

# **COMMISSIONERS FOR FIRE & RESCUE SERVICE**

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

**Thursday 31 July 2025, 1430hrs**

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

**Or**

**Remotely via MS Teams**

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

**Meeting Link: <https://bit.ly/BoardofCommissioners-31-07-25>**

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

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

1. Apologies for Absence
2. Declarations of Interest

Attendees are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.

3. Chairperson's Announcements
4. Matters to be raised from Commissioner Sub Committees
5. To receive the minutes of;

- a. Board of Commissioners of South Wales Fire &  
Rescue Service Committee Meeting held on 06  
June 2025

b.	Local Pension Board Committee Meeting held on 25 February 2025	13
c.	People Committee Meeting held on 27 March 2025	17
d.	Finance and Audit Committee held on 25 April 2025	21
6.	Update on Outstanding Actions	27
7.	South Wales Fire and Rescue Service Chief Fire Officer Update	29
8.	<b>REPORTS FOR DECISION</b>	35
8.i	Principal Officer Vacancies / Appointments - Deputy Chief Fire Officer, Two Assistant Chief Fire Officers and Statutory Officers	37
8.ii	Statement of Accounts 2024/25	43
8.iii	Revenue Outturn Report 2024/25	47
8.iv	Capital Outturn Report 2024/25	67
8.v	Strategic Equality Plan Update	79
9.	<b>REPORTS FOR INFORMATION AND ASSURANCE</b>	107
9.i	SWFRS Annual Health Safety & Wellbeing Report 2024/25	109
9.ii	Technical Community Safety Report	147
9.iii	Technical Business Fire Safety Report	163
9.iv	Leadership and Personal Development Academy	177
9.v	Information Governance Team Update	185
9.vi	Legal and Insurance Team Update	195
9.vii.	Forward Work Programme for the Board of Commissioners for South Wales Fire & Rescue Service 2025/2026	203

10. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 213

Signature of Monitoring Officer:



## MEMBERSHIP

### Commissioners:

C	Foulkes
V	Randeniya
Baroness	Wilcox
K	Williams

**THIS PAGE IS INTENTIONALLY BLANK**

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

### **MINUTES OF THE COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE MEETING HELD ON FRIDAY, 6 JUNE 2025 AT 14:30 IN MEETING ROOM 08 AND REMOTELY VIA TEAMS**

#### **COMMISSIONERS PRESENT:**

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

**OFFICERS PRESENT:** Chief Fire Officer Fin Monahan, ACO Alison Reed – Director of People Services, ACFO Brian Thompson - Director of Technical Services, T/ACFO Christian Hadfield, Dominic Mika – Director of Strategic Change and Transformation, Sara Halbert – Treasurer, Wayne Thomas – T/Head of Corporate Support, Jake Alpert – Chief of Staff, T/AM Mike Wyatt – Head of Risk Reduction, Julie Owens – Audit Wales, GM Peter Howard-Jones

#### **1. APOLOGIES FOR ABSENCE**

Apologies were recorded for Head of Finance, Procurement & Property Lisa Mullan and Kate Havard from Audit Wales.

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

There were no declarations of interest made.

#### **3. CHAIRPERSON'S ANNOUNCEMENTS**

The Chair thanked the Committee for reconvening following the postponement of the Board of Commissioners on 30 May 2025.

#### **4. MATTERS TO BE RAISED FROM COMMISSIONER SUB COMMITTEES**

The Chair confirmed there were no matters arising.

#### **5. TO RECEIVE THE MINUTES OF:**

##### **a. BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE MEETING HELD ON FRIDAY 28 MARCH 2025**

The Commissioners agreed the minutes as a true record of discussion

and no matters arising.

**b. PEOPLE COMMITTEE MEETING HELD ON FRIDAY 07 FEBRUARY 2025**

The Commissioners agreed the minutes as a true record of discussion and no matters arising.

**c. STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE HELD ON FRIDAY 21 FEBRUARY 2025**

The Commissioners agreed the minutes as a true record of discussion and no matters arising.

**d. FINANCE AND AUDIT COMMITTEE HELD ON FRIDAY 21 MARCH 2025**

The Commissioners agreed the minutes as a true record of discussion and no matters arising.

**6. UPDATE ON OUTSTANDING ACTIONS**

Kirsty Williams requested the action 02/12 6.1 Efficiency plan to remain on the action log as ongoing until the agenda item is discussed at the Board of Commissioners.

Dean Loader, Assistant Chief Fire Officer suggested keeping the action 03/28 6.5 Strategic Performance Indicators open on the action log while they incorporate the HMI KPI's into the Service. An informal session where ideas can be explored will be scheduled with the Commissioners before this is presented.

**7. REPORTS FOR DECISION**

**7.1 SOCIAL PARTNERSHIP DUTY REPORTING**

Alison Reed, Director of People Services presented the Social Partnership duty report under the Social Partnership and Public Procurement (Wales) Act. The Service's first Social Partnership Annual Report is due from 1 April 2025 and is required to be published after the end of the financial year, explaining what the Service has done to comply with the duty in the preceding 12 months.

The report has been shared with the Representative Bodies, with only the Fire Brigade Union responding to comment. Dean Loader explained as this is the first time the report has been put together, there has been

learnings moving forward on how the Service shapes the report. It will be shared with the Welsh Government and a template is likely to be developed for future reporting. Dean Loader highlighted the comments from the Fire Brigade Union are disappointing, however the report is true and accurate from his perspective. The Chief Fire Officer added that from a personal perspective, he has extended that he wants to engage as much as possible, as early as he can and have an open door policy. The Chief Fire Officer echoed Dean Loader's comments and fully intends to work in Social Partnership.

Lady Wilcox was pleased that we are working in social partnership and that we are on target, however it was unfortunate that other Representative Bodies did not respond.

## **RESOLVED THAT**

- 7.1.1 The Commissioners reviewed and approved the Social Partnership Duty Annual Report for 2024/2025.

## **7.2 AUDIT WALES ENQUIRIES TO 'THOSE CHARGED WITH GOVERNANCE' – DRAFT RESPONSE**

Wayne Thomas introduced the report which presents the 2024-25 audit enquiries letter from Audit Wales and seeks the Commissioners review and endorsement of the responses submitted on behalf of both management and those charged with governance. Carl Foulkes queried that some responses relate to the Fire Authority while some state Commissioners. A conversation has been had with Audit Wales and it is the intention that we seek clarity on the terminology to use. Lady Wilcox would be grateful for a formal response to ensure total accuracy.

## **RESOLVED THAT**

- 7.2.1 The Commissioners reviewed the contents of the Audit Wales Letter.
- 7.2.2 The Commissioners endorsed the proposed responses to Appendices 1 to 3 for submission to Audit Wales by the required deadline of 30 June 2025.

## **8. REPORTS FOR INFORMATION**

### **8.1 SOUTH WALES FIRE & RESCUE SERVICE (SWFRS) CONTAMINANTS PROGRAMME**

Christian Hadfield, Assistant Chief Fire Officer presented the report to

provide the Commissioners with an update on the progress of the introduction of a Contaminants Work Activity, and how SWFRS will further mitigate and manage the complex risks associated with fire contamination.

A working group has been set up for a number of years and has now been set up as a permanent dedicated group to look at contaminants holistically, which are situated within the Resilience and Planning team. The team will be governed by Health and Safety and will go through SLT and be brought to the Commissioners to report annually on where we are. The team has been tasked with pulling together a clear roadmap and the finances. Christian Hadfield recognised that there will be some financial investment to come in time which will come through the Finance and Audit Committee. Carl Foulkes stated that the sooner we can get an oversight on the capital plan then we are able to make decisions on budget spends and engage with Welsh Government across all Wales earlier to ensure we are in a strong position. Vij Randeniya queried whether we have looked at the NFCC to determine who is ahead of the curve and whether we are looking at this wider in terms of internationally. Christian Hadfield recently returned from a visit to Sweden and noted that they are significantly ahead with their decontamination. The Chief Fire Officer has reached out to contacts in Austria for their approach too. Dean Loader observed that it is fantastic that we are gaining knowledge on this area and the work being progressed and noted that we have to look at human behaviours and their understanding and knowledge to ensure they are fully engaged when this will be implemented. The Chief Fire Officer offered his full support to Christian Hadfield on this work.

## **RESOLVED THAT**

8.1.1 The Commissioners noted the report.

## **8.2 SOUTH WALES FIRE AND RESCUE SERVICE (SWFRS) CHIEF FIRE OFFICER UPDATE**

The Chief Fire Officer presented a statement on the organisational update and listed the work and activities that he has engaged in since his arrival. The Chief Fire Officer stated that we have an ambitious strategy and transformation programme and are looking at an 8 year timeframe to achieve the vision that we have set.

The Chief Fire Officer provided the Board with details of the progress of the transformation that we have done so far. The Senior Leadership Team was engaged in a full day of prioritisation; there were many deemed P1 which has now been reprioritised. Kirsty Williams queried



the data in appendix 1 and how do we manage the timescales of the mandatory training; it was discussed that we started at 70% and a directive from the Chief Fire Officer was given for training to be complete by 16<sup>th</sup> June. The Chief Fire Officer noted there has been evidence and academic work on training and has discussed with Learning and Development an opportunity of a different approach that he is exploring. Alison Reed added that the NFCC added new metrics for culture and we are looking to adopt these.

## **RESOLVED THAT**

8.2.1 The Commissioners noted the update.

## **8.3 EMERGENCY PLANNING UPDATE**

Peter Howard-Jones presented the report which provided an overview of the Emergency Planning and preparedness undertaken by the Resilience and Planning team. Some highlights are that our major event planning is to co-ordinate Principality stadium events such as rugby, football, concerts. The team has visited Stuttgart where previously the Euros were held and have maintained communication with them and continue to work with their strategic lead. Our Business Continuity Plans (BCP) are up to date. In terms of cyber security, an unplanned cyber exercise was set up in February with some learning outcomes which are fed through the Security Risk Group that the group continues to focus on. The Chief Fire Officer stated that cyber security awareness is the responsibility of everyone and this is an important area as our systems could be taken down for a long time if this happened.

Vij Randeniya referred to point 3 on page 111 of the papers that 13 departments have completed the training and requested when figures are given, that this is shown out of how many and a deadline or target date is provided. Carl Foulkes would like to see the testing regime and asked if the Commissioners should be dip-sampling the BCPs. It was agreed that this question is for the new Monitoring Officer and Wayne Thomas will find out. Brian Thompson commented that we do have robust ICT systems and it was agreed that ICT will provide an offline briefing on what our ICT security looks like to the Commissioners. Dean Loader sits on the Wales Resilience and Planning Team and we are strategically in the wider picture; Christian Hadfield added that he is the new chair of the LRF Local Resilience Forum and South Wales Police has offered to come in as a critical friend when we plan a critical incident in future.

**RESOLVED THAT**

8.3.1 The Commissioners noted the update.

**8.4 ANNUAL UPDATE 2024-2025 PEOPLE COMMITTEE**

Alison Reed, Director of People Services referred the Board to the appendix within the report that sets out the activity considered by the People Committee. Upon reflection, Lady Wilcox observed that in future that the report is presented by the Chair of that committee. Kirsty Williams queried whether we operate a committee effectiveness on an annual basis as this provides an opportunity to reflect if the committee is effective and the quality of reports is of a set standard and suggested this is a point for Wayne Thomas to take up with the new Monitoring Officer.

**RESOLVED THAT**

8.4.1 The Commissioners noted the report and update.

**8.5 ANNUAL REPORT OF THE WORK OF THE FINANCE & AUDIT COMMITTEE**

Wayne Thomas, Deputy Monitoring Officer presented the update on behalf of Lisa Mullan and explained there was nothing specific to draw to attention to and provided an overview of what the committee entails. Lady Wilcox wished to record her thanks to Lisa Mullan publicly for her efforts in stepping up to Interim Treasurer. It was highlighted that the Medium Term Financial Planning will be brought to the Committee in September.

**RESOLVED THAT**

8.5.1 The Commissioners noted the report and update.

**8.6 ANNUAL REPORT STRATEGIC CHANGE AND TRANSFORMATION CULTURE COMMITTEE**

Dominic Mika, Director of Strategic Change and Transformation explained that this is a new Board that is set up to provide scrutiny on our Service Improvement Boards. The Board covers the highlights that the Chief Fire Officer covered in his organisational update. Kirsty Williams explained as co-Chair that the committee is up and running and both Thematic and Culture Service Improvement Boards are useful forums to have constructive challenge around delivery.

## **RESOLVED THAT**

8.6.1 The Commissioners noted the report and update.

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

Mike Wyatt, Area Manager provided an update on the progress of the response change. The NHS response change live date was amended to 6 April, and this delay was given to allow people to revise their response strategies, and if they were outside of the scope to apply for an exemption. To date we have received 14 exemptions, the next steps will be to continue to monitor, review and react swiftly to identifiable trends. Vij Randeniya appreciated these updates and highlighted a lot of work has gone into this behind the scenes. Mike Wyatt reported a number of the exemptions have been rejected as they have a response team, and they have a responsibility in those teams. Some exemptions have been granted based on a number of factors such as staffing and what type of patients are being looked after. The team are taking into account different factors and are not relying on one. Mike Wyatt is expecting figures to fluctuate but will continually monitor this for 12 months before considering business as usual.

Dean Loader explained from an operations perspective, a 40% reduction has allowed greater efficiency which will lead to more training time and risk reduction activities. Kirsty Williams stated that there is confidence in the organisation that we can deliver change and she commended the way this has been done by demonstrating that we have listened to our key stakeholders and adapted our policy accordingly.

## **RESOLVED THAT**

8.7.1 The Commissioners noted the update.

### **8.8 ANNUAL AUDIT PLAN 2025 – AUDIT WALES**

Wayne Thomas presented the report on behalf of Lisa Mullan, Head of Finance, Property and Procurement which presents the Draft Audit Plan 2025 issued by Audit Wales for the South Wales Fire and Rescue Authority. It outlines the scope, timing, and fee structure of the statutory audit work to be undertaken in the 2025-26 financial year.

Julie Owens, Audit Wales did not have anything further to add to the report and covered the key points which includes our key responsibilities that are outlined throughout the document. A detailed audit is contained in the audit plan and the formal deadline will be the end of October. It

was clarified that Treasurer Sara Halbert will be authorised to provide final feedback to Audit Wales and agree the final version of the Audit Plan on behalf of the Authority.

## **RESOLVED THAT**

8.8.1 The Commissioners note the contents of the Draft Audit Plan 2025.

8.8.2 The Commissioners proposed that Treasurer Sara Halbert be authorised to provide final feedback to Audit Wales and agree the final version of the Audit Plan on behalf of the Authority.

## **9. FORWARD WORK PROGRAMME FOR BOARD OF COMMISSIONERS FOR SOUTH WALES FIRE & RESCUE SERVICE 2025/2026**

There were no comments or issues with the Forward Work Programme for the year 2025/2026.

## **RESOLVED THAT**

9.1 The Commissioners noted the Forward Work Programme.

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

There were no items that the Chairperson deemed urgent.

