
Training & Development	T&D-02.001	Training for Operational Competence	In Date	Current	12/01/2027
ORM	A&E/-116	Connectors (Rope Rescue/WAH)	In Date	Current	01/03/2027
ORM	A&E/-057	Hose Inflation Kit	In Date	Current	08/03/2027
ORM	A&E/-054	Respirex Tychem TK Gas Tight Suit (Limited Use)	In Date	Current	23/08/2027
ORM	A&E/-055	Positive Pressure Ventilation Fan	In Date	Current	24/08/2027
ORM	A&E/-056	Big Shot Catapult	In Date	Current	24/08/2027
ORM	A&E/-121	Rope Rescue Tape Slings and Wire Straps	In Date	Current	29/09/2027
ORM	A&E/-049	Operational Response	In Date	Current	03/10/2027
ORM	A&E/-063	Peristaltic Pump	In Date	Current	09/10/2027
ORM	A&E/-134	Promove Lifting Sling (cat 6)	In Date	Current	09/10/2027
ORM	A&E/-094	Excelerate Dual Thermal Camera	In Date	Current	16/10/2027
ORM	A&E/-131	Abtech RT3 Tripod (cat 6)	In Date	Current	28/10/2027
ORM	A&E/-130	Honda WH20X Fire Pump (cat 4)	In Date	Current	02/11/2027
ORM	A&E/-173	Holmatro Rescue Equipment	In Date	Current	10/11/2027
ORM	A&E/-175	Stihl Brushcutter	In Date	Current	21/11/2027
ORM	A&E/-185	Paratech Twistlock Vehicle Stabilizer (TVS)	In Date	Current	21/11/2027
Finance	OP-05.005	Procurement Procedures	In Date	Current	22/11/2027
BSU	OP-04.008	Complaints Procedure	In Date	Current	25/01/2028
ORM	A&E/-160	Basic Life Support Trainer Pack	In Date	Current	10/04/2028
ORM	A&E/-005	Trolley Jack	In Date	Current	16/05/2028
ORM	A&E/-030	Decontamination Pack	In Date	Current	14/06/2028
ORM	A&E/-029	Hose	In Date	Current	23/08/2028

DEPARTMENT	DOCUMENT REF	TITLE	REVIEW DUE FLAG	STATUS	REVIEW DUE
ORM	A&E/-037	Thermal Imaging Camera - FLIR K55	In Date	Current	23/08/2028
ORM	A&E/-048	Motorola Digital Fireground Radios	In Date	Current	24/08/2028
ORM	A&E/-066	Wet Weather Jacket and Trousers	In Date	Current	24/08/2028
ORM	A&E/-189	Flexible Backpack Sprayer Chimney Rods Hose	In Date	Current	04/09/2028
ORM	A&E/-190	Smoke Generators	In Date	Current	04/09/2028
ORM	A&E/-072	Vehicle-Mounted CCTV Cameras	In Date	Current	16/10/2028
ORM	A&E/-157	Ground Anchor	In Date	Current	16/10/2028
ORM	A&E/-106	Milpro IRB-380 Inflatable Rescue Boat 3.8m	In Date	Current	25/01/2029
ORM	A&E/-174	Hooligan Tool	In Date	Current	04/01/2031

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 11
5 FEBRUARY 2024

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

CONSULTATION RESPONSE ACTIVITY BY THE SERVICE**THIS REPORT IS FOR INFORMATION**REPORTED APPROVED BY DIRECTOR OF CORPORATE SERVICES
REPORTED PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE
SUPPORT**SUMMARY**

To provide the Scrutiny Committee the assurance that the Service actively engages in consultations from other bodies to provide support to actively open democracy and to ensure that the views and opinions of the Service help shape both public policy and sector specific activity.

RECOMMENDATIONS

- That Members note the consultation process within the Service and take assurance that the Service plays an active role in both public and sector specific consultations.
- That Members note the content of the consultation responses to:
 - Draft Annual Report 2024/25 Independent Remuneration Panel for Wales
 - Draft Fire Standards Internal Governance

1. BACKGROUND

- 1.1 Consultation is an important activity undertaken by public bodies. By consulting effectively, it can improve both the making of policy and its implementation. It enables communities and organisations to articulate concerns and identify the appropriate responses and solutions to problems that may affect them. It also enables communities and organisations to provide support to policy, initiatives, and their implementations when it aligns with their core interests.

