



3rd January 2024

All SWFRS Colleagues and
South Wales Fire and Rescue Authority
All Partners and Stakeholders of the Service
Fenella Morris KC

South Wales Fire and Rescue Service Independent Culture Review

In January 2023, I announced an independent review of our culture, our discipline processes, and historic discipline cases. To ensure independence and rigour, an independent appointment panel was convened and Fenella Morris KC was appointed to undertake the Independent Culture Review.

Since her appointment, Fenella Morris KC and her team have been diligent, impartial and thorough in undertaking the Review. They held face-to-face and virtual one-to-one interviews, group discussions and focus groups at locations throughout the Service. Additional information was gathered using an online survey and desktop research.

It was important anyone who wanted to contribute had the opportunity for their voice to be heard by the Independent Culture Review Team. I am grateful to employees past and present, and others who contributed to the Review. I realise that, for some who have had negative experiences of the Service, this may not have been easy and I praise them for their courage and honesty in coming forward to share their experiences.

For those who have had negative experiences of the Service, I am profoundly sorry. There is no place for inappropriate behavior within South Wales Fire and Rescue Service.

The SWFRS Culture Review Report is published today, as agreed by the independent appointment panel and in line with the terms of reference set by Fenella Morris KC. I would like to thank Fenella Morris KC and her team for their independent insight into our Service.

As Chief Fire Officer, I fully accept the recommendations made in the report. Over the coming weeks, the Service will reflect on the details in the report and determine steps to be taken to address the recommendations. This report, recommendations, and resulting action plan will empower the whole Service to further develop a positive culture for the benefit of all employees and the communities we serve.

There is a lot the Service can be proud of, particularly how we protect the communities of South Wales at their time of greatest need. Although, there are too many examples within the report that do not reflect positively on the Service and this will be concerning for the staff who do uphold, live and breathe our values, day in day out.

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*Rydym yn croesawu gohebiaeth yn y Gymraeg a'r Saesneg.
Byddwn yn ymateb yn gyfartal i'r ddau ac yn ateb yn eich dewis iaith heb oedi.*

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

I have had the privilege of serving as the Chief Fire Officer for over twelve years, where I have been entrusted to lead our Service through many challenges and changes, such as austerity, a global public health pandemic, personal tragedy and significant emergency incidents that have tested us. I have always led with mutual respect, inclusivity, pride and passion.

Now is time for a change in leadership and yesterday I informed the Fire Authority of my intention to retire. The appointment process for the next Chief Fire Officer will not detract from or delay the work to address the recommendations. The next Chief Fire Officer will have an opportunity to set their vision for the Service and a long-term plan to address the recommendations and findings of the Independent Culture Review.

I am confident through a collective commitment across the Service and with assistance from partners, South Wales Fire and Rescue Service will emerge with a more positive and inclusive culture.

Yours sincerely

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

Huw Jakeway, QFSM
Chief Fire Officer