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

### **MINUTES OF THE LOCAL PENSION BOARD HELD ON TUESDAY 25 FEBRUARY 2025 AT 1000 HRS IN MEETING ROOM 8 AT FIRE AND RESCUE SERVICE HEADQUARTERS, AND REMOTELY VIA TEAMS**

#### **PRESENT:-**

ACFO Dean Loader (Chair) - Director of Service Delivery, Gabrielle Greathead – Interim Monitoring Officer, ACO Alison Reed – Director of People Services, Julia Thompson - Pensions Liaison Officer, Gareth Tovey - FBU, Chris Williams – Head of ICT, ACFO Brian Thompson – Director of Technical Services, Ian Traylor – Pensions Service Director, Rhondda Cynon Taf County Borough Council, Dave King – Fire and Rescue Service Association. ACFO Christian Hadfield – Director of Corporate Support, Kimbely Jeal, - Accountant, People Services, Hannah Clifford – Governance Officer, Kate Owen – Secretariat.

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Lee Bunkham, Senior Procurement Officer and Lisa Mullan, Head of Finance, Procurement and Property.

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

There were no declarations of interest.

#### **3. CHAIRPERSON'S ANNOUNCEMENTS**

There were no Chairperson's announcements.

#### **4. MINUTES OF THE PREVIOUS MEETING – 24 OCTOBER 2024**

#### **RESOLVED:**

To approve the minutes of the meeting of the Board held on 24 October 2024 as a correct record.

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

**07/24 4.4** The action to upload the Members Handbook to the Intranet remained outstanding – the Director of People Services took to expedite this.

**10/24 7.3** Work was ongoing regarding the contractual arrangements for the

Service Level Agreement.

The remaining actions from October 2024 had been completed.

## **6. REVIEW OF FIREFIGHTER PENSION SCHEMES DISCRETIONS**

The Director of People Services presented a report in relation to the requirement on authorities to explain and publish how they will apply discretionary elements for Scheme members.

A Statement of Policy addressing that requirement was set out as an Appendix to the report.

### **RESOLVED:**

- 6.1 To approve the Statements of Policy appended to the report;
- 6.2 to authorise Officers to provide Rhondda Cynon Taf Pension Fund Administrators with the approved policy statements, in accordance with the Schemes Regulations.

## **REPORTS FOR INFORMATION**

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

The Director of Pension Services at Rhondda Cynon Taf County Borough Council presented a report setting out performance information against the agreed key delivery service standards, in accordance with the Service Level Agreement between the Fire Service and the Council, as the Scheme Administrators. Appendix 1 to the report detailed the performance in the last quarter and Appendix 2 set out the key issues for the Board to consider.

The Board noted in particular:-

- the volume of work involved in administering such a complex scheme, and the points where delays were caused
- data governance issues arising from the scheme administration
- backdating pensions for recent retirees.

### **RESOLVED:**

- 7.1 to note the report and appendices.

## **8. PUBLIC SECTOR PENSION SCHEMES LEGISLATION – McCLOUD AND O'BRIEN REMEDY EXERCISES AND THE PENSIONS DASHBOARD PROJECT**

The Firefighters' Pensions Technical Lead for SWFRS/NWFRS presented a report setting out the statutory timelines imposed by the changes to public sector pension scheme legislation, commonly known as the McCloud and O'Brien pension remedy exercises. She noted that this was a very complex area of work and the deadline for full implementation of the McCloud implications of 31 March 2025 was challenging. It was unlikely that this deadline would be met, and the Service would be required to self-report this to the Pensions Regulator. The Board noted that:-

- communication with the affected members would be crucial through this uncertain transition period
- some members would be unable to retire until their cases were resolved
- this was a national problem with other services experiencing similar issues
- there would be a cost to the Service as a result of the delays, but this was as yet unquantified

The report also set out an update on the implementation of the Pensions Dashboard Project by the Department for Work and Pensions (see also Minute 9 below). It was reported that the Fire Services sector had been given a connection date of October 2025.

### **RESOLVED:**

- 8.1 To note the report.
- 8.2 to note the statutory obligation placed on the Scheme Manager to ensure that the project timelines be met, and the likelihood of this not being the case for this Scheme.

## **9. PENSIONS DASHBOARDS**

This item had been covered under the previous minute. A progress report would be brought to the next meeting.

## **10. PUBLICATIONS, UPDATES, INFORMATION (Standing Item)**

The Director of People Services submitted a report containing links to the setting out the Fire Pensions Regulations and Guidance Bulletins 85-88 inclusive.

**RESOLVED:**

10.1 To note the report.

**11. FORWARD WORK PROGRAMME FOR LOCAL PENSION BOARD**

The Interim Monitoring Officer introduced the latest iteration of the Board's Forward Work Programme.

**RESOLVED:**

11.1 To note the report.

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

No such business was brought forward.

**13. ITEMS TO REPORT BACK TO THE BOARD OF COMMISSIONERS**

The Chair would update Kirsty Williams on outcomes from this meeting and be guided as to whether any matters would be escalated to the Board of Commissioners.



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

### **MINUTES OF THE PEOPLE COMMITTEE HELD ON THURSDAY 27 MARCH 2025 AT 1030 HRS IN MEETING ROOM 08 AND REMOTELY VIA TEAMS**

#### **PRESENT:-**

#### **COMMISSIONERS:**

Chairperson - Mr Vij Randeniya

#### **OFFICERS:**

Gabrielle Greathead – Interim Monitoring Officer, Assistant Chief Fire Officer Christian Hadfield – Director of Corporate Support, Christian Landeg-John, Advisor to Commissioners, Scott Morris - Governance Officer, Kate Owen - Secretariat, Assistant Chief Officer Alison Reed – Director of People Services, Lisa Shroll – Head of People Services, Wayne Thomas – Head of Corporate Support.

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Chief Fire Officer Fin Monahan, Assistant Chief Fire Officer Brian Thompson – Director of Technical Services Hannah Goodchild – People Services Manager, Kate Havard - Audit Wales, Assistant Chief Fire Officer Dean Loader – Director of Service Delivery, Dominic Mika – Director of Strategic Change and Transformation, Lisa Mullan, Head of Finance, Procurement and Property.

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

There were no declarations of interest.

#### **3. CHAIRPERSON'S ANNOUNCEMENTS**

There were no Chairperson's announcements.

#### **4. MINUTES OF THE PREVIOUS MEETING – 7 FEBRUARY 2025**

The minutes of the meeting of the Committee held on 7 February 2025 were agreed as a correct record.

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

There were no updates on outstanding actions.

## **6. PAY POLICY STATEMENT 2025/26**

The Director of People Services presented a report setting out a Pay Policy Statement for the 2025/26 financial year, as required by the Localism Bill 2010. The Statement was required to outline the remuneration levels of its Chief Officers, the approach to pay on appointment, change to the level of Chief Officer pay and the Service's general policy approach to all staff.

It was anticipated that there would be sufficient time to publish the Statement bilingually by the statutory deadline of 31 March 2025.

### **RESOLVED TO RECOMMEND:**

- 6.1 That the Board of Commissioners approve the Pay Policy Statement for 2025/26.

## **7. PRE-RECRUITMENT GOVERNANCE**

The Head of People Services presented a report setting out proposals for pre-recruitment governance, in order to address a lack of transparency in recruitment procedures identified in the culture review report.

The report proposed the introduction of a structured vacancy review process prior to recruitment to all vacancies within the Service. Responsibility for the review process would sit with the recruiting manager in each case, and the proposed changes aimed to increase efficiency, improve resilience, enhance workforce planning and financial/strategic oversight and strengthen line manager accountability. The Chair welcomed the proposals as a means of reducing delays in recruiting to posts.

### **RESOLVED:**

- 7.1 to note the report and the assurances given in relation to progress developing Recruitment and Promotions processes; and
- 7.2 to agree the revised recruitment approval process set out in the report, including:-
  - The introduction of line manager responsibilities and due diligence into the pre-recruitment process
  - The streamlining of the PeopleXD authorisation process.

## **REPORTS FOR INFORMATION**

### **8. NFCC COMMISSIONED REPORT – INDEPENDENT CHALLENGE AND SUPPORT PANEL**

The Director of People Services presented a report introducing the report of the Independent Challenge and support Panel, established by the National Fire Chiefs Council as part of its work to improve culture and inclusion within Services.

#### **RESOLVED:**

- 8.1 To note the report.

### **9. AGILE WORKING FRAMEWORK**

The Head of People Services presented a report setting out a status update on the Service's Agile Working project, which was working towards less rigid working practices, increased flexibility and employee satisfaction. The introduction of agile working was a strategic priority for the Service, following the findings of the culture review report. The report set out three proposed phases, and the consultation on the proposals had just been completed. The next step would be the development of an Engagement and Communication Plan to ensure consistency and transparency. It was noted that further work was required with Estates and ICT to ensure that e.g. stations were properly equipped to become remote working locations for staff otherwise not based there. This would form part of the Phase Two development framework, to be completed by the end of September. The Chair noted further:-

- the need to ensure that mechanisms were in place to measure the impact of the policies, once introduced
- the varying expectations and attitudes of employees across various cohorts
- That care was needed to ensure that essential elements of productivity and staff satisfaction that could only be achieved by in-person working were not lost.

#### **RESOLVED:**

- 9.1 To note the report and the assurances given in relation to progress to address the recommendations at paragraphs 108-110 of the culture review report; and
- 9.2 To note the intention to develop a Future Workplace Strategy.

## **10. FORWARD WORK PROGRAMME FOR PEOPLE COMMITTEE 2024/25**

The Interim Monitoring Officer introduced the latest iteration of the Committee's Forward plan 2024/25.

### **RESOLVED:**

10.1 To note the report.

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

No such business was brought forward.

## **12. ITEMS TO REPORT BACK TO THE BOARD OF COMMISSIONERS**

The report considered at Minute 6 – Pay Policy Statement 2025/26 - requires the approval of the Board of Commissioners.

## **13. CHAIR'S CLOSING REMARKS**

The Chair made the following requests:

- a) That where a Director is unable to attend a Committee meeting, an appropriate deputy be nominated to attend in their place, on the basis that Directors with cross-cutting responsibilities should be represented irrespective of whether they were presenting a particular report.
- b) That where the subject of a report was identified as an area of risk in the Strategic Risk Register, the risk implications are highlighted to Commissioners so that the impact of management and mitigation measures could be scrutinised.
- c) That at the close of each committee meeting there is an informal agenda item providing an opportunity for meeting participants to reflect on the effectiveness of the meeting.

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

### **MINUTES OF THE FINANCE AND AUDIT COMMITTEE HELD ON FRIDAY 25 APRIL 2025 IN MEETING ROOM 8, SWFRS HQ AND REMOTELY VIA TEAMS**

#### **COMMISSIONERS PRESENT**

Baroness Wilcox of Newport (Chair)  
Kirsty Williams

#### **OFFICERS PRESENT:**

Assistant Chief Fire Officer Dean Loader – Director of Service Delivery, Lisa Mullan - Head of Finance, Procurement and Property, Gabrielle Greathead – Interim Monitoring Officer, Wayne Thomas - Temporary Head of Corporate Support, Dominic Mika - Director of Strategic Change and Transformation, Steen Gourlay – TIAA Internal Auditor, Charles Rigby – Audit Wales, Christian Landeg-John - Advisor to the Commissioners

#### **1. APOLOGIES**

Apologies for absence were received from Chief Fire Officer Fin Monahan, Assistant Chief Officer Alison Reed and Senior Procurement Officer Lee Bunkham.

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

There were no declarations of interest.

#### **3. CHAIRPERSON'S ANNOUNCEMENTS**

The Chair wished to congratulate Gabrielle Greathead on her maternity leave and thanked her for the significant role she has played in the Committees.

#### **4. MINUTES OF THE PREVIOUS MEETING – 21 MARCH 2025**

The Committee agreed the minutes as a true record of discussion and no matters arising.

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

Kirsty Williams requested that actions are logged with an indicative timeframe to provide confidence that we are delivering on time.

Minute 6: Lisa Mullan to include a narrative on the revenue performance report on what activity is undertaken to achieve the early consultation. This will be picked up early during the scene setting in the September report.

Minute 7: Lisa Mullan explained there will be conversations by the end of June relating to exploring options for lobbying Welsh Government in relation to capital funding for Welsh Fire Services.

## **REPORTS FOR DECISION**

### **6. REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

Gabrielle Greathead explained that section 6 of the constitution outlines how the Commissioners will appoint regulatory committees, such as the Finance and Audit Committee, to discharge functions set out in Section 11 of the document. Appendix 1 of the report outlines how the committee will ultimately enable the commissioners to demonstrate a commitment to the efficient and effective deployment of public resources. The Terms of Reference has been updated mainly to reflect the Commissioners involvement.

Kirsty Williams agreed to approve the Terms of Reference with the amendment to the wording used in paragraph 4.6.1.3 to replace the word 'target' as this felt too narrow. The Service is interested in continuous service improvement and performance excellence. Lisa Mullan stated that she has wording that she could insert into this to update the Terms of Reference.

## **RESOLVED**

- 6.1 The Commissioners approved the terms of reference with an amendment to replace the word 'target' under paragraph 4.6.1.3.

## **REPORTS FOR INFORMATION**

### **7. END OF LIFE OPERATIONAL EQUIPMENT**

Dean Loader, Assistant Chief Fire Officer presented a report on the end of life equipment that the Service donated to Ukraine via Fire Aid, UK Search and Rescue, National Resilience and NFCC as a part of the charitable attributes that the Service holds. Over the last 3 years, the Service has donated fire appliances, associated fire equipment and held convoys to transport this equipment. This is the eighth convoy incorporating donations from the Service to frontline efforts in Ukraine. The old equipment has been replaced with new equipment within the budget and Dean Loader noted that this has not affected our response. Lady Wilcox praised the efforts and contribution of the 18 volunteers and wished to write to them personally. Kirsty Williams formally acknowledged the staff that gave up their time to participate in the Convoy.

Kirsty Williams noted that usually end of life operational equipment would go to auction and agreed that resource should be sent to support frontline efforts in Ukraine but wants to ensure that there is oversight and a formal decision making policy on the rationale and how the decision has been reached and that the appropriate procedures have been followed. Lisa Mullan outlined part of the process and noted that the paper will need to come as a decision making paper in future containing all the information such as the list item along with the costings to be aware and transparent of what the value is. Kirsty Williams agreed with Lisa Mullan and Dean Loader should we need to do this at another stage.

## **RESOLVED**

7.1 Lady Wilcox to write a formal letter to the 18 volunteers who supported with the Ukraine Convoy.

7.2 The Commissioners noted the report.

## **8. PERFORMANCE REPORTS STRATEGIC PERFORMANCE INDICATORS QUARTER 4 2024/25**

Dean Loader, Assistant Chief Fire Officer presented a detailed overview of the strategic performance indicators and provided awareness on how the Service has performed. The data gives a reflection on the previous year and measures us on our performance. It was noted that these are no longer called targets and are now called projections. Dean Loader provided a through explanation of Appendix 1 and stated that the projections were set in March last year and a cumulation over the previous 5 years of each indicator.