- 1.2 Taking part in consultations provides the Service a voice and an opportunity to influence important decisions. Allowing the Service to articulate concerns and professional opinions provides many benefits by becoming more informed on the topic and having the opportunity to hear conflicting beliefs and ideas and to gain respect for differing perspectives. Consultation provides an opportunity to influence important decisions.
- 1.3 The purpose of this report is to advise the Committee of the consultation process deployed within the Service and to advise the Committee of recent consultation responses.

2. ISSUE

- 2.1 Open Consultations run by the Welsh Government, National Fire Chiefs Council and other bodies are circulated to the appropriate Head of Service who determines if a response will be submitted and coordinates that activity on behalf of the Service. The responses are then reported internally during the Senior Management Team Business Meeting which occurs monthly.
- 2.2 A library of consultation responses has been established within the Service so that there is a curated history of consultation responses submitted on behalf of the Service.
- 2.3 The Service also has a Survey page on the intranet for internal and external consultations which provides the opportunity for staff members to respond to appropriate consultations and questionnaires.
- 2.4 Appendices 1 and 2 to this report details the Draft Annual Report 2024/25 Independent Remuneration Panel for Wales (IRPW) and associated consultation response submitted by the Service.
- 2.5 Appendices 3-5 to this report detail the supporting reports and consultation response submitted by the Service for the NFCC Draft Fire Standard Internal Governance.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Well-Being Of Future Generations (Wales) Act	Yes
Socio Economic Duty	Yes
Sustainability / Environment / Carbon Reduction	Yes
Safeguarding	Yes

Consultation and Communications	Yes
Consultation with Representative Bodies	No
Impact Assessment	No

3.1.1 By supporting the consultation processes both external and internal the Service is supporting consultation and communication as well as Equality, Diversity and Inclusion. Many Welsh Government consultations reference the Welsh Language, the Well-Being of Future Generations (Wales) Act, Safeguarding and the Socio Economic Duty.

3.1.2 Consultation and responses are circulated electronically within the Service supporting the sustainability elements of the above.

3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	Yes
Procurement	Yes
Corporate Risk	Yes
Information Management	Yes
Data Protection / Privacy	Yes
Health, Safety and Wellbeing	Yes
Governance & Audit	Yes
Service Policy	Yes
National Policy	Yes

3.2.1 The act of engaging in the consultation processes of these bodies supports all the sections above by either contributing to development or by instigating discussion and action in the interested departments and functions mentioned above.

3.3 Resources, Assets and Delivery

Human Resources and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	Yes
Budget Revenue/Capital	Yes

3.3.1 The act of engaging in the consultation processes of these bodies supports all the sections above by instigating discussion and action in the interested departments and functions mentioned above.

4. RECOMMENDATIONS

- 4.1 That Members note the consultation process within the Service and take assurance that the Service plays an active role in both public and sector specific consultations.
- 4.2 That Members note the content of the consultation responses to:
- Draft Annual Report 2024/25 Independent Remuneration Panel for Wales.
 - Draft Fire Standards Internal Governance

Contact Officer:	Sarah Watkins Head of Corporate Support
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Background Papers:	Date	Source/Contact
None		

Appendices	
Appendix 1	Link to IRPW Draft annual Report 2024/25 https://www.gov.wales/independent-remuneration-panel-wales-draft-annual-report-2024-2025-html
Appendix 2	Consultation on Draft Annual Report 2024/25 IRPW
Appendix 3	Draft Fire Standards Internal Governance
Appendix 4	Internal Governance and Assurance Glossary
Appendix 5	Internal Governance FS Consultation Questions

Appendix 1

Link to IRPW Draft annual Report 2024/25

<https://www.gov.wales/independent-remuneration-panel-wales-draft-annual-report-2024-2025-html>

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Adroddiad Blynyddol drafft Panel Annibynnol Cymru ar Gydabyddiaeth Ariannol, Chwefror 2024

Independent Remuneration Panel for Wales draft Annual Report, February 2024

Consultation on Draft Report 2024 to 2025

We welcome feedback on this draft Report and have included some additional questions where we would appreciate your views. The consultation period will end on the **8 December 2023**, and you can either [email us](#) your comments or complete the form on our [website](#).

You are also welcome to submit comments in writing to the address below.

To request a printed versions of the Report please [email us](#) or write to:

Independent Remuneration Panel for Wales
Third Floor East
Crown Buildings
Cathays Park
Cardiff
CF10 3NQ

Question 1 - Uplift of remuneration using the Annual Survey of Hours and Earnings (ASHE)

The Panel is fully aware of the current constraints on public funding and the impact its decisions will have on the budgets of Principal Authorities. The Panel is also mindful of our Aims and Objectives to provide a fair and reasonable remuneration package to support elected members and to encourage diversity of representation. We therefore propose to uplift their remuneration based on the average earnings of their constituents.

