

COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

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

COMMISSIONERS PRESENT:

Carl Foulkes, Chair
Kirsty Williams

OFFICERS PRESENT: ACO Alison Reed – Director of People Services, ACFO Dean Loader – Director of Service Delivery, ACFO Brian Thompson- Director of Technical Services, Dominic Mika – Director of Strategic Change and Transformation, Gabrielle Greathead – Interim Monitoring Officer, T/AM Mike Wyatt – Head of Risk Reduction, T/AM Matt Jones – Head of Operations, AM Neil Davies – Head of Training, Wayne Thomas – T/Head of Corporate Support, GM Mike Evans

1. APOLOGIES FOR ABSENCE

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

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chairpersons announcements.

4. REPORTS FOR DECISION

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

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

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

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

RESOLVED THAT

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

4.2 VISION, MISSION AND VALUES REVIEW

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

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

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

RESOLVED THAT

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

4.3 PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECCOMENDATIONS

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

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

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

RESOLVED THAT

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

5. REPORTS FOR INFORMATION

5.1 THEMATIC REVIEW – OPERATIONAL TRAINING UPDATE

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

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

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

RESOLVED THAT

5.1.1 The Commissioners noted the report.

5.2 THEMATIC REVIEW – GRENFELL UPDATE

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

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

RESOLVED THAT

5.2.1 The Commissioners noted the report.

5.3 THEMATIC REVIEW – OPERATIONAL EXCELLENCE UPDATE

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

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

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

RESOLVED THAT

5.3.1 The Commissioners noted the report.

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

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

the report and key areas to highlight are:

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

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

RESOLVED THAT

5.4.1 The Commissioners noted the report.

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

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

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

RESOLVED THAT

5.5.1 The Commissioners noted the forward work programme.

5.5.2 Secretariat has scheduled time with the Monitoring Officer to meet with the Commissioners and the Executive Leadership Team to discuss the Forward Work Programme for 25/26.

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

There were no items that the Chairperson deemed urgent.

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

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