Some highlights to note are:

- False alarms: Work commenced in January around AFAs. The intention is to come back mid-term with a new projected outcome as it allows us to see the change from the AFA policy change. This will be brought back to the Autumn meeting.
- Road Traffic Collisions: Fatalities have reduced. Extractions and medical assistance have decreased. We have attended more but the impact has been less severe. There has been a supply shortage of vehicles for RTC extraction practice. The Service is working with the supplier on delivering the vehicles and suggested a hub where crews can collect them from.
- Special Service Calls: Flooding has increased due to the storms, however water rescue has reduced by 2%. The Service has been assisting other agencies. A Duty Group Manager has been embedded in Fire Control (Monday – Friday 09:00 – 17:00) to support challenging calls and provide quick decision making. Commissioners agreed this was a good idea and pleased to see a positive difference this has made.

- Fire Fatalities and Injuries: There has been 6 fire fatalities with 5 over the age of 65. There have been various causes such as heating, electrical wiring and smoking. There has been fundamental changes in Community Safety and Lady Wilcox stressed that we need to be able to communicate with other agencies and partnerships. Community Safety team are working to bridge the gaps on these.
- Dwelling Fires confirmed to room of origin: This is the first year we have hit the projection. There has been a lot of awareness from home fire safety checks, messaging over social media and tying in increased awareness and the training that is done from the thematic review of Operational Excellence.

Lady Wilcox highlighted that we could learn from what the figures shows us and use them as evidence to improve our performance. Dean Loader explained this data shows that we make informed actions in the Service. In terms of bariatrics, Kirsty Williams would like reassurance that we have some flexibility to provide mutual support to other partnerships in time of need. Dean Loader explained that there is flexibility around this and we will work with partner agencies when there is a risk to life or critical in nature then Control will mobilise. If there is a grey area then this will be escalated to the Duty Group Manager.

Kirsty Williams asked whether there is scope to work with the Service alongside the CRMP to develop an integrated performance report. This will allow us to hold the Service to account and means that we have assurance that we have comprehensive integrated data and allows us to have a conversation on what we are doing well and areas to improve to be more transparent with the public. Dominic Mika explained that this work is in the chain and leads to the CRMP piece and included in ELT's work. Kirsty Williams welcomed this to ensure that a good system is in place and what that data tells us. Wayne Thomas assured that we have this data available in house and is being used at meetings such as Health and Safety and Service Delivery meetings.

## **RESOLVED**

8.1 The Commissioners noted the report.

## **9. REGISTER OF GIFTS AND HOSPITALITY**

Lady Wilcox noted the register of gifts and hospitality for 2024/2025. Kirsty Williams stated that we could consider a policy whereby we don't accept gifts or cash but we can signpost the public to recognise charities that support firefighters such as the Fire Fighters Charity if they felt they wanted to acknowledge. Dean Loader noted that the public tends to do this.



**RESOLVED**

9.1 The Commissioners noted the report.

**10. AUDIT WALES – ANNUAL AUDIT SUMMARY 2024**

Charles Rigby from Audit Wales summarised the work Audit Wales completed in 2024 which rounds off the previous calendar year. A draft report will be given to the officers in due course. Kirsty Williams thanked the officers that has worked with Audit Wales. Lady Wilcox was pleased to see the positivity within the report.

**RESOLVED**

10.1 The Commissioners noted the report.

**11. FORWARD WORK PROGRAMME FOR FINANCE AND AUDIT COMMITTEE**

The July committee will be split into two parts due to the number of reports to allow adequate time for discussion. It was queried whether there should be a Revenue Monitoring Report at every meeting however due to the Finance team size it is not possible to do so. Lisa Mullan will bring the Revenue Outturn Report which provides a lessons learnt and stated that we would know these details in August, but given the timelines of the committee meeting it would be brought to September meeting. Lisa Mullan reiterated that if there were any issues then the Commissioners would be notified.

11.1 The Commissioners noted the Forward Work Programme.

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

No such business was brought forward.

**13. ITEMS TO REPORT BACK TO THE BOARD OF COMMISSIONERS**

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

**THIS PAGE IS INTENTIONALLY BLANK**

## AGENDA ITEM NO 6

<b>UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS</b>
--

---

**BOARD OF COMMISSIONERS**

Minute No	Item	Action	Leading Officer	Current Status:
02/13 6.1	Medium-term financial plan	Medium-term financial strategy to be created.	Lisa Mullan	This will be taken to the Finance and Audit Committee September 2025 and then fed into the Board of Commissioners. Added to the Forward Work Programme.  <b>Ongoing as of 06/06/2025</b>
02/13 6.1	Efficiency plan	Lisa Mullan to lead on efficiency programme to capture what we have so far and the plan to achieve efficiencies around transformation and report back to the Commissioners.	Lisa Mullan	On agenda for the Board of Commissioners Committee in September 2025.  <b>Ongoing as of 06/06/2025</b>

03/28 6.5	Strategic Performance Indicators	Matt Jones to discuss with Dean Loader and Wayne Thomas on how we can surface the information that is discussed on Service Delivery level to the Commissioners	AM Matt Jones	AM Matt Jones is working with Wayne Thomas to ensure they align with the new strategy and findings from the HMI report to ensure things are captured i.e. response/mobile response. UPDATE: This will be brought to Board of Commissioners Committee 19 December 2025 where ACFO Dean Loader will discuss with the Commissioners informally ahead of the December 2025 Committee. <b>Ongoing as of 06/06/2025</b>
03/28 6.5	Water Rescue and Flooding Key Indicator	Chris Hadfield to prepare a briefing note for the Commissioners to propose to Welsh Government to include Water Rescue and Flooding as a key strategic indicator on the reporting.	ACFO Christian Hadfield Commissioners	Christian Hadfield sent the briefing note to Kirsty Williams who met with Steve Pomeroy from the Welsh Government Fire Branch. A follow up letter was sent from Christian Landeg-John. <b>CLOSED 06/06/2025</b>
03/28 6.6	Capital Funding	Paper to be brought to a future Finance and Audit Committee setting out potential proposals for Commissioners to consider and discuss with Welsh Government.	Lisa Mullan	Lisa Mullan will discuss further with Lady Wilcox offline. Secretariat Mia Evans has scheduled this for Friday 4 July. <b>CLOSED 06/06/2025</b>

**OFFICIAL**

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

**SOUTH WALES FIRE AND RESCUE SERVICE**

**AGENDA ITEM NO 7  
31 JULY 2025**

**BOARD OF THE COMMISSIONERS**

**STATEMENT BY THE CHIEF FIRE OFFICER FIN MONAHAN OBE DFC**

**SOUTH WALES FIRE AND RESCUE SERVICE CHIEF FIRE OFFICER  
UPDATE**

**THIS REPORT IS FOR INFORMATION AND ASSURANCE**

**REPORT APPROVED AND PRESENTED BY THE CHIEF FIRE OFFICER**

**SUMMARY**

This report focuses on providing information on progress being made across a wide range of SWFRS activities. SWFRS has now transitioned beyond the strategy planning phase and is entering the delivery phase of the strategy. We are in the process of ensuring better prioritisation and costing of the Transformation Programme. The assessment of risk to our communities and personnel is uppermost in my mind at present.

**RECOMMENDATIONS**

It is recommended that the Commissioners note the contents of this report to inform their oversight of the significant change underway at SWFRS.

**1. People**

- 1.1. **ELT Structure:** The Deputy Chief Fire Officer role was advertised internally and externally. Interviews for this position will take place on 14-15 August. Meanwhile, we welcome our new treasurer, Sara Halbert, to the Service. She brings a great deal of external experience to the ELT that will ensure high levels of scrutiny of SWFRS financial matters.

## OFFICIAL

- 1.2. **Discipline and Grievances:** The Service has appointed a lead for the Professional Standards Unit to enhance efficiency. While suspensions have decreased significantly, disciplinary and grievance cases rose last fiscal year. From 1 April 2024 to 31 March 2025, there were 35 formal grievances (up from 10 in 2023/24) and 53 discipline cases (up from 31 in 2023/24).
- 1.3. **The Educate to Prevent programme:** As part of this programme, we have launched “Taking Care of Behaviours” for over 200 employees, aiming for 100% workforce completion by October 2025. This training is opening up discussion and helping to provide a much clearer understanding of expectations about behaviour in the workplace.

## 2. Operational risks and plans

- 2.1. **Fire Cover Review:** Following a tender process, the Fire Cover Review consultancy and simulation software contract has been awarded to ORH. This will inform the Community Risk Management Plan (CRMP) being developed to fulfil a recommendation by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The Fire Cover Review and associated community risk assessment are scheduled for delivery by 25 October.
- 2.2. **Fatigue Management:** Addressing fatigue is a priority for the Service to comply with HSE guidance. A new fatigue management policy is in the final stages of development and will be implemented through a structured and phased approach. Stage 1 is already underway, Stage 2 is scheduled for completion by September 2025, and Stage 3 will involve longer-term implementation of fatigue management policies over the next three years. This phased implementation is essential to safeguard community risk, ensure continuity of On-Call services, and embed improvements across the Service that will protect our corporate and operational staff.
- 2.3. **Decontamination Programme:** In response to the International Agency for Research on Cancer's classification of firefighting as an occupation that is “*carcinogenic to humans*”, the Service has launched a new decontamination programme.
  - a. Key achievements include:
    - (1) Establishment of a new Breathing Apparatus (BA) and equipment maintenance facility with integrated deep-cleaning capability.

## OFFICIAL

(2) Formation of a dedicated Contaminants Working Group, including representatives from the FBU and Unions. This group feeds into the Health and Safety Committee, providing oversight and response to new research findings.

(3) Engagement with the Health and Safety Executive (HSE) culminating in an upcoming meeting with SWFRS to assess our programme and share best practice ahead of any formal inspections.

b. Future priorities for the Working Group include:

(1) Research and development of “zoning” within fire stations to distinguish operational and non-operational areas. This will support better contamination control and reinforce clean working practices. This project remains on track.

### 3. Technical Services

- 3.1. ***A New Chapter for Instructors and the Instructor Charter:*** On 25 June, a new project entitled *A New Chapter for Instructors* was launched at Cardiff Gate Operational Training, Leadership, and Personal Development Academy. Instructors from the centre, including corporate and uniformed staff, came together to sign the newly created Instructor Charter.
- 3.2. **Training allowance:** As part of the *New Chapter for Instructors* project, and to attract and retain the highest quality instructors, an allowance of 6.5% was established for instructors on 1 July as part of a 12-month trial.
- 3.3. **Fire Investigation Training:** Supervisory Managers (Crew and Watch Managers) within SWFRS lack formal training and recognised qualifications in Fire Investigation. This presents personal and organisational risks. Individually, untrained managers may face court scrutiny, jeopardising their credibility and legal outcomes. Organisationally, this gap increases the risk of incorrect Incident Recording System (IRS) data entry, which could lead to reputational damage or injustices emerging from inaccurate fire investigation reporting. To reduce these risks, all Supervisory Managers are enrolled in a Tier 1 Fire Investigation course offered by Skills for Justice. This

accredited program is primarily online, featuring pre-recorded content and 8 hours of guided learning that can be accessed at any time.

#### 4. Strategic Change and Transformation

- 4.1. **Portfolio Management Office (PMO):** The Service is recruiting a PMO Office Manager and has recruited a second Programme Manager who started work on 7 July 2025. New interim programme management software has been procured to enhance portfolio, programme, and project management through the PMO.
- 4.2. **Service Improvement Board:** This Board now includes updates on strategic priorities, cultural review recommendations, HMICFRS progress, and wider programmes of work within the transformation programme. Progress has been made, including details on key milestones, timelines and costs.
- 4.3. **Digitisation:** Failure to roll out digitisation at pace will impact improvements in our internet, intranet, system integration, data reporting and will affect the overall success of the transformation programme. This affects every aspect of the Service and is, thus, a significant risk to the transformation programme. This is mitigated by external visits by SWFRS staff to digital conferences, pan-SWFRS requirements discussions and an exciting new partnership with the Alacrity Foundation to examine how we will deliver a future digital backbone.
- 4.4. **Prevention, Protection, and Response Strategies:** A performance framework has been developed to support performance management, future dashboards, objectives, and KPIs for the Prevention, Protection and Response strategies.
- 4.5. **Culture Dashboard:** This has been developed with metrics to demonstrate attainment of culture aims. It is being delivered alongside a new staff survey, as recommended by HMICFRS, to benchmark progress.
- 4.6. **Hydra:** The Service is collaborating with the Hydra Research and Innovation Centre at the University of South Wales to develop scenario-based cultural training following our 10KV debriefing. This sector-leading work promises positive outcomes for Wales and the wider UKFRS.



## 5. Stakeholder Engagement

- 5.1 **Social Partnership:** As CFO, I take this opportunity to emphasise the importance I place on working in social partnership. We strive to provide advanced information and to discuss projects and policy changes in the regular meetings we hold with the representative bodies. A notable example of recent Social Partnership work is the agreement to conduct a six-month *Additional Shifts Trial*, which will commence in August 2025 following discussions at the Joint Consultative Forum. This aims to provide operational staff with a significantly improved means of taking their public holiday allocation, which, for many years, has been a source of dissatisfaction. Meanwhile, other policy change propositions have been shared and shaped through social partnership.
- 5.2. **Family & Friends Engagement Days:** The Operations Department has begun a programme of engagement days at On Call Duty Stations to foster a more community and family-oriented culture to recognise and thank families for their support to the Service. This programme is designed to enhance morale and retention on stations and to foster a stronger sense of community spirit. Events have been held in Monmouth, Blaenavon, and Kenfig Hill.
- 5.3. **National Armed Forces Day:** The Armed Forces Day event at Caldicot Castle was supported by SWFRS. The fostered positive engagement with families, veterans, and locals, many of whom showed interest in joining our On-Call team. A highlight was our RTC demonstration, which highlighted our firefighters in action and drew significant attention from the crowd. Meanwhile, the Service is proud to support our armed forces and was recently awarded Gold Award membership of the Defence Employer Recognition Scheme.

## 6. Communications and Engagement

- 6.1. **Communications Strategy:** The communications strategy has been approved by ELT; this is designed to allow us to share 'our story' more effectively across the organisation.
- 6.2. **Documentary:** SWFRS is collaborating with SouthShore to film a new-style documentary for Channel 4, inspired by 'Saving Lives at Sea' but featuring a fire service for the first time. Helmet cameras will be used to capture compelling footage of the range of activities in which SWFRS is involved.

## 7. Finance

- 7.1. **Medium-Term Financial Strategy (MTFS).** The 2026-2029 MTFS is being developed with a focus on integrating the budgetary impact of the transformation program. The Head of Finance and Procurement will allocate costs between capital and revenue expenditure, which is crucial for budget setting. Accurate prioritisation of transformation expenditures is a particular focus. The ICT strategy is being integrated into the MTFS as a key priority, given the importance of digital transformation to all aspects of the Service.