Do you think that the Panel has struck the right balance between affordability and adequate remuneration for representatives? If not, do you have other suggestions?

Yes

*

No

No Opinion

Any additional comments

--

Question 2 - Local flexibility for payments to co-opted individuals

The Panel has received evidence that it would be more cost effective and fairer to provide for flexibility in paying those who are co-opted to serve on committees of Principal Councils, National Park Authorities and Fire and Rescue Authorities.

The Panel has therefore proposed there should be local flexibility for the relevant officer to decide when it will be appropriate to apply a day or half day rate or to use an hourly rate where it is sensible to aggregate a few short meetings.

Do you agree with this proposal? If not, do you have any suggested alternatives?

Yes

*

No

No Opinion

Any additional comments

<p>Including an hourly rate would give greater flexibility to arrange shorter meetings and reimbursement for shorter preparation periods for such meetings.</p>

Question 3 - Encouraging sustainable travel

The Panel would like to ensure that we support environmental sustainability in our decisions about remuneration. We are aware that there are schemes in many bodies in Wales which encourage sustainable travel and we have advised that, if possible, elected members should be encouraged to participate in these schemes.

Do you have any examples of good practice or other ideas of ways in which we might use our powers to encourage more sustainable travel among members?

Yes

No

No Opinion

*

Any additional comments

Hybrid meetings have supported our sustainability goals.

Question 4 - Awareness of the entitlements of representatives

The Panel has seen evidence of a lack of awareness amongst local elected members of the payments to which they are entitled. We would like to find out if this is a significant issue, and if so, we will aim to raise awareness further, targeted at areas where this may be a problem.

Please identify which type of body you serve (select all that apply):

Principal Council	<input type="checkbox"/>
Community or Town Council	<input type="checkbox"/>
Fire and Rescue Authority	<input checked="" type="checkbox"/>
National Park Authority	<input type="checkbox"/>

What is your status?

Member	<input type="checkbox"/>
Co-opted Member	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

Did you know that you may be entitled to some of or all the following?

- Remuneration for your role

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

- Pension (Principal Councils only)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

- Reimbursement of expenses

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

- Reimbursement for caring responsibilities

Yes

No

*

- Family absence payments (Principal Councils only)

Yes

No

What steps does your council or authority take to make its elected members and co-opted members aware of their entitlements?

Reporting of the draft and final IRPW reports also information contained within induction programme and members information packs.

Question 5 - Publication of consolidated sums for Community and Town Councils

Community and Town Councils are required to submit an annual statement of payments to the Panel by 30 September each year, and also publish this on their website. The Panel have provided a template return for clerks to use. The Panel have discussed and considered changing the requirements for Community and Town Councils when submitting their statement of payment returns. The Panel's aim is to simplify administration and encourage Councils to ensure all mandatory payments are made to individual members.

The Panel proposes that from September 2024, the returns need only show the total amounts paid in respect of the mandatory payments mentioned above. That is the £156 contribution to the costs of working from home, the £52 set rate consumables allowance and the travel and subsistence expenses paid.

This brings these in line with the reporting of the costs of care and personal assistance allowances.

Do you agree that these figures may be published as a global total rather than individually?

Yes

No

No View

*

What are the reasons for your view?

Question 6 - Publication of consolidated sums for other bodies

In future reports, we are thinking of allowing consolidation of the travel and subsistence expenses of members of principal councils, National Park Authorities and Fire and Rescue Authorities and would be interested in your views.

Do you agree that these figures may be published as a global total rather than individually?

Yes

*

No

No View

What are the reasons for your view?

The level of expenses for members of the Fire Authority are very low and have reduced considerably since the introduction of hybrid meetings.