## 8. Conclusion

- 8.1. This has been a busy period since my last update. Many projects envisioned in the strategy to move the organisation forward and deliver on the HMICFRS and Fenella Morris KC reports, as well as the Thematic Reviews, are now underway and progressing apace. Fatigue management is being modernised; however, the plan to mitigate this will take time to deliver. There was previously a lack of clarity regarding the cost estimates for the transformation program, which is essential for the development of the Service. This issue is now being addressed, providing the organisation with a better ability to estimate project costs and prioritise them more effectively. As a result, SWFRS will be able to implement changes more efficiently and within defined budget limits.

AGENDA ITEM NO 8

**Reports for Decision**

**THIS PAGE IS INTENTIONALLY BLANK**

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

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 8.i  
31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE CHIEF FIRE OFFICER

**PRINCIPAL OFFICER VACANCIES/APPOINTMENTS – DEPUTY CHIEF FIRE OFFICER, TWO ASSISTANT CHIEF FIRE OFFICERS AND STATUTORY OFFICERS**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE CHIEF FIRE OFFICER  
PRESENTING OFFICER DIRECTOR OF PEOPLE SERVICES, ALISON REED

**SUMMARY**

This paper invites Commissioners to endorse the recruitment processes already in place for a Deputy Chief Fire Officer (a post within the establishment) and for the recruitment of two Assistant Chief Fire Officers (ACFO), and by doing so, approve an increase in the establishment by one ACFO.

It also seeks to ratify the Commissioners' recent appointments of two statutory officers, namely, the Treasurer/s112 Officer and the Director of Service Support/Monitoring Officer/s5 Officer.

**RECOMMENDATIONS**

**The Commissioners are asked to approve:**

1. An increase in the number of permanent Assistant Chief Fire Officers (ACFO) from one post to two.
2. The job descriptions, recruitment and selection processes underway for the posts of Deputy Chief Fire Officer (DCFO) and two posts of Assistant Chief Fire Officer (ACFO).
3. The appointment of Sara Halbert as the Treasurer/s112 Officer from 2 June 2025.
4. The appointment of Amanda Brown as Director of Service Support/Monitoring Officer/s5 Officer from 18 August 2025.

## **1. BACKGROUND**

- 1.1 The Constitution delegates the 'appointment of Principal Officers' to the Finance and Audit Committee (paragraph 7.8.5). It also provides that the Board of Commissioners confirm the appointments of the Principal Officers (paragraph 4.4.6).
- 1.2 Due to time constraints, a paper has not been presented first to the Finance and Audit Committee. Instead, it is being presented directly to the Board of Commissioners, who have overarching responsibility for the appointment of Principal Officers.
- 1.3 Commissioners are being asked to retrospectively approve decisions made to progress the recruitment and selection of Principal Officers, having already been involved in key stages of the process.

## **2. ISSUE / PROPOSAL**

- 2.1 Two serving ACFOs gave notice to the Commissioners of their intention to retire in January 2026, which triggered the need to start a recruitment process for new Principal Officers as soon as possible. The Commissioners have been fully engaged in the process and, alongside the Chief Fire Officer (CFO), have approved job descriptions and adverts for the roles of one Deputy Chief Fire Officer and two Assistant Chief Fire Officers.
- 2.2 The Commissioners have reviewed the current establishment of the Executive Leadership Team (ELT) which currently comprises five Principal Officers/Director posts, namely: the CFO, two ACFOs – Technical Services and Service Delivery, and two Assistant Chief Officers – Corporate Services and People Services. Commissioners have noted that the approved establishment for uniformed personnel at ELT includes a CFO, one DCFO and one ACFO; this was at a time when the Service's CFO had incident ground experience, including Incident Command Level (ICL) 3. The current CFO is not from a fire background and is re-validating his ICL Level 4 qualification required for participation in a Strategic Command Group; Level 4 does not include command of the incident ground as the most senior officer at large scale incidents, and it may take some time for the Chief Fire Officer to attain fire ground competence. It is therefore assessed that the Service should have a DCFO and 2 x ACFOs to ensure 24/7 cover for the duty rota and for Firefighter safety at large-scale incidents.
- 2.3 The Service is going through a significant change in response to the recommendations of the Independent Report by Fenella Morris KC and also the recent report of HMICFRS. This has generated a considerable

workload, and it is assessed that ELT needs to be increased by one ACFO post at this time to drive continued progress.

- 2.4 It is intended that new Principal Officers will be in post by November 2025 to enable a short handover before the retirement of two ACFOs. As the Service addresses the issues highlighted in recent reports and returns to 'business as usual' the structure of ELT will be reviewed.
- 2.5 The Commissioners have held interviews for the Treasurer, a statutory appointment under section 112 of the Local Government Finance Act 1988 and section 6 of the Local Government and Housing Act 1989 and appointed Sara Halbert who took up the role on 2 June 2025. The Commissioners also held interviews for a Director of Service Support (previously 'Director of Corporate Services')/Monitoring Officer, a statutory appointment under Section 5 of the Local Government and Housing Act 1989, and appointed Amanda Brown, who will start in the role on 18 August 2025.

### **3. IMPLICATIONS**

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

- 3.1.1 Developing an effective ELT will align capabilities to strategy, resulting in effective services being delivered to the community.

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

- 3.2.1 As outlined in paragraph 1.1 above, the Constitution delegates the 'appointment of Principal Officers' to the Finance and Audit Committee (paragraph 7.8.5). It also provides that the Board of Commissioners confirm the appointments of the Principal Officers (paragraph 4.4.6).
- 3.2.2 Aligning activity and resources with the strategic vision allows the Service to meet its statutory obligations.

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

- 3.3.1 The Deputy Chief Fire Officer and one Assistant Chief Fire Officer posts are permanently established and fully budgeted for within the current financial plan.
- 3.3.2 Remuneration details for employees of South Wales Fire and Rescue Service are set out in the Pay Policy Statement which can be found at <https://fshqsp13ws.swfs.southwales-fire.gov.uk/public/home/en-gb/Business->

[Support/\\_layouts/15/WopiFrame2.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2025-03-28%20Board%20of%20Commissioners%20Full%20Papers.pdf&action=default](Support/_layouts/15/WopiFrame2.aspx?sourcedoc=/public/home/en-gb/Business-Support/Minutes/2025-03-28%20Board%20of%20Commissioners%20Full%20Papers.pdf&action=default)

- 3.3.3 The extract below has been updated to reflect the most recent pay award:

<b>DIRECTORS [date of last award – 1 January 2025]</b>	<b>FT Salary £</b>	<b>Actual Salary £</b>	
Chief Fire Officer*	181,798	171,828	* Development Rate
Deputy Chief Fire Officer (80% CFO)	145,748	-	
Deputy Chief Officer (76% - CFO)	138,167	-	
Assistant Chief Fire Officer - Technical Services (75% CFO)	136,736	136,736	
Assistant Chief Fire Officer- Service Delivery (75% CFO)	136,736	136,736	
Assistant Chief Fire Officer- Corporate Governance (75% CFO)*	136,736	135,905	* Currently temporary
Assistant Chief Officer - People Services (62% -CFO)	113,303	113,303	
Assistant Chief Officer – Corporate Services (62% - CFO)	113,303	-	
Director of Change & Transformation (62% - CFO)*	113,303	113,303	* Currently temporary
<b>STATUTORY OFFICER</b>			
Treasurer*	86,360	39,190	* Part time basic salary
The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 118 days per annum.			

- 3.3.4 A new, permanent Assistant Chief Fire Officer (ACFO) post is proposed to replace the current temporary ACFO – Corporate Support role. This new post would carry the same full-time salary level as existing ACFO roles. Depending on the postholder's membership of a firefighter pension scheme, the appointment is expected to result in an increase in annual recurring costs of approximately £199,000, due to associated employer on-costs.

- 3.3.5 For the 2025/26 financial year, this can be met through available in-year underspends. If underspends are not forthcoming or insufficient, funding will be drawn from reserves. In future years, the recurring costs will be incorporated into the fire levy and passed on to constituent authorities as part of the standard funding arrangements for the Service.

## 4. EVALUATION & CONCLUSIONS

- 4.1 For the reasons set out in this report, the Commissioners are asked to approve the recommendations.



- 4.2 Approval to recruit the DCFO and two ACFOs will provide stability in terms of the Executive Leadership Team structure, and it will ensure service delivery is unaffected.

## 5. RECOMMENDATIONS

The commissioners are asked to approve:

1. An increase in the number of permanent Assistant Chief Fire Officers (ACFO) from one post to two.
2. The job descriptions, recruitment and selection processes underway for the posts of Deputy Chief Fire Officer (DCFO) and two posts of Assistant Chief Fire Officer (ACFO).
3. The appointment of Sara Halbert as the Treasurer/s112 Officer from 2 June 2025.
4. The appointment of Amanda Brown as Director of Service Support/Monitoring Officer/s5 Officer from 18 August 2025.

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

**THIS PAGE IS INTENTIONALLY BLANK**

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

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 8.ii  
31 JULY 2025

BOARD OF THE COMMISSIONERS

### **STATEMENT OF ACCOUNTS 2024/25**

### **THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE TREASURER

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

#### **SUMMARY**

The Appointed Auditor is required to give their opinion on the financial statements for the year ended 31 March 2025. This report considers the statutory ISA260 report, the final audited statement of accounts and the letter of representation.

As the audit concludes, the documents currently being finalised will be circulated to Members electronically prior to the meeting.

#### **RECOMMENDATIONS**

1. That Commissioners receive the ISA 260 report of the Appointed Auditor and note the letter of representation contained therein.
2. That Commissioners note the audited Statement of Accounts (provided electronically).

## **1. BACKGROUND**

- 1.1 The Treasurer to the South Wales Fire & Rescue Authority is responsible for the preparation of the statutory financial statements and information contained within the annual Statement of Account according to accepted accounting practices.
- 1.2 The Auditor General is also required to give an opinion on whether the financial statements of the Authority and the Fire Fighters Pension Fund

Account give a true and fair view of the financial position as at 31 March 2025, and its income and expenditure for the year then ended.

## **2. ISSUE**

- 2.1 The Head of Finance, Property & Procurement approved the draft Statement of Accounts (SoA) for 2024/25 on 30 May 2025, and these have been subject to the external audit process since 2 June 2025.
- 2.2 The audit has now been substantially completed by Audit Wales (AW) as the appointed auditors, and their statutory ISA 260 report is finalised and attached for Members to receive. This is the final audit of accounts report and is where the auditors' draw attention to corrected and uncorrected misstatements in addition to areas of uncertainty and risk as part of their reporting to 'those charged with governance'.
- 2.3 The audited SoA will be published on the Authority's website following Commissioner approval and Chair, Treasurer, Chief Fire Officer and Auditor certification.
- 2.4 The overall opinion of the auditor is favourable, and their intention is to issue an 'unqualified' audit report. The alternative is a 'qualified' audit opinion which is when the auditor has material concerns about aspects of the accounts, although this does not apply. The unqualified opinion is in no small measure down to the significant amount of work undertaken by the finance team, together with support from the AW team.
- 2.5 It is normal practice for the Auditor to require a letter of representation from the Authority. A draft of this letter is contained within the ISA 260 report and certified by the Treasurer and Chair of the Board of Commissioners.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 Whilst there have been changes made to the draft financial statements, these do not affect the overall financial position of the Fire & Rescue Authority and as a result there are no financial implications arising directly from this report.

## **4. RECOMMENDATIONS**

- 4.1 That Commissioners receive the ISA 260 report of the Appointed Auditor and note the letter of representation contained therein.
- 4.2 That Commissioners note the audited SoA (provided electronically).

<b>Contact Officer</b>	Lisa Mullan Head of Finance, Procurement & Property
<b>Background Papers</b>	Statement of Accounts 2024-25 AW ISA260 Report Proposed Report of the Auditor General to the South Wales Fire & Authority Letter of Representation

**THIS PAGE IS INTENTIONALLY BLANK**

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

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 8.iii  
31 JULY 2025

BOARD OF THE COMMISSIONERS

### **REVENUE OUTTURN REPORT 2024/25**

#### **THIS REPORT IS FOR DECISION**

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

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

#### **SUMMARY**

Subject to the external audit process, this report outlines the revenue outturn position for the financial year end 2024/25 and resultant impact on reserves.

#### **RECOMMENDATIONS**

That the Commissioners for South Wales Fire and Rescue Authority note and agree the report content and reserve movements.

The £1.4 million underspend will transfer to the following reserves;

- £656k Firelink Reserve
- £500k Joint Fire Control Project
- £242k Equipment Renewal Reserve (ERR) top up

## **1 BACKGROUND**

- 1.1 The objective of this report is to present Commissioners with a summary of the revenue outturn for the year ending 31 March 2025. The statutory accounts are subject to external audit and to this end, a final position will not be definite until the audit process is complete.
- 1.2 Appendix 1 details the annual budgets, the 31 March 2025 position and variance analysis. Information is inclusive of grant transactions to provide a full financial picture.
- 1.3 Appendix 2 charts budget variances reported throughout the year.
- 1.4 Appendix 3 details outturn variances to previous forecast reported on 25.04.25

- 1.5 The reserves statement at Appendix 4 presents the year end movements and position.
- 1.6 Appendix 5 details grant funded initiatives and the impact on the revenue budget.
- 1.7 Appendix 6 details unbudgeted and transformational expenditure.

## **2 ISSUE / PROPOSAL**

- 2.1 The final budget position is an underspend of £1.4million. The variances in the 24/25 financial year comprise of:

- £374k overspend against employee budgets
- £1.4m underspend in non-employee areas
- £343k increase in income

- 2.2 The following highlights material variances to budget.

### **2.2.1 EMPLOYEE COSTS - £374k overspend**

#### **Salaries - £220k overspend**

- Wholetime Duty System (WDS) net £1.1m overspend includes the following notable items :
  - £867k overspend across all stations
  - £290k overspend across non-station WDS roles:
    - £227k additional expenditure associated with Principal Officer movements in the year
    - Net overspends of £360k across various departments, the majority of which stem from firefighter recruitment
    - £297k apprentice funding offsets the above
  - Included within the above is a £272k increased resulting from a higher than budgeted pay award.
- On Call Duty System (OCDS), Industrial Action Planning and Fire Control staff budgets incurred underspends of £1.1m, £131k and £176k respectively, due to vacancies throughout the year.
- Costs of running the Fire Authority through the Welsh Government (WG) Commissioners has incurred an overspend of £178k. This budget was established prior to the changeover from Local Authority Members.



- Externally funded salary expenditure increased by £651k compared to the planned budget; however, this was fully offset by corresponding grant income.

### **Superannuation - £207k underspend**

- The fire fighter (FF) budget estimated retirements throughout the year at an average Watch Manager A rate. It transpired that higher-than-average ranked operational staff retired at the beginning of the year and also, the timing of new recruits entering the system occurred later than estimated, both of these factors have the effect of lowering the cost of employer contributions.
- The LGPS budget assumed that retirements / leavers will be replaced immediately although this has not been the case and has led to a reduction in Employer's contributions being reported on.

### **Pensions (Ill Health) - £368k overspend**

- An increased number of ill health retirements equates to £250k of this overspend with the consequential increase injury pension payment accounting for the remainder.

### **2.2.2 PREMISES COSTS – £1m underspend**

- £656k of FireLink costs were budgeted in the year as advised by the government although these costs have not materialised. A ringfenced reserve fund of £425k was established for FireLink for this very reason at the end of 2023/24 to accommodate the possibility of charges becoming payable. The uncertainty on the level of charges has continued into 2024/25 and a further £656k allocation has been made to the reserve, now totalling £1.1million. The cost of FireLink is subject to an ongoing dispute in the courts and should an appeal to the European High Courts be successful, the contents of the reserve will become payable. An extract from the annual statement of account 2024/25 is provided below for a deeper insight.

“The Firelink project, launched by the Home Office, was designed to establish a nationwide digital radio communication system for fire and rescue services, as well as to enable interoperability with the radio networks used by the Police and Ambulance Services. While the initiative was originally funded by the Home Office, that financial support ended in the 2023/24 fiscal year. The Competition and Markets

Authority (CMA) determined that Motorola was generating supernormal profits due to its effectively unchecked monopoly in providing communication network services to the UK's emergency services. In January 2025, the Court of Appeal rejected Motorola's request to contest the CMA's finding that it was earning excessive profits from these services. However, Motorola still has the option to appeal to the European courts, and a successful challenge could potentially result in the reimbursement of the inflated charges in the future. A useable reserve has been increased to cover any future liability"

- The unit price per kwh for electricity was lower in April 24 compared to April 23 whilst the daily standing charge increased, however overall costs decreased resulting in a £139k underspend. Pricing is set annually and isn't known well enough in advance to effect budget setting. Adding to this are the effects of the Services decarbonisation plans with several OCDS stations having gas removed and the installation of air source heat pumps. This has undoubtedly contributed to the £304k underspend on gas and had a positive impact on this budget that can be redistributed in the 2026/27 budget.
- Repairs and maintenance costs are underspent by £112k. The underspend includes delayed roof repairs at Abergavenny, which now requires a tender process as costs exceed the procurement threshold. Additionally, several contracts were paused following poor performance and insolvency.

### **2.2.3 TRAINING – £115k underspend**

- £62k underspend in special rescue is driven by instructor availability and this has resulted in fewer development courses. In addition to the Cardiff International White-Water Centre being unable to accommodate all requirements.
- An unsuccessful year for applicants, amongst other factors has resulted in a £30k under spend for training on the Executive Leadership Programme (ELP).
- The Additional Learning Fund (ALF) was paused for new applicants to help offset the previous projected overspend, resulting in a £15k underspend.

#### **2.2.4 SUPPLIES AND SERVICES - £345k underspend**

- Externally funded project expenditure is underspent by £311k compared to budget. This includes a £130k reclassification of equipment to capital expenditure and a £266k underspend in Long Term Maintenance Capability resulting from the end of the contract with Babcock.
- Uniform is underspent by £100k due to an internal project to identify process efficiencies which resulted in higher-than-expected returns of FF PPE, i.e. gold kit.
- Furniture costs are underspent by £78k due to delivery issues. £50k of this is driven by planned chair replacements in Fire Control which has been deferred to 25/26. Also, a £29k order for racking to store water PPE in Operations was postponed due to supplier delays.
- There is a £393k overspend on equipment, including front line operational and other. £252k of this will be funded from the Equipment Replacement Reserve as part of the budget setting strategy.
- Of a £97k underspend on ICT, £73k relates to an over-accrual in 23/24 for a support and maintenance contract.

#### **2.2.5 TRANSPORT - £746k underspend**

- Following the introduction of IFRS 16, and completion of our approach to this new standard, £234k has been moved from operating lease rentals to depreciation and finance charges (below in capital financing charges) and £230k has been moved from operating lease rentals and recognised as a prepayment. £232k for a box lorry (USAR) was miscategorised as revenue expenditure and has since been reallocated to capital.

#### **2.2.6 CONTRACTED SERVICES - £367k overspend**

- £248k is a result of the HMICFRS inspection requested by the Commissioners.
- Additional legal counsel required during the year resulted in an overspend of £135k.

#### **2.2.7 CAPITAL COSTS - £424k overspend**

- Loan charges have increased by £198k due to the increased cost of borrowing, driven by the bank of England rate changes. Minimum Revenue

Provision (MRP) has been matched with £266k depreciation for the Right of Use Assets.

### **2.2.8 INCOME - £342k additional funds**

- Employee Related income is £78k below budget, primarily due to a £140k reduction in costs shared for Joint Fire Control (JFC). The shortfall reflects reduced salary recharges to Mid & West Fire & Rescue Service, consistent with a £175k underspend in salaries resulting from vacancies throughout the year.
- £154k of reimbursements for Training, Stock and Vehicle Damage Insurance.
- £246k additional externally funded project income.

## **3 IMPLICATIONS**

3.1 The £1.4 million underspend will transfer to reserves as recommended below:

- £656k Firelink Reserve
- £500k Joint Fire Control Project
- £242k Equipment Renewal Reserve top up

### **3.1.1 Community and Environment**

- The revenue budget funds the running costs of South Wales Fire and Rescue Service, to allow the Service to provide response, protection and education work within our communities.

### **3.1.2 Regulatory, Strategy and Policy**

- The Combination Scheme Order 1995 sets out how the Service will be funded and CIPFA codes of practice set out expectations for financial management of public finances.

### **3.1.3 Resources, Assets and Delivery**

- Explanations are set out within the body of this report.

## **4 EVALUATION & CONCLUSIONS**

4.1 Net revenue expenditure for the year is £97 million, inclusive of grant funded transactions. The fire levy and grants equate to £95.8million and £2.7million respectively, resulting in a £1.4 million underspend.

## 5 RECOMMENDATIONS

- 5.1 That the Commissioners for South Wales Fire and Rescue Service note and agree the report content and reserve movements.

The £1.4 million underspend will transfer to the following reserves

- £656k Firelink Reserve
- £500k Joint Fire Control Project
- £242k Equipment Renewal Reserve (ERR) top up

<b>Contact Officer:</b>	Lisa Mullan Head of Finance, Procurement & Property	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
Capital Monitoring Report Online (CP) budget reports Cost profile information	2024/25	Head of Finance, Property & Procurement

<b>Appendices</b>	
Appendix 1	Revenue Monitoring 2024/25 (18.07.2025)
Appendix 2	Variances to Date 2024/25 (18.07.2025)
Appendix 3	Reserve Statement 2024/25 (18.07.2025)
Appendix 4	Q3 Forecast vs Outturn Summary 2024/25 (18.07.2025)
Appendix 5	Grant Monitoring Report 2024/25 (18.07.2025)
Appendix 6	Revenue Costs to be met from Reserves 2024/25 (18.07.2025)

**THIS PAGE IS INTENTIONALLY BLANK**

## REVENUE MONITORING REPORT 2024/25

### Appendix 1: Revenue Monitoring 2024/25

#### SOUTH WALES FIRE & RESCUE SERVICE

#### BUDGET MONITORING 2024/25

	Original Budget 2024/25 £	Revised Budget (vired budget) 2024/25 £	Original Revenue Grant Funding 2024/25 £	Total Revenue Budget 2024/25 £	Outturn 31.03.25 £	Over/Under Spend Against Revised Budget	Over/ Under Spend %
<b>Employee Costs</b>							
Salaries, NI & superann.	72,280,389	72,280,389	1,125,060	73,405,450	73,401,971	3,479	0.0%
Pensions (ill health)	962,724	962,724	0	962,724	1,330,383	-367,659	-0.4%
Travel and Subsistence	426,000	426,000	10,005	436,005	445,879	-9,874	0.0%
<b>Total Employee Costs</b>	<b>73,669,113</b>	<b>73,669,113</b>	<b>1,135,065</b>	<b>74,804,178</b>	<b>75,178,233</b>	<b>-374,055</b>	<b>-0.4%</b>
<b>Premises Related Expenses</b>	7,174,457	7,274,457	0	7,274,457	6,259,307	1,015,150	1.1%
<b>Training Expenses</b>	1,834,599	1,834,599	34,647	1,869,246	1,754,322	114,924	0.1%
<b>Supplies &amp; Services</b>	5,845,524	5,845,524	1,061,085	6,906,609	6,561,666	344,943	0.4%
<b>Transport Related Expenses</b>	1,724,590	1,724,590	233,980	1,958,570	1,212,623	745,947	0.8%
<b>Third Party Payments (Contracted Services)</b>	1,352,970	1,352,970	0	1,352,970	1,720,141	-367,171	-0.4%
<b>Capital costs / leasing</b>	5,305,190	5,205,190	0	5,205,190	5,629,575	-424,386	-0.4%
<b>Contingency</b>	0	0	0	0	0	0	0.0%
<b>Total Expenditure</b>	<b>96,906,443</b>	<b>96,906,443</b>	<b>2,464,777</b>	<b>99,371,220</b>	<b>98,315,867</b>	<b>1,055,352</b>	<b>1.1%</b>
<b>Income</b>							
Employee Related	-101,687	-101,687	0	-101,687	-23,714	-77,973	-0.1%
Lease Car Contributions	-100,500	-100,500	0	-100,500	-79,280	-21,220	0.0%
Co-Location Re-imbursement	0	0	0	0	0	0	0.0%
Other Income	-864,016	-864,016	0	-864,016	-1,059,726	195,711	0.2%
<b>Total Income</b>	<b>-1,066,203</b>	<b>-1,066,203</b>	<b>0</b>	<b>-1,066,203</b>	<b>-1,162,720</b>	<b>96,517</b>	<b>0.1%</b>
<b>NET BUDGET / FORECAST 2024/25</b>	<b>95,840,240</b>	<b>95,840,240</b>	<b>2,464,777</b>	<b>98,305,017</b>	<b>97,153,147</b>	<b>1,151,870</b>	<b>1.2%</b>
Local Authority Contributions	-95,840,240	-95,840,240	0	-95,840,240	-95,840,240	0	0.0%
External Funding (WG)	-2,464,777	0	-2,464,777	-2,464,777	-2,710,764	245,987	0.3%
<b>OVERALL REVENUE OVER / UNDERSPEND</b>					<b>1,397,856</b>		

**THIS PAGE IS INTENTIONALLY BLANK**



## REVENUE MONITORING REPORT 2024/25

### Appendix 2: Variances to Date 2024/25

#### SOUTH WALES FIRE & RESCUE SERVICE REVENUE BUDGET MONITORING 2024/25

	Original Budget 2024/25 £	Original Revenue Grant Funding 2024/25 £	Revised Overall Budget (inc vired budget) 2024/25 £	Forecast 20.09.24 £	Forecast 21.03.24 £	Outturn 31.03.25 £	* Variance reported at 20.09.24 to Revised Budget	** Variance reported at 21.03.25 to 20.09.24	*** Variance reported at 31.03.2025 to 21.03.2025	Cumulative Variances against Revised Budget	Summary on variances previously reported
<b>Employee Costs</b>											
Salaries, NI & superann.	72,280,390	1,125,060	73,405,450	73,299,739	73,505,144	73,401,971	105,712	-205,406	103,173	3,479	
Pensions (ill health)	72,280,390	1,125,060	73,405,450	73,299,739	73,505,144	73,401,971	105,712	-205,406	103,173	3,479	* Pay award 1% higher than anticipated - resulting in an increase in salary costs of £272k
Travel and Subsistence	962,724	0	962,724	1,178,828	1,314,740	1,330,383	-216,104	-135,912	-15,643	-367,659	** £152k increase in Fire Fighter and LGPS Pension Schemes and £136k increase in ill-health retirements (£92k one off payments in October)
Total Employee Costs	426,000	10,005	436,005	445,184	435,202	445,879	-9,179	9,982	-10,677	-9,874	
	73,669,113	1,135,065	74,804,179	74,923,750	75,255,086	75,178,233	-119,572	-331,336	76,853	-374,054	
<b>Premises Related Expenses</b>											
	7,174,457	0	7,174,457	7,852,627	7,695,231	6,259,307	-678,171	157,396	1,435,924	915,150	* £507k additional Firelink charges plus £63k additional BT costs ** £78k increase in cleaning (Living Wage increases), £63k reduction in WAN and mobile phone costs. Energy forecast reduced by £166k
<b>Training Expenses</b>											
	1,834,599	34,647	1,869,246	1,858,817	1,821,750	1,754,322	10,429	37,067	67,428	114,924	** ELP budget unspent this year due to no successful candidates
<b>Supplies &amp; Services</b>											
	5,845,524	1,061,085	6,906,609	7,382,886	7,120,436	6,561,666	-476,277	262,450	558,770	344,943	* £200k IT Back Up system, £72k JFC annual licences and additional £140k for ERP ** £137k increase for hydrant repairs (Welsh Water backlog catch-up) plus £345k reduction in spend for externally funded projects. £130k previously classified to revenue, moved to capital for specialist equipment for NR/ MTA and savings of £228k - Babcock contract termination
<b>Transport Related Expenses</b>											
	1,724,590	233,980	1,958,570	1,883,998	1,690,825	1,212,623	74,572	193,173	478,203	745,947	* wider use of hybrid vehicles driving costs down ** £232k, previously classified as revenue expenditure, moved to capital expenditure for a box lorry for USAR
<b>Third Party Payments (contracted services)</b>											
	1,352,970	0	1,352,970	1,835,107	1,915,451	1,720,141	-482,137	-80,344	195,310	-367,171	* £322k inspection services (HMICFRS) ** Increases of £56k - employment tribunals, £68k - external HR contracts due to staff capacity and £113k increase for McCloud Remedy. Offset by £126k reductions in Occupational Health due to reassessment of employee requirements
<b>Capital costs / leasing</b>											
	5,305,190	0	5,305,190	5,308,701	5,279,817	5,629,575	-3,512	28,885	-349,759	-324,386	* Joint Control Operating Lease to be funded in Year 8 ** £36k reduction in MRP due to rescheduling the repayment of the borrowing
<b>Total Employee Costs</b>	23,237,330	1,329,712	24,567,042	26,122,137	25,523,509	23,137,635	-1,555,095	598,627	2,385,875	1,429,407	
<b>Income</b>	-99,371,220	0	-99,371,220	-99,387,804	-99,633,487	-99,713,724	16,584	245,682	80,237	342,504	** £45k improvement of bank interest due to close monitoring to maximise interest from deposit accounts. WG grant for pay pressures of £371k and £81k funding from HMICFRS for HMIC audit; reduced by movement of £262k to capital
<b>CONTRIBUTION BUDGET 2024/2025</b>	-2,464,777	2,464,777	0	1,658,083	1,145,109	-1,397,856	-1,658,082	512,974	2,542,965	1,397,857	