FIRE STANDARD

Title of Standard (working title to be finalised post-consultation)	Internal Governance and Assurance
Business Area/Capability	Enabling
Sponsoring NFCC Committee	Improvement
Desired Outcome	
<p>A fire and rescue service whose governing body and community have confidence in it and its people because they are assured that the strategic objectives and priorities for the service, identified through its community risk management and other strategic planning activities, have been translated into delivery and organisational development plans that are clear and understood by all within the service. It manages change and transformation through effective projects and programmes which support the service and its continued organisational development.</p> <p>The service has an internal governance structure and business planning processes which enables its senior leaders to maintain comprehensive oversight of its internal activities to ensure them that the service is operating effectively. It has the necessary and appropriate levels of delegated authority to enable its leaders and people to make progress against its delivery plans, and make evidence-based and ethical decisions in a structured way, avoiding unnecessary internal bureaucracy. It takes a proactive and reflective approach to managing corporate risks.</p> <p>The service has a learning culture which informs its business planning processes and considers insights such as internal and external feedback; inspection outcomes; new innovations or developments; and changes in risk to, or demand from, its community. It plans, reviews, and regularly evaluates what it does, to make effective use of its resources in order to identify opportunities to improve productivity and operate more efficiently.</p> <p>It monitors its performance against its plans and provides assurance it is delivering against these. It conducts its business in accordance with the law and demonstrates it does so by reporting progress in a consistent manner, which is published and shared in a clear and accessible manner to all of its audiences.</p> <p>Its internal change and improvement projects are managed through robust development, approval and initiation processes to ensure such projects are aligned to the vision and strategic objectives of the service. Projects are coordinated and successfully executed because the service recognises the value, where appropriate, of utilising specialist skills and following industry standards to lead and manage them.</p>	

What is required to achieve the Fire Standard

A fire and rescue service **must**:

- 1) have a business planning process and cycle to support organisational development which is understood by its people and enables it to:
 - a) develop and monitor relevant functional delivery plans in line with the vision and strategic objectives of the service, agreed by its governing body and senior leadership;
 - b) clarify those who are responsible and accountable for the business planning process and cycle and delivery against agreed plans across the service;
 - c) co-ordinate all work designed to drive change, and which contribute to organisational development including managing and mitigating associated risks;
 - d) remain agile and able to adapt plans in response to changing demands;
 - e) continuously evaluate its performance through internal audit or self-assessment;
 - f) consider all forms of feedback to measure progress and inform forward plans and new projects or initiatives, to ensure it remains efficient, effective and compliant with legislation and standards;
 - g) produce the annual statement of assurance and any other performance related reports or evaluations in line with its business planning cycle;
 - h) appropriately consider business cases for new work, projects or initiatives ensuring that any associated costs and resources have been forecast accurately and remain monitored, if agreed; and
 - i) identify and coordinate the management of risks associated with delivering its functional plans associated with its project and programme plans.

- 2) have a clear internal structure with appropriate governance arrangements that ensure:
 - a) all internal decision-making boards, groups, or regular meetings have clear terms of reference which are regularly reviewed and include agreed levels of delegated authority to enable effective decision making;
 - b) progress against delivery and project or programme plans are monitored, scrutinised and challenged to ensure objectives are being achieved within agreed timescales and budgets, and, if necessary, pausing work; and
 - c) the service can provide its annual statement of assurance evidencing its compliance with the Fire and Rescue National Framework, providing information about its performance against its community risk management plan and finance, governance and operational matters.

- 3) ensure that organisational decisions and the measures implemented support equality, diversity, and inclusivity, are non-discriminatory and that appropriate impact assessments are undertaken.
- 4) utilise good communication and engagement to build trusting relationships with both internal and external stakeholders.
- 5) have arrangements in place to enable it to receive and act on feedback about its business planning and project management processes through proactive staff and stakeholder engagement.

A fire and rescue service **should**:

- 6) utilise recognised projects, programme and change management methodologies to ensure impacts are understood, intended outcomes are delivered, and benefits are realised. This incorporates, but is not limited to, managing the following aspects:
 - a) risks, issues, and dependencies
 - b) budgets
 - c) post-project lessons learnt and evaluation results
- 7) support organisational development using identified learning to tailor and improve what it delivers to the community by:
 - a) identifying, capturing, evaluating, and sharing learning which could benefit the service and others, engaging with national learning arrangements where they exist; and
 - b) collaborating and learning from other services, benchmarking performance enabling more accurate comparisons with others.
- 8) recognise when it may need support and draw on the appropriate networks, national guidance, and tools to support its own organisational development.
- 9) maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others, and contributing to the continual improvement of the service.

Expected benefits of the achieving the Fire Standard

1. Continuously improved quality of service provided to the public.
2. Effectively lead and manage the service evidenced by its transparent ways of working and accountable leadership.
3. More productive, motivated, and efficient workforce.
4. Improved levels of recruitment and retention.
5. Internal cultures and positive working environments that are open to learning, self-evaluation and receiving feedback.