**THIS PAGE IS INTENTIONALLY BLANK**

## REVENUE MONITORING REPORT 2024/25

### Appendix 3 – Q3 Forecast vs Outturn Summary 2024/25

	Q3 Forecast	Outturn	Variance	Summary of Variances
	£	£	£	
Employee Costs	75,255,086	75,178,233	76,853	Increase on overspend of £245k in WDS driven by termination payments and additional staff, offset by vacancies all other areas. £71k increase in retirements.
Premises Related Expenses	7,695,231	6,259,307	1,435,924	The £1.091 forecasted for Firelink for potential future liabilities have not been incurred during the FY and energy costs have declined due to a reduction in consumption and/or lower unit prices per Kw.
Training Expenses	1,821,750	1,754,322	67,428	A reduction in instructors led to fewer development courses, and the Additional Learning Fund was paused for new applicants.
Supplies & Services	7,120,436	6,561,666	558,770	ICT decreased by £322k: £200k postponement of a hardware refresh and £73k Cloud cost reduction in year. Uniform expenditure reduced by £94k due to higher than expected returns of gold kit. Furniture costs have decreased by £40k due to timing and £40k budget was transferred for the Core Access Unicorn Licence.
Transport Related Expenses	1,690,825	1,212,623	478,203	Following IFRS 16, £234k of operating leases was reclassified to depreciation and interest, and a £230k year-end lease prepayment was recognised.
Third Party Payments (Contracted Services)	1,915,451	1,720,141	195,310	£109k decrease in forecast due to a lower fee for the HMICFRS inspection. £50k decrease is due to replacement ducting and fire-resistant door repairs that were not completed within the required timeframe and £35k was not spent on a stock condition survey which was delayed due to workload and consultant availability.
Capital costs / leasing	5,279,817	5,629,575	-349,759	Loan charges have increased by £141k, and Minimum Revenue Provision (MRP) has risen by £196k, reflecting the revaluation of assets.
<b>Total Expenditure</b>	<b>100,778,595</b>	<b>98,315,867</b>	<b>2,462,728</b>	
Income	-1,179,972	-1,162,720	-17,252	Small reduction in income over various.
Local Authority Contributions	-95,840,240	-95,840,240	0	Agreed schedule of contributions paid throughout the year.
External Funding (WG)	-2,613,275	-2,710,764	97,489	Externally funded project income increased by £77k for Fire Fighter apprentices.
<b>Total Income</b>	<b>-99,633,487</b>	<b>-99,713,724</b>	<b>80,237</b>	
<b>NET OUTTURN 2024/25</b>	<b>1,145,109</b>	<b>-1,397,856</b>	<b>2,542,965</b>	<b>Underspend against forecast</b>

**THIS PAGE IS INTENTIONALLY BLANK**

## REVENUE MONITORING REPORT 2024/25

### Appendix 4 Reserve Statement 2024/25

Reserve	Purpose and Control	Balance at year start	Transfers in and (out)	Balance at year end	Variations arising between budgeted and actual levels of reserves
<b>General</b>	To cover general financial risks including council funding, grants, inflation and interest.	-3,000,000	-1,397,856 1,397,856	-3,000,000	
<b>Managed under spends</b>	To meet costs associated with rolling programmes of expenditure incomplete at year end. Controlled via routine budget monitoring procedures.	-43,646	0	-43,646	Funds spending against carry forward requests within revenue budgets.
<b>Change Management Reserve</b>	To fund costs arising from change and transformation plans		-10,931 -100,000 656,209 500,000 -1,397,856		Equipment Renewal Reserve spending / top up The final, annual Joint Fire Control (JFC) lease costs Firelink underspend transferred to ring fenced reserve JFC project Revenue over / underspend
<b>Carbon Reduction</b>	To achieve aims set out in the CRP 2020-2030.	-3,000,000	0	-3,000,000	To fund investments supported by the CRP
<b>Equality, Diversity &amp; Inclusion</b>	Spending will support the framework to promote, facilitate and educate re: equality, diversity and inclusion	-2,000,000	0	-2,000,000	EDI spend
<b>Equipment Renewals</b>	To level out costs in the required annual provision for replacement programmes.	-1,981,869	252,787 -241,856	-1,970,938	Equipment renewals spend / transfer from Change Management
<b>PFI Equalisation</b>	To meet future costs of the Training Centre PFI project	-2,726,779	545,967	-2,180,812	Exact figures will flex with indexation
<b>Capital Receipts</b>	To meet costs of the capital programme. Reserve applied as receipts are generated	0	-80,946 80,946	0	All capital receipts received in year will be used to fund capital expenditure
<b>Joint Control Lease Reserve</b>	To meet the lease costs over an eight year period (from 2017/18)	-100,000	100,000	0	Annual Joint Control lease costs, ceases 2024/25
<b>Firelink CMA</b>	Established due to an ongoing dispute between Airwave and the CMA regarding supernormal profits. Est in the final quarter of the 2023/24.	-425,425	-656,209	-1,081,634	Transferred from Change Management Reserve
<b>Fire Control Project</b>	To meet the cost of improving the effectiveness of JFC	0	-500,000	-500,000	Transferred from Change Management Reserve
<b>TOTAL</b>		<b>-13,277,719</b>	<b>-851,889</b>	<b>-13,777,030</b>	

**THIS PAGE IS INTENTIONALLY BLANK**

## REVENUE MONITORING REPORT 2024/25

### Appendix 5 : Grant Monitoring Report 2024/25

SOUTH WALES FIRE & RESCUE SERVICE  
REVENUE GRANT REPORTING 2024/25

	HFS STOCK	YOUTH	Go Safe Project - Operation Ugain	NATIONAL RESILIENCE	MTA	USAR	FBU	MERSEYSIDE FRS	CIRCULAR ECONOMY	FF APPRENTICE	CYBER TRAINING	TRAINING LAPTOPS	ENERGY EFFICIENCY	HMICFRS	FRS PAY PRESSURES	NWFRS	Total
<b>Employee Costs</b>																	
Salaries, NI & superann.	0.00	123,712.67	28,724.04	403,186.51	87,059.51	262,697.86	55,442.27	110,464.04	0.00	297,374.46	0.00	0.00	0.00	0.00	371,453.00	33,181.81	1,773,296.17
Travel & Subs	0.00	1,605.00	0.00	5,639.12	3,866.19	296.16	0.00	498.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,018.60	12,924.03
<b>Premises Related Expenses</b>	0.00	0.00	0.00	0.00	0.00	907.41	0.00	0.00	5,618.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,526.03
<b>Training Expenses</b>	0.00	0.00	0.00	40,306.00	0.00	4,150.00	0.00	0.00	0.00	0.00	6,282.90	0.00	0.00	0.00	0.00	0.00	50,738.90
<b>Supplies &amp; Services</b>	385,732.75	0.00	0.00	306,669.42	84.73	24,395.09	0.00	0.00	0.00	0.00	0.00	32,894.46	0.00	0.00	0.00	0.00	749,776.45
<b>Transport Related Expenses</b>	0.00	0.00	0.00	53,489.67	0.00	1,764.79	0.00	624.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55,879.19
<b>Third Party Payments (Contracted Services)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	81,250.00	0.00	0.00	81,250.00
<b>Total Expenditure</b>	385,732.75	125,317.67	28,724.04	809,290.72	91,010.43	294,211.31	55,442.27	111,587.73	5,618.62	297,374.46	6,282.90	32,894.46	0.00	81,250.00	371,453.00	34,200.41	2,730,390.77
<b>Other/Additional Income</b>	-12,621.22	0.00	-2,680.38	-57,102.07	-1,198.09	-17,368.62	-30,197.28	-92,591.60	0.00	-88,636.08	0.00	0.00	0.00	0.00	0.00	-78.62	-302,473.96
<b>Grant Income</b>	-372,500.00	-111,300.00	-26,043.63	-896,933.22	-99,708.05	-287,202.05	-27,358.23	-18,996.13	-11,134.70	-208,738.38	-6,600.00	-45,000.00	0.00	-81,250.00	-371,453.00	-17,530.90	-2,581,748.29
<b>Reduced Grant Income</b>	0.00	0.00	0.00	144,744.57	9,895.71	10,359.36	2,113.24	0.00	5,516.08	0.00	317.10	12,105.54	0.00	0.00	0.00	0.00	185,051.60
<b>(Under)/Overspend to be transferred to Revenue</b>	611.53	14,017.67	0.03	0.00	0.00	-0.00	-0.00	0.00	-0.00	0.00	0.00	0.00	0.00	0.00	0.00	16,590.89	31,220.12

- **Home Fire Safety Stock** – overspend will be covered by a reduction in Home Fire Safety Stock internally
- **Young People Interventions Grant** – funding awarded on an All Wales basis, costs are not fully recoverable
- **NWFRS Pension Advisor** – 50% of costs covered only

**THIS PAGE IS INTENTIONALLY BLANK**



**REVENUE MONITORING REPORT 2024/25**  
**Appendix 6: Revenue Costs to be met from Reserves**

	2023/24 Outturn	2024/25						
	WG Commissioners	Earmarked Reserved Funding	WG Commissioners	Transformational Change	Additional Service Delivery	Outturn FY2425	Q3 Forecast	Variance to Forecast
		Actuals	Actuals	Actuals	Actuals	Actuals		
Salaries Costs	54,853	105,461	353,083	262,205	195,844	916,593	910,542	-6,051
Superannuation	553	15,019	13,127	44,437	27,802	100,386	102,686	2,300
Travel & Subs	1,124	92	17,781	5,653	86	23,610	19,803	-3,808
<b>Total Employee Costs</b>	<b>56,530</b>	<b>120,572</b>	<b>383,991</b>	<b>312,294</b>	<b>223,732</b>	<b>1,040,589</b>	<b>1,033,031</b>	<b>-7,558</b>
Premises Related Expenses	0	0	0	2,130	0	2,130	427,555	425,425
Training Expenses	0	0	790	0	0	790	395	-395
Supplies & Services	0	252,787	4,283	533	0	257,603	247,276	-10,327
Third Party Payments (Contracted Services)	12,000	100,000	280,198	0	0	380,198	457,934	77,736
External funding received			-81,250	0		-81,250	-81,250	0
<b>Total</b>	<b>68,530</b>	<b>473,359</b>	<b>588,011</b>	<b>314,957</b>	<b>223,732</b>	<b>1,600,060</b>	<b>2,084,940</b>	<b>484,880</b>

- **Premises Related Expenses** – Firelink costs not incurred in year – funds retained in reserve
- **Third Party Payments (Contracted Services)** – lower cost of HMICFRS inspection

**THIS PAGE IS INTENTIONALLY BLANK**

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

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 8.iv  
31 JULY 2025

BOARD OF THE COMMISSIONERS

### **CAPITAL OUTTURN REPORT 2024/25**

### **THIS REPORT IS FOR DECISION**

REPORT APPROVED AND PRESENTED BY HEAD OF FINANCE,  
PROCUREMENT & PROPERTY

#### **SUMMARY**

The following report provides the capital outturn position for the year ended 31 March 2025, the financing arrangements and the budget slippage required to complete capital schemes in 2025/26.

#### **RECOMMENDATIONS**

1. That this report is noted and Commissioners approve the budget slippage as detailed in Appendix 1.

## **1. BACKGROUND**

- 1.1. The objective of this report is to present Commissioners with a summary of the Capital outturn for the year ending 31 March 2025. Monitoring reports have been presented throughout the financial year to provide update and facilitate oversight and scrutiny. The latest report was presented to Commissioners on 21<sup>st</sup> March 2025.
- 1.2 Appendix 1 illustrates budget information for all approved capital investment plans. In summary, appendix 1 presents the total budget available (2023/24 slippage + 2024/25 budget), the outturn, budget over spend and slippage as £19.4 million, £10.9 million, £1.7 million and £10.3 million respectively. A detailed narrative has been provided below and supports this position. In addition, the funding analysis provides information on how we have financed the investment.
- 1.3 Expenditure on capital schemes has reduced since previous reporting from £11.9 to £10.9 million and comprises the following:
  - £0.4 million Vehicle Replacement Programme (VRP)
  - £0.3 million Property
  - £0.2 million Joint Control
  - £0.1 million ICT

- 1.4 Appendix 2 outlines the variances in the final outturn position when compared with the forecast outturn presented at the last committee meeting on 21<sup>st</sup> March 2025.
- 1.5 Appendix 3 details grant funded investments and associated funding streams.
- 1.6 The following provides a narrative in support of Appendix 1 and 2.

## 2. ISSUES

- 2.1. Appendix 1 details the level of capital expenditure approved for the year. This is compared to the actual cost of capital investment, the slipped forward budget and a variance on budget, i.e. budget over spend.
- 2.2. The table below illustrates the budgeted and actual capital expenditure in year and the funding mechanisms supporting this: -

<b>Capital Expenditure</b>	<b>Budget £'000</b>	<b>Actual £'000</b>	<b>Variance £'000</b>
24/25 Approved capital budget	8,702	3,763	4,939
23/24 Budget slippage	10,714	5,022	5,692
Unplanned expenditure (mainly grant funded)	0	2,144	-2,144
<b>Total budget 2024/25</b>	<b>19,416</b>	<b>10,929</b>	<b>8,487</b>
<b>Capital Financing</b>			
Borrowing	19,149	8,409	10,739
Co-location contribution	68	16	51
Revenue contribution	200	200	0
Grant Funded	0	2,222	-2,222
Capital Receipts	0	81	-81
<b>Total funding 2024/25</b>	<b>19,416</b>	<b>10,929</b>	<b>8,487</b>

- 2.3. The overall underspend is £8.5m, slippage is £10.3m and the reason we are slipping forward more budget than we have remaining is due to grant funding, partner contributions and the redirection of underspends which have a combined value of £2.9m.

If approved, budget slippage of £10.3m will be carried into 2025/26 to complete capital projects.

### 2.4 Property

- 2.4.1 The final outturn is £0.3m less than previously forecast. This is the result of several significant changes:

- New Inn – £121k decrease
- Penarth – 58k increase
- On-Call Station Project - £237k decrease

In addition, there are number of smaller under/overspends that offset each other, as detailed Appendix 1.

#### 2.4.2 New Inn - **£121k decrease**

The outturn position is £121k less than the previous forecast due to demolition and construction being paused due to planning delays.

In addition, £40k of lease costs were removed and charged against revenue financing charges due to adjustments required under the implementation of accounting standard IFRS 16.

The unspent budget of £6.6m will be slipped into the next financial year to continue work on this project.

#### 2.4.3 Penarth - **£58k increase**

The outturn position is £58k greater than previous forecast due to the timing of fee invoices received.

#### 2.4.4 On-call Station Project - **£237k decrease**

The outturn position is £237k less than the previous forecast due to the rate of construction at Abercynon being slower than previously anticipated.

The unspent budget of £0.4m will be slipped into the next financial year to continue the work already in progress.

### 2.5 **Vehicle Replacement Programme (VRP)**

2.5.1 The outturn position for vehicles is £394k less than previously forecast. If approved, 563k of budget will be slipped into 25/26, as detailed in appendix 1. The major variances since the last report are detailed below.