Legal Requirements or mandatory duties
Fire and rescue national framework for England (specifically sections 3.13, 3.14, 4.6, 7.12 –7.16)
Linked qualifications, accreditations or Fire Standards
Code of Ethics Community Risk Management Planning Communication And Engagement Data Management Emergency Planning and Resilience Leading The Service Leading and Developing People Procurement and Asset Management (in draft)
Guidance and supporting information
<ul style="list-style-type: none"> • Statements of assurance for fire and rescue authorities in England - GOV.UK (www.gov.uk) • Leading the fire sector – Governance Support • Leading the Fire Sector: oversight of fire and rescue service performance <ul style="list-style-type: none"> ▪ Fire Authority Members' Guide ▪ The Role of Fire and Rescue Authority Members • Political Oversight of Fire and Rescue Service Performance <ul style="list-style-type: none"> ▪ Effective FRA Governance in Times of Crisis • Overview and scrutiny: statutory guidance for councils and combined authorities <ul style="list-style-type: none"> ▪ The Good Scrutiny Guide ▪ A Councilor's Workbook on Scrutiny ▪ Diverse by Design Guide ▪ Fire and Rescue service national framework ▪ CIPFA's code of corporate governance

GLOSSARY

This document contains the proposed glossary terms and definitions found within the Internal Governance and Assurance Fire Standard. If you feel there are any omissions or additions within the glossary, please provide feedback as part of your consultation response.

GLOSSARY OF TERMS	
Term	Definition
Annual statement of assurance	Requirement of government for fire and rescue services in England to provide <i>“an annual statement of assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan (community risk management plan) and the requirements included in the Fire and Rescue National Framework for England (the Framework).”</i>

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Internal Governance and Assurance Fire Standard consultation

Introduction

Welcome to the consultation for the [Internal Governance and Assurance Fire Standard](#).

Responding to this survey from an FRS

Background information about this consultation can be found on the [Fire Standards Board website](#).

The consultation

This consultation seeks to gather views about the draft Fire Standard itself as well as the impact on those organisations who will be expected to align to it. Some questions may only be relevant if you work for a fire and rescue service within England.

You will be asked to provide your name, role, organisation and email address in case of any technical issue or if we need to contact you to clarify anything about your response.

This consultation will close midday Monday 18 December 2023.

If you would like to prepare your response in advance, **you can review the questions**. There is also a save and continue function that can be used throughout the consultation so that you can return to your response later and pick up where you left off.

If you have any questions about this consultation, please contact the [Fire Standards team](#).

Many thanks for taking the time to respond, your feedback is appreciated.

Privacy statement:

The NFCC uses your data expressly for the purposes outlined in this introduction. Your contact details will only be used to clarify your response or request additional information relating to this survey. The NFCC complies with GDPR policies for the collection, processing, and storage of personal data.

Your details

1. Please tell us who you are and what you do:

Name	GERAINT THOMAS
Organisation	SOUTH WALES FIRE & RESCUE SERVICE
Department	CORPORATE SERVICES
Job Title/Role	DIRECTOR OF CORPORATE SERVICES
Email Address	gb-thomas@southwales-fire.gov.uk
Telephone Number	01443 232074

2. Are you responding on behalf of your organisation or as an individual?

On behalf of my organisation

3. Are you happy for us to contact you regarding your response to this consultation?

Yes

4. Are you the single point of contact for your service?

Yes

5. How did you find out about this Fire Standard consultation?

Notified through your organisation

Your impressions of the Fire Standard

The questions in this section are about your impressions of the Fire Standard as a whole.

6. Having considered the Desired Outcome Statement of this standard, please summarise (less than 300 characters) what problem or issue you think this Fire Standard could help address.

I do not think that the standard will add much benefit to the governance and business planning processes already in place within our service. A great deal of the areas covered are either regularly checked by internal and external audit or are statutory requirements for the Service

7. How important or unimportant, if at all, is this Fire Standard to your service?

- Very important
- Important
- Neither important nor unimportant
- Unimportant
- Very unimportant
- Don't know
- Not applicable, I don't work in a service

8. To what extent do you agree or disagree, if at all, with the following statement:

The introduction of this Fire Standard will have a positive impact on my service.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know
- Not applicable, I don't work in a service

Please tell us more about why you chose this answer:

As above no real additional benefits to the processes already in place.

9. To what extent do you agree or disagree, if at all, with the following statement:

The introduction of this Fire Standard will have a positive impact on the community my service serves.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know
- Not applicable, I don't work in a service

Please tell us more about why you chose this answer:

Whilst it will not have a detrimental effect the processes already in place provide the benefits to the communities of South Wales.

10. Having reviewed the draft Fire Standard and its content, do you think the current title is the most appropriate one?

- Yes
- No

11. If you said you think the current title is not the most appropriate one, please review the suggestions below and rank them in order of preference or provide an alternative suggestion.

Assurance and Accountability	<input type="text"/>
Assurance and organisational governance	<input type="text"/>
Business Planning and Assurance	<input type="text"/>
Internal Governance and Assurance	<input type="text"/>

Please use this space to provide alternative title suggestions:

The Fire Standard

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the DESIRED OUTCOME section:

12. The language in DESIRED OUTCOME is easy to understand.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback for how we could improve the language in this section?

13. Do you agree with the content in DESIRED OUTCOME?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback regarding anything that is missing or erroneous in this section?

I think most services will already be achieving the desired outcomes as part of processes already in place. The annual governance statement which is produced and included with the annual statement of accounts already meets requirements which would be covered in an annual statement of assurance.

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the TO ACHIEVE THE FIRE STANDARD section:

14. The language in TO ACHIEVE THE FIRE STANDARD is easy to understand.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback for how we could improve the language in this section?

15. Do you agree with the content in TO ACHIEVE THE FIRE STANDARD?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback regarding anything that is missing or erroneous in this section?

I think most services will already be meeting the requirements to achieve standard as part of processes already in place. These processes will be regularly audited as part of the internal governance checks.

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the EXPECTED BENEFITS OF THE FIRE STANDARD section:

16. The language in EXPECTED BENEFITS OF THE FIRE STANDARD is easy to understand.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback for how we could improve the language in this section?

17. Do you agree with the content in EXPECTED BENEFITS OF THE FIRE STANDARD?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, do you have any feedback regarding anything that is missing or erroneous in this section?

18. The EXPECTED BENEFITS identified will be achieved if the Fire Standard is achieved by services.

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

If you disagree, please tell us why you don't think the EXPECTED BENEFITS will be achieved:

I agree but as stated above these should mostly already be in place.

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the RELEVANT LEGISLATION section:

This section of each Fire Standard seeks to list the legislation most pertinent to the subject or specialism of the standard. Some legislation is applicable across all Fire Standards such as the Fire Services Act. A list of legislation applicable to all Fire Standards is available on the [Fire Standards Board website](#) which we encourage you to check and if you still feel some legislation is missing, please provide that in your response. However, if you feel there is something that should be included please provide details below.

19. Do you agree with the content in RELEVANT LEGISLATION?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

Do you have any feedback regarding anything that is missing or erroneous in this section?

I note that the majority of legislation will be applicable to all fire standards and therefore not listed. However as you have listed the National Framework for England it seems fitting that you include a reference to the National Framework for Wales along with the Local Government (Wales) Measure 2009 specifically s24 on annual improvement plans.

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS section:

20. Do you agree with the content in LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

Do you have any feedback regarding anything that is missing or erroneous in this section?

The questions in this section are about the specific parts of the Fire Standard.

To what extent do you agree or disagree, if at all, with the following statements relating to the GUIDANCE AND SUPPORTING INFORMATION section:

21. Do you agree with the content in GUIDANCE AND SUPPORTING INFORMATION?

- Agree
- Neither agree nor disagree
- Disagree
- Don't know

Do you have any feedback regarding anything that is missing or erroneous in this section?

Equality, Diversity and Inclusion

It is the intention of the Board to ensure that the Fire Standards themselves, and any actions taken by services to achieve them, would not knowingly negatively affect or discriminate anyone. Please see the [FSB statement about equality, diversity and inclusion](#).

As part of our equality impact assessment activity, and to help the Board ensure this is not the case, the next section asks about whether you feel aspects relating to equality, diversity and inclusion have been appropriately addressed within the content of the Fire Standard. If you feel any issues in relation to equality, diversity or inclusivity could arise as a result of a service working to achieve the Fire Standard, please include that in your response.

22. Do you believe that the content or language within the Fire Standard covers inclusion appropriately?

- Yes
- No
- Don't know

Please tell us more about why you chose this answer:

23. Do you believe that the content or language within the Fire Standard covers equality appropriately?

- Yes
- No
- Don't know

Please tell us more about why you chose this answer:

24. Do you believe that the content or language within the Fire Standard covers diversity appropriately?

- Yes
- No
- Don't know

Please tell us more about why you chose this answer:

25. If you have any further comments about how EDI is referenced within the Fire Standard, please add them here.

Implementation of the Fire Standard

The questions in this section are about implementation of the Fire Standard in your service.

26. Will you have a role in implementing this Fire Standard in your service?

- Yes
- No
- Not applicable, I don't work in a service

27. If you said that you will have a role in implementing this Fire Standard in your service, please tell us your level of responsibility from the options below:

- Strategic Manager
- Middle Manager
- Supervisory Manager
- Other (please specify):

28. If you said no to Q26, please tell us who in your service will have a role in implementing this Fire Standard in your service?