#### 2.5.2 Light Utility 4WD - **£370k decrease**

The completed vehicles expected prior to year-end were delayed and the first stage payments of £245k have been treated as a prepayment as these relate to incomplete vehicles. The final payment of £250k will be due on delivery of the four vehicles in 25/26 which is when the full cost will be recognised and will be transferred onto the asset register.

The unspent budget of £318k will be slipped into the next financial year to fund this expenditure.

#### 2.5.3 Forktruck - **£45k decrease**

The procurement process for this vehicle did not finalise prior to year end.

The unspent budget of £45k will be slipped into the next financial year to fund this vehicle once the full tender process is complete.

## 2.6 Equipment

2.6.1 The outturn has increased by £6k. The major variances since the last report are detailed below.

#### 2.6.2 Positive Pressure Ventilation (PPV) Fans - **£42k reduced**

Expenditure is revenue in nature and has been moved to the revenue budget and will be funded by equipment replacement reserve (ERR).

#### 2.6.3 Smoke Blockers - **£24k increase**

Grant funding of £24k was obtained to progress the purchase of equipment. The expenditure had originally been incurred against the revenue budget and has now been transferred to capital.

#### 2.6.4 Detection Identification Monitoring (DIM) Equipment – **£33k increase**

Further grant funding of £33k became available since previous reporting which funded several high value purchases

## 2.7 ICT

2.7.1 The outturn has decreased by £87k, this variance was mainly due to the project below.

#### 2.7.2 Screen Replacement – **£75k decrease**

The screen replacement project was completed to budget however, as the value of the individual items did not meet the capitalisation thresholds it was transferred to revenue and will be funded from the ERR.

## 2.8 Joint Public Service Control (JPSC)

2.8.1 The outturn position has decreased by £211k since previous forecast. The remaining budget of £226k will be slipped in 25/26 to complete this important area of work.

### 3. FINANCIAL IMPLICATIONS

- 3.1. Appendix 1 illustrates the individual capital schemes and is supported by paragraphs 2.1 to 2.8 above.

A forecast of £10.9m and slippage of £10.3m result in a net £1.8m overspend. Gross overspends of £2.4m are offset by £2.2m external funding, the remaining £199k is further offset by £648k of under spends. This results in a £400k true underspend as detailed in the below table.

	Overspend	Underspend	Under/Over spend	External Funding	Addition to budget
MONMOUTH		324	324		324
PONTYCLUN		50	50		50
EQUALITY, DIVERSITY & INCLUSION (part grant funded)			0	97	97
CARDIFF GATE DECONTAMINATION PROJECT (part grant funded)	-80		-80	53	-27
DRILL TOWERS	-54		-54		-54
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (grant funded)	-291		-291	265	-26
LOW CARBON HEAT (grant funded)	-238		-238	184	-53
RECOVERY TRUCK (SLIDE DECK / CRANE)	-47		-47		-47
WATER LADDERS	-184		-184		-184
VAN/OPS ESTATE CAR (part grant funded)	-34		-34	67	33
WILDFIRE UNIT (grant funded)	-3		-3	103	100
RESCUE BOAT	-9		-9		-9
LADDERS		4	4		4
NATIONAL RESILIENCE PRIME MOVERS (grant funded)	-1,249		-1,249	1,249	0
DIM LIGHT VEHICLE (grant funded)	-48		-48	48	-1
NATIONAL RESILIENCE ELECTRIC VEHICLE (grant funded)	-4		-4	4	0
PPV Fans		195	195		195
SMOKE BLOCKERS (grant funded)	-24		-24	24	0
DIM EQUIPMENT UPLIFT (grant funded)	-93		-93	93	0
MTA EQUIPMENT UPLIFT (grant funded)	-37		-37	37	0
WIRELESS LAN CONTROLLERS	-28		-28		-28
WIRELESS ACCESS POINTS		1	1		1
SCREEN REPLACEMENT		75	75		75
<b>TOTAL</b>	<b>-2,421</b>	<b>648</b>	<b>-1,773</b>	<b>2,222</b>	<b>449</b>

### 4. RECOMMENDATION

- 4.1. That this report is noted and Commissioners approve the budget slippage as detailed in Appendix 1.

<b>Contact Officer:</b>	Lisa Mullan Head of Finance, Property & Procurement (HFP&P)	
<b>Background Papers</b>	<b>Date</b>	<b>Contact</b>
Capital Monitoring Reports	2024/25	HFP&P
Revenue Monitoring Reports	2024/25	HFP&P

## **APPENDICIES**

Appendix 1 Capital Outturn 2024/25

Appendix 2 Capital Monitoring Variances 2024/25

Appendix 3 Grant Monitoring 2024/25 - Capital



## CAPITAL OUTTURN 2024/25

### Appendix 1

CAPITAL PROGRAMME 2024/25	Project Total £000	SLIPPAGE B/F 2023/24 £000	2024/25 BUDGET £000	OUTTURN POSITION 31.03.25 £000	BUDGET UNDER/ OVER SPEND £000	SLIPPAGE C/F 2025/26 £000
<b>PROPERTY</b>						
<b>STATION REFURBISHMENTS</b>						
MONMOUTH	600	326	0	1	324	0
NEW INN	3,800	5,406	2,000	818	0	6,589
PONTYCLUN	1,100	0	50	0	50	0
PENARTH	3,250	202	2,000	231	0	1,971
ON-CALL (OCDS) STATION PROJECT	1,850	1,312	1,500	2,388	0	424
EQUALITY, DIVERSITY & INCLUSION (part grant funded)	0	227	250	105	0	373
CARDIFF GATE DECONTAMINATION PROJECT (part grant funded)	0	0	0	80	-80	0
DRILL TOWERS	0	0	0	54	-54	0
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (grant funded)	348	0	0	291	-291	0
LOW CARBON HEAT (grant funded)	195	0	0	238	-238	0
	<b>11,143</b>	<b>7,473</b>	<b>5,800</b>	<b>4,204</b>	<b>-289</b>	<b>9,357</b>
<b>VEHICLES</b>						
RECOVERY TRUCK (SLIDE DECK / CRANE)	150	150	0	197	-47	0
WATER LADDERS	3,975	1,833	2,142	4,158	-184	0
VAN/OPS ESTATE CAR (part grant funded)	389	234	155	423	-34	0
LIGHT UTILITY 4WD	0	482	0	164	0	318
WILDFIRE UNIT (grant funded)	100	100	0	103	-3	0
RESCUE BOAT	30	30	0	39	-9	0
WATER CARRIER	200	200	0	0	0	200
LADDERS	75	0	75	71	4	0
FORKTRUCK	45	0	45	0	0	45
NATIONAL RESILIENCE PRIME MOVERS (grant funded)	600	0	0	1,249	-1,249	0
DIM LIGHT VEHICLE (grant funded)	50	0	0	48	-48	0
USAR BOX LORRY (grant funded)	230	0	0	0	0	0
NATIONAL RESILIENCE ELECTRIC VEHICLE (grant funded)	0	0	0	4	-4	0
	<b>5,844</b>	<b>3,029</b>	<b>2,417</b>	<b>6,458</b>	<b>-1,574</b>	<b>563</b>
<b>EQUIPMENT</b>						
PPV Fans	195	0	195	0	195	0
SMOKE BLOCKERS (grant funded)	0	0	0	24	-24	0
DIM EQUIPMENT UPLIFT (grant funded)	60	0	0	93	-93	0
MTA EQUIPMENT UPLIFT (grant funded)	70	0	0	37	-37	0
	<b>325</b>	<b>0</b>	<b>195</b>	<b>153</b>	<b>43</b>	<b>0</b>
<b>ICT</b>						
WIRELESS LAN CONTROLLERS	450	0	0	28	-28	0
END USER COMPUTER REPLACEMENT	450	13	0	0	0	13
SERVERS AND STORAGE REPLACEMENT	150	27	0	-0	0	27
SERVER SOFTWARE UPGRADE	150	7	0	-0	0	7
WIRELESS ACCESS POINTS	40	41	0	41	1	0
SCREEN REPLACEMENT	150	0	75	0	75	0
NETSCALER REPLACEMENT	80	0	80	13	0	68
	<b>1,470</b>	<b>88</b>	<b>155</b>	<b>81</b>	<b>48</b>	<b>115</b>
JOINT CONTROL (co-location scheme)	675	124	135	33	0	226
<b>TOTAL</b>	<b>19,457</b>	<b>10,714</b>	<b>8,702</b>	<b>10,929</b>	<b>-1,772</b>	<b>10,260</b>

#### FUNDING ANALYSIS

BORROWING	8,409
CO-LOCATION CONTRIBUTIONS	16
REVENUE CONTRIBUTION	200
CAPITAL GRANT	2,222
CAPITAL RECEIPTS	81
	<b>10,929</b>

**THIS PAGE IS INTENTIONALLY BLANK**

**CAPITAL MONITORING VARIANCES 2024/25**  
**Appendix 2**

	PREVIOUS MONITORING	OUTTURN	VARIANCE
<b><u>PROPERTY</u></b>			
<b><u>STATION REFURBISHMENTS</u></b>			
MONMOUTH	1	1	0
NEW INN	939	818	121
PONTYCLUN	1	0	1
PENARTH	173	231	-58
ON-CALL (OCDS) STATION PROJECT	2,625	2,388	237
EQUALITY, DIVERSITY & INCLUSION (part grant funded)	100	105	-5
CARDIFF GATE DECONTAMINATION PROJECT (part grant funded)	101	80	21
DRILL TOWERS	89	54	35
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (grant funded)	288	291	-3
LOW CARBON HEAT (grant funded)	195	238	-42
	<b>4,513</b>	<b>4,204</b>	<b>309</b>
<b><u>VEHICLES</u></b>			
RECOVERY TRUCK (SLIDE DECK / CRANE)	197	197	0
WATER LADDERS	4,145	4,158	-13
VAN/OPS ESTATE CAR (part grant funded)	423	423	0
LIGHT UTILITY 4WD	534	164	370
WILDFIRE UNIT (grant funded)	103	103	0
RESCUE BOAT	39	39	0
WATER CARRIER	0	0	-0
LADDERS	71	71	0
FORKTRUCK	48	0	48
NATIONAL RESILIENCE PRIME MOVERS (grant funded)	1,254	1,249	6
DIM LIGHT VEHICLE (grant funded)	31	48	-17
USAR BOX LORRY (grant funded)	0	0	0
NATIONAL RESILIENCE ELECTRIC VEHICLE (grant funded)	4	4	-0
	<b>6,851</b>	<b>6,458</b>	<b>394</b>
<b><u>EQUIPMENT</u></b>			
PPV Fans	42	0	42
SMOKE BLOCKERS (grant funded)	0	24	-24
DIM EQUIPMENT UPLIFT (grant funded)	60	93	-33
MTA EQUIPMENT UPLIFT (grant funded)	45	37	9
	<b>147</b>	<b>153</b>	<b>-6</b>
<b><u>ICT</u></b>			
WIRELESS LAN CONTROLLERS	28	28	0
END USER COMPUTER REPLACEMENT	12	0	12
SERVERS AND STORAGE REPLACEMENT	0	-0	0
SERVER SOFTWARE UPGRADE	0	-0	0
WIRELESS ACCESS POINTS	41	41	0
SCREEN REPLACEMENT	75	0	75
NETSCALER REPLACEMENT	13	13	0
	<b>168</b>	<b>81</b>	<b>87</b>
JOINT CONTROL (co-location scheme)	244	33	211
<b>TOTAL</b>	<b>11,923</b>	<b>10,929</b>	<b>994</b>

**THIS PAGE IS INTENTIONALLY BLANK**

## GRANT MONITORING 2024/25 – CAPITAL

### Appendix 3

	Total
<b><u>Vehicles</u></b>	
<i>Prime Mover Replacement Programme x 3</i>	586,779
<i>Prime Mover Replacement Programme (Chassis x 6)</i>	661,723
<i>Telehandler Debris Remover Attachment</i>	10,336
<i>DIM Lite Vehicle &amp; Equipment</i>	0
<i>Electric Vehicle x 1</i>	3,720
<i>USAR response van</i>	37,292
<i>Zero Emmission Vehicles</i>	67,285
<i>Wildfire Unit</i>	103,000
<b><u>Equipment</u></b>	
<i>DIM Equipment Uplift</i>	92,527
<i>MTA Equipment Uplift</i>	36,594
<b><u>Property</u></b>	
<i>EVCI (Electric Vehicle Charging Infrastructure)</i>	266,239
<i>Low Carbon Heat</i>	202,193
<i>ED&amp;I</i>	96,889
<i>CG Decontamination Project</i>	53,111
<i>Smoke Blockers</i>	24,000
<b>Income</b>	-2,222,329
<b>(Under)/Overspend</b>	<b>19,360</b>

**THIS PAGE IS INTENTIONALLY BLANK**

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

**SOUTH WALES FIRE & RESCUE SERVICE**

AGENDA ITEM NO 8.v

31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE DIRECTOR OF PEOPLE SERVICES

**STRATEGIC EQUALITY PLAN UPDATE**

**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY THE DIRECTOR OF PEOPLE SERVICES  
REPORT PRESENTED BY DIVERSITY, INCLUSION, COHESION AND  
EQUITY BUSINESS PARTNER, MATTHEW COLLINS

**SUMMARY**

This report provides an overview of the updates that have been made to the Service's current Strategic Equality Plan 2023-2026 to ensure it remains relevant for the Service today

**RECCOMENDATIONS**

That Commissioners approve the publication of the updated Strategic Equality Plan 2023-2026

**1. BACKGROUND**

- 1.1 As a public sector organisation in Wales, South Wales Fire and Rescue Service must create and publish equality objectives in the form of a 'Strategic Equality Plan', required via the Public Sector Equality Duty, under the Equality Act 2010. The Service reports on its progress against the plan each year through the publication of annual reviews.
- 1.2 The Service's current Strategic Equality Plan is running 2023-2026. This Plan has outdated information contained within such as legacy Vision, Mission and Values and information regarding the South Wales Fire Authority.

- 1.3 It has been identified that our current Plan needs to be updated to reflect the Service as it is today. Therefore, this paper presents the updated Strategic Equality Plan for approval, so that the context within the report remains accurate, whilst still working towards the equality objectives contained within which the Service is making significant progress against (as outlined in 2.2)

## **2. ISSUE / PROPOSAL**

- 2.1 The Board of Commissioners members are asked to approve the following changes to the Strategic Equality Plan 2023-2026:
- 2.1.1 Creation and inclusion of a new foreword by the Chief Fire Officer to update our communities on the CFO's commitment to equality, diversity and inclusion. This foreword has been approved for use by the CFO.
  - 2.1.2 The replacement of information regarding the South Wales Fire Authority with information about the role of the Commissioners.
  - 2.1.3 The new Vision, Mission and Values have a page within the updated Strategic Equality Plan.
  - 2.1.4 Information regarding how our equality objectives align with the recommendations from the Morris Report to ensure a coherent approach to inclusive actions taken has been added to the Plan.
  - 2.1.5 The staff demographic information has been updated to reflect the Service as of 31<sup>st</sup> March 2025. Given the improvements made in our data collection since initial publication of the Strategic Equality Plan, this dataset is a more accurate representation of our workforce.
  - 2.1.6 Our equality objectives outlined within the Plan remain the same until the end of this financial year to ensure we remain on track towards achievement. Work will begin on a new Strategic Equality Plan shortly, which will then be published on the 1<sup>st</sup> April 2026 running from 2026 to 2030.
- 2.2 The Board of Commissioners members are to note the following updates regarding progress against the 6 Strategic Equality Plan objectives.