29. What actions will your service take to ensure it achieves the Fire Standard?

- Cascading information to all employees and those within the service to ensure understanding and appreciation of the code
- Developing a plan to embed written materials and communications
- Drive collaborative working
- Engage with essential internal stakeholders, such as training departments
- Increasing implementation resource
- Increasing strategic leaders' awareness and responsibilities
- Raising awareness of the services plans for achieving the Fire Standards and implementing NOG
- Review existing approach to procedural documentation
- Reviewing and updating where necessary, written communications including policies and procedures
- Don't know
- Other (please specify):

30. In what timescale do you think your service will achieve this Fire Standard?

- Less than a year
- 1 - 2 years
- 2 - 3 years
- 3 years +
- Don't know

31. What are the potential challenges that may prevent your service from achieving the Fire Standard?

- Existing procedural documentation
- Information Technology limitations
- Lack of collaborative working
- Lack of data and data sharing arrangements
- Lack of internal stakeholder support for implementation (buy-in)
- Lack of strategic drive, influence and support
- Lack of sufficient resources to implement the Fire Standards
- Other (please specify):

Whilst we have access to a lot of data, there is always work to be done with regards to implementing and maintaining data sharing agreements. I cannot however see that this would prevent us as a Service from achieving the standard.

In addition, lack of drive, influence and support could be a challenge in the future it is not one I envisage with the current leadership team.

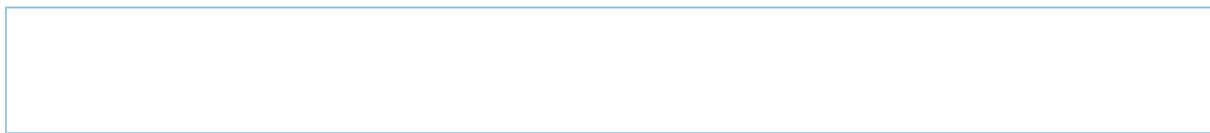
32. Are you aware of the NFCC Implementation Support Team?

- Yes
- No

33. How useful would your service find the following forms of implementation support?
(please place the options in order of preference)

- | | |
|--|----------------------|
| Case study of how others have achieved the Fire Standards | <input type="text"/> |
| Common challenges and solutions (Frequently Asked Questions) | <input type="text"/> |
| Liaison with the NFCC Implementation Support Team | <input type="text"/> |
| National workshops | <input type="text"/> |
| Regional workshops | <input type="text"/> |
| Strategic gap analysis tool | <input type="text"/> |
| Visibility of others' progress against the Fire Standards | <input type="text"/> |

Other (please provide details of any national products that may support you in implementing this Fire Standard):



Any other feedback

Thank you for taking the time to respond to this consultation. Your response is greatly appreciated and all feedback will be reviewed to help shape this Fire Standard.

34. Please use this space to tell us more about what you think of this Fire Standard.

My responses may appear negative but are not meant that way. I am supportive of the Standard if it is to be implemented as there is a clear need for effective internal governance within FRS's. From a SWFRS point of view we already have processes place to ensure we meet the majority of its requirements and we envisage that there are a number of other FRS's in a similar position. We wouldn't want to potentially diminish the value of fire standards by having a standard that the majority of FRS's already meet.

**FORWARD WORK PROGRAMME FOR
SCRUTINY COMMITTEE 2023/24**

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
4 Sept 2023	Review Revenue & Capital Outturn	To provide Members with a detailed analysis of areas of under and overspend.	D	ACO CS Contact Officer: Lisa Mullan	Completed
4 Sept 2023	Medium Term Financial Strategy	To provide Members with a detailed update of the potential WG budget settlements and the financial impact and position of the Authority encompassing proposed project savings.	D	Treasurer Contact Officer: Chris Barton	Completed
4 Sept 2023	Revenue & Capital Budget Setting 2023/24	To enable Members to have a detailed understanding of the construction of the revenue and capital budget proposals for 2023/24 and allow effective scrutiny to be applied.	D	Treasurer Contact Officer: Chris Barton	Completed
4 Sept 2023	Overview of FA and Committee Work Programmes	To enable Members to identify areas/themes for Scrutiny.	D	ACO CS Contact Officer: Sarah Watkins	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
11 Dec 2023	Areas for review to be determined by Scrutiny Members	TBA	D	TBA	Completed
11 Dec 2023	Strategic Risk Report	To scrutinise the strategic risks facing the organisation and the mitigation measures already in place, and further actions planned to reduce risk further.	D	Relevant Risk Owners Contact Officer: Wayne Thomas	Completed
11 Dec 2023	Assurance Metrics – Review of BMIS Assurance Metrics	To review the Assurance Metrics within the BMIS System for Members to identify future areas for scrutiny.	D	ACO CS Contact Officer: Suzanne Absalom	Completed
5 Feb 2024	Scrutiny of Departmental Risks	To scrutinise the highest departmental risks facing the organisation and the mitigation measures already in place and further actions planned to reduce risk further.	D	Relevant Risk Owners Contact Officer: Wayne Thomas	On agenda
5 Feb 2024	Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2024/25	To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan.	D	ACO CS Contact Officer: Sarah Watkins	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
5 Feb 2024	Economic & Social Value of the UKFRS	To advise Members of the work of the NFCC Economic & Social Value.	I	ACFO SD Contact Officer: Chris Hadfield	On agenda
5 Feb 2024	Scrutiny of Gender Pay Gap	To scrutinise the Service's Gender Pay Gap Policy ahead of the Fire & Rescue Authority meeting on 18 March 2024.	D	ACO PS Contact Officer: Alison Reed	On agenda
5 Feb 2024	Fire False Alarm Reduction	To scrutinise the progress made by the Unwanted Fire Signals Working Group against the Audit Wales Review into the reduction of fire false alarms.	I	ACFO SD Contact Officer: Chris Hadfield	On agenda
5 Feb 2024	Scrutiny of Pay Policy	To scrutinise the Service's Pay Policy ahead of the Fire & Rescue Authority meeting on 18 March 2024.	D	ACO PS Contact Officer: Alison Reed	On agenda
5 Feb 2024	HMICFRS Report – Values and Culture in FRSs (Spotlight Report)	To consider progress made against the recommendations contained within the HMICFS's Report	D	CFO Contact Officer: Dewi Rose	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
5 Feb 2024	Management and Review Process of Policies and Procedures of the Service	To consider and review the process of policies and procedures, including the cycle of review	I	ACO CS Contact Officer: Sarah Watkins	On agenda
8 April 2024	Draft Annual Governance Statement	To allow Members to consider the draft Annual Governance Statement.	D	ACO CS Contact Officer: Sarah Watkins	
8 April 2024	Draft Annual Report on Discharge of the Terms of Reference of the Scrutiny Group	To report to the Fire Authority on the work undertaken under the terms of reference.	D	Chairperson of the Scrutiny Group & ACO CS Contact Officer: Geraint Thomas	
8 April 2024	Future Trends	To assist future strategic decision-making	I	ACO CS Contact Officer: Wayne Thomas	
8 April 2024	Consultation on the Strategic Themes and Objectives	To advise Members of the Consultation Strategy on 2024/25 Consultation on Strategic Themes and Objectives	I	ACO CS Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
8 April 2024	Annual Report on the work of the member Champions: <ul style="list-style-type: none"> • Property • Community Safety • Equality, Diversity & Inclusion • Fleet & Engineering • Service Delivery (previously Operational & Personal Issue Equipment) • Sustainability and Biodiversity 	To report on Member Champion activity and allow scrutiny on impact of Member Champion involvement.	I	Relevant Member Champion and Lead Officer Contact Officer: Mike Davies Chris Hadfield Andrew Jones Chris Temby Dean Loader Lisa Mullan	
8 April 2024	Annual Report from each Directorate – Director Overview report: <ul style="list-style-type: none"> • CFO • Service Delivery • Technical Services • Corporate Services • Human Resources 	To report on Directorate outcomes and issues/areas of focus.	I	Relevant Director Contact Officer: Relevant Director	
Each Meeting as required	Consultation responses	To provide details of consultation responses to Welsh Government and other bodies	I	ACO CS Contact Officer: Sarah Watkins	

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AGENDA ITEM NO 13

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

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1.	Apologies for Absence	
2.	Declarations of Interest	
	Members of the Fire & Rescue Authority 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 Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
3.	Chairperson's Announcements	
4.	To receive the minutes of;	
	<ul style="list-style-type: none"> • Scrutiny Committee held on 11 December 2023 	5
	REPORTS FOR DECISION	
5.	Scrutiny of Departmental Risks	11
6.	Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2024/25	17
	REPORTS FOR INFORMATION	
7.	Gender Pay Gap	43
8.	NFCC: Economic & Social Value of the UKFRS	49
9.	HM Inspectorate of Constabulary and Fire and Rescue Services' Report – Values and Culture in FRS's (Spotlight Report)	53
10.	Policies & Procedures of the Service	63
11.	Consultation Response Activity by the Service	79
12.	Forward Work Programme for Scrutiny Group 2023/2024	115
13.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	121