- 2.2.1 Through the re-launch of the Service's Inclusive Workforce Group, the increase in capacity in the Neurodiversity Partnership Network, and the creation of a DICE Champion Network, the Service has ensured the involvement and perspectives of underrepresented groups. The changes in governance of SWFRS, such as the introduction of the Culture and Connections Board and the Independent Advisory Group, ensure involvement at a Strategic level.
- 2.2.2 SWFRS has made progress against the second of its equality objectives by advancing the accessibility of its sites through refurbishments. Changes have been made to the Service's Equality Impact Assessment process to enable us to meet the demands and standards of being an inclusive employer.
- 2.2.3 The Service has introduced a 'Taking Care of Behaviours' training package and is creating further training to embed a culture of equality, diversity, and inclusion across SWFRS.
- 2.2.4 The Service has made progress against its fourth equality objective by introducing EDI induction training once individuals have been promoted. This ensures that all lead by example in the Service. The publication of the Service's Culture Statement further evidences significant progress for the championing of EDI across SWFRS.
- 2.2.5 By improving how it captures the diversity of its workforce, and those in the recruitment process, the Service has made progress in the way it reports on diversity, with 2025 seeing an average of 10% increase in the demographic information it holds. Further improvements regarding interview panel training and tailored recruitment activity to underrepresented groups has continued to mark achievement against the fifth objective.
- 2.2.6 Finally, updates to key procedures have ensured the Service remains on track to achieve its sixth objective. The introduction of an agile working procedure, the improvement of maternity leave provision and the introduction of a menopause procedure and risk assessment are examples of this.

### **3. IMPLICATIONS**

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

- 3.1.1 The Service ensures use of inclusive language within all documentation both internally and externally. This document evidences our ambitions under Equality, Diversity and Inclusion, the Welsh Language, Well-Being of Future Generations Act and the Socio-Economic Duty.
- 3.1.2 The Service understands the importance of equality impact assessments and as such an impact assessment on the Strategic Equality Plan has been completed. The Strategic Equality Plan will be translated and published in the Welsh Language.
- 3.1.3 The Service understand importance of consultation and the Strategic Equality Plan has been through this process.

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

- 3.2.1 The Service understands the legal obligations it holds to adhere to all relevant Acts and Legislation, including the Equality Act 2010. The recommendations in this report seek to meet our duties under this Act.
- 3.2.2 The Service is striving to complete as many Morris Review recommendations as possible in a timely and consistent manner. As these recommendations have been aligned to the Strategic Equality Plan objectives, work undertaken to meet the recommendations also mark progress against the DICE agenda.

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

- 3.3.1 The Service recognises the strain on the People Services department to deliver consistent high-end services in relation to the ongoing and ever evolving DICE agenda.
- 3.3.2 The Service recognises that meeting our Strategic Equality objectives may require capital investment.
- 3.3.3 The Service recognises the impact on all departments to achieve the objectives outlined within the Strategic Equality Plan 2023-2026. People Services will support these departments in making inclusive changes.

#### 4. EVALUATION & CONCLUSIONS

- 4.1 The Service's Strategic Equality Plan 2023-2026 has been updated to reflect the changes that have occurred since its initial publication.
- 4.2 To continue to meet its legislative requirements, People Services should publish this version to ensure the public have confidence that our plans are aligned, and we remain active in making inclusive improvements.

#### 5. RECOMMENDATIONS

- 5.1 The Commissioners approve the publication of the updated Strategic Equality Plan 2023-2026.

<b>Contact Officer:</b>		Matthew Collins DICE Business Partner OR Hannah Goodchild People Services Manager Culture and Engagement
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None*		

<b>Appendices</b>	
Appendix 1	Strategic Equality Plan 2023-2026

**THIS PAGE IS INTENTIONALLY BLANK**

Gwasanaeth Tân ac Achub  
De Cymru



South Wales  
Fire and Rescue Service

## APPENDIX 1



SOUTH WALES FIRE AND RESCUE SERVICE

# Strategic Equality Plan

2023-2026

# CONTENTS

<b>01</b>	Foreword	<b>2</b>
<b>02</b>	Who We Are	<b>3</b>
<b>03</b>	Our Legal Duties and Responsibilities	<b>5</b>
<b>04</b>	Strategic Equality Objectives	<b>6</b>
<b>05</b>	Consultation and Engagement	<b>13</b>
<b>06</b>	Appendices	<b>15</b>

# FOREWORD



**Fin Monahan OBE, DFC, PhD**  
Chief Fire Officer

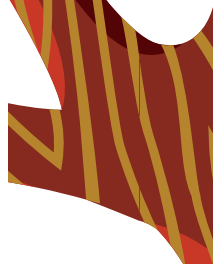
Welcome to South Wales Fire and Rescue Service's Strategic Equality Plan 2023–2026. This plan sets out our equality objectives for the next three years and reaffirms our long-term commitment to becoming a truly inclusive, fair, and forward-thinking organisation. These objectives align closely with our broader strategies, including the 'Strategic Implementation Plan 2025-2040', ensuring that equality, diversity, and inclusion (EDI) are embedded in all aspects of our work—from how we serve our communities to how we support and develop our people.

We know that the communities we serve across South Wales are vibrant and diverse, and our Service must reflect and respond to this in how we operate. We recognise that inclusivity is not just about representation, but also about building a culture where everyone feels heard, respected, and valued. Such a culture will help build trust and cohesion across our Service, which will allow us to realise the vision set out in our strategy—to become a truly outstanding Fire and Rescue Service, protecting the 1.6 million people in South Wales.

Over the past few years, we've taken important steps forward, listening more deeply to our people and learning from their lived experiences. The independent Culture Review helped shine a light on both our strengths and the challenges we must still overcome. It highlighted the pride our staff take in their work, but also identified clear areas for change, including leadership behaviours, internal communication, and cultural consistency across the organisation.

Diversity of thought, experience, knowledge and skill is a catalyst for transformation and can only be achieved through diversity of people. This Strategic Equality Plan 2023-2026 builds on this foundational belief, and the progress already underway in the service - setting out tangible, achievable actions that will support a more inclusive workplace, more accessible services, and stronger engagement with our communities. Our commitment is not only to meet our statutory obligations under the Equality Act 2010 and the Well-being of Future Generations (Wales) Act 2015, but to lead by example as a public service.

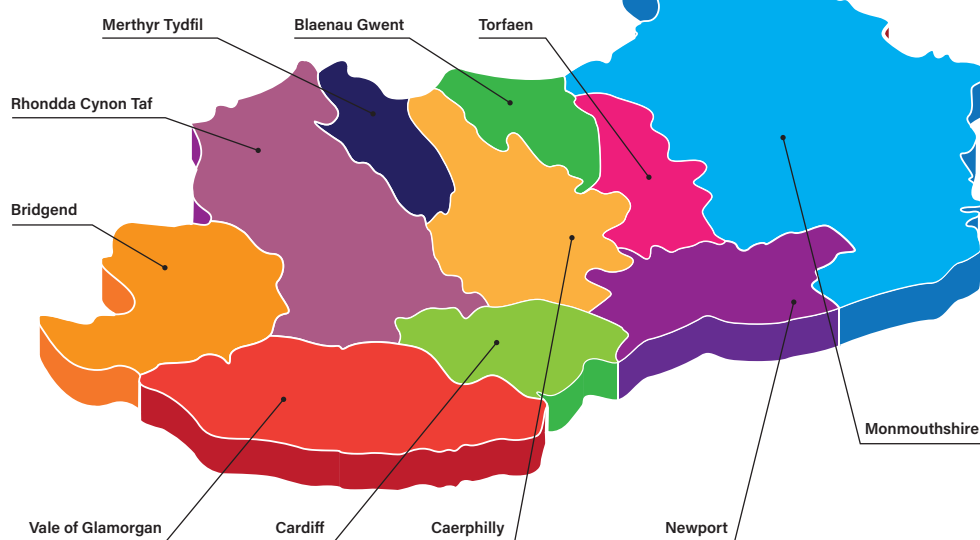
We understand that change takes time, but through consistent focus, open dialogue and collective accountability, we aim to foster a Service culture that is not only safer but fairer. For everyone.



## WHO WE ARE

South Wales Fire and Rescue Service serves around 1.5 million people across 10 unitary authorities within the South Wales region. We are the one of the largest Fire and Rescue Service's in the UK covering 1,100 square miles, over 650,000 households and are in contact with over 36,000 business premises.

The Service is now governed by 4, Welsh Government appointed, Commissioners who have been charged with ensuring the full and sustainable implementation of recommendations arising from the Morris Review, as well as acting on recommendations of the Welsh Government's Chief Fire and Rescue Advisor. Our Commissioners have replaced the South Wales Fire and Rescue Authority and will have full powers to restructure and reform Service management and instil a positive, non-discriminatory culture.



The Service serves a diverse population within Wales and responds to over 17,000 emergency calls each year. In addition to our emergency response, we focus heavily on the early intervention, education and protection of our wider communities, which also includes a specific focus on supporting our under-represented groups who may be at a higher risk of socio-economic inequality due to multiple disadvantages.

As a Service we recognise the benefits and excellence that a diverse workforce brings. We also recognise how a diverse workforce that reflects our communities can bring positive results for Service Delivery. Currently we are aware that we have more to do in relation to increasing the diversity of our workforce so that we are more representative of our South Wales communities (Please see staff and community data in Appendix 1 and 2 of this document). We continuously aim to reduce the barriers that exist in us creating a more diverse workforce and this plan will help us achieve more equity in relation to recruitment, training, leadership and people processes to ensure that we are seen as an Employer of Choice for all.

South Wales Fire and Rescue Service provides cover 24 hours a day over 365 days of the year. We are a dedicated, professional, and caring Service of over 1,650\* staff working as: Wholtime Firefighters (765), On-Call Firefighters (433), Joint Fire Control (38), Corporate staff (328), Volunteers (19) and Auxiliary Firefighters (89).

\*Approx as of 31st March 2025



# OUR VISION, MISSION AND VALUES



## Our vision

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

## Our mission

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

## Our values

Developed in extensive consultation with our people, give us the agreed framework for US to serve and protect OUR communities effectively in South Wales. They are **Compassion, Courage, Respect, Integrity** and **Excellence**.

- We act with **compassion**
- We approach situations with moral and physical **courage**.
- We **respect** each other, our partners and the public we serve
- We act with **integrity**
- We aim for **excellence** in all that we do

---

This can all be summed up in our motto:

**COURAGE TO ACT, COMPASSION TO CARE**



# OUR LEGAL DUTIES AND RESPONSIBILITIES

South Wales Fire and Rescue Service has a desire to put EDI at the heart of everything we do, going beyond meeting our statutory duties. This strategy aims to deliver progress against both our legal and ethical responsibilities. Here we outline our approach to our duties and responsibilities as well as how we intend to report on them.

## The Equality Act 2010

The Equality Act 2010 applies to all employers and outlines a series of duties seeking to protect communities, stakeholders, and employees against direct and indirect discrimination.

The Act promotes equality for the following protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

Under this Act we aim to work towards the Public Sector Equality Duty (PSED). This includes:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a relevant protected characteristic and those who do not.

As a Service we also incorporate Welsh specific requirements as part of this duty with a focus on increasing inclusion and equity for socio-economically disadvantaged groups (Socio-Economic Duty). In addition to this we also strive to incorporate the additional duties set out in The Wellbeing of Future Generations Act Wales 2016, such as operating as a bilingual Service to promote a Thriving Welsh Language. This aims to create a more sustainable Wales of the future.

## Reporting

As a public body in Wales, we are required to adhere to the UK specific duties of the Equality Act 2010 which include:

- Providing published information on an annual basis which demonstrates our compliance with our equality duties.
- Preparing and publishing our equality objectives which aim to meet the general equality duties.
- Ensuring all objectives are specific, measurable and are published in a way that is accessible to all.

All EDI reports and information relating to activities and objectives will be published on our internal and [external websites](#).

# STRATEGIC EQUALITY OBJECTIVES

This section contains the new equality objectives we have set out until 2026. The objectives have been split in to three key areas:

**‘Our Services and Infrastructure’**

**‘Our Culture’**

**‘Our People’.**

Each objective shows what we will do and how we will know we have achieved the actions that we have set out.

This plan will be delivered across the Service to ensure that our commitment to equality, diversity and inclusion is embedded into everything we do.

The equality objectives have been mapped to recommendations from our independent culture review to ensure that we have a coherent strategy that aligned to all our inclusivity targets.



## OUR SERVICES AND INFRASTRUCTURE

**Objective 1: Ensure under-represented groups are involved and at the forefront of all design and delivery for services, ensuring equity of access for all.**

### We will do this through:

- Ensuring new ways of working to improve service delivery.
- Building relationships with external groups seeking input as to how we can better serve them.
- Working with Local Authorities, Charities, Health Boards and other organisations to combine resources to reduce 'consultation fatigue'.
- Asking our communities for feedback on what and how we are doing. Using data to ensure we access all groups by taking our services to them.
- Communicating and engaging with those we serve to let them know what we are doing and why.
- Providing robust Integrated Assessment processes whereby all actions are assessed to ensure they are fit for all.
- Collecting and analysing data to ensure we are inclusive across all groups.
- Linking our communities, stakeholders and employees' feedback and thoughts throughout Senior Management Team discussions.

### We will know we have done this when:

- Integrated Assessments are completed across the Service and returned for publishing.
- Senior Management decisions consistently include equality considerations.
- Data from events and consultations portray feedback from partners and communities.
- Results of our engagement processes are shared within our strategic reviews.
- Our collaboration register continues to grow and advance how we manage our services.
- Our community and partner feedback portrays our services are fit for purpose for all members of the community.



## OUR SERVICES AND INFRASTRUCTURE

**Objective 2: Align our Service's infrastructure to enable us to meet the demands of being a world class employer**

### We will do this through:

- Collaborating with others to share learning and resources.
- Identifying and embedding creative solutions and technology that delivers a 21st Century Fire and Rescue service that focuses on inclusion and equity.
- Ensuring our employees have the relevant training and resources to support them in their engagement with diverse Welsh businesses, stakeholders, and communities.
- Continuing our capital development programme in creating accessible, inclusive workplaces and facilities.
- Ensuring our suppliers also meet our values and commitment to EDI, the real living wage and modern slavery.
- Continuing to promote and embed Welsh language both internally and externally to the Service.
- Providing robust Integrated Assessment processes whereby our infrastructure is assessed to ensure it is fit for all.

### We will know we have done this when:

- We adopt best practice opportunities that provide equity and inclusion.
- Feedback from community groups and key stakeholders indicates that our services are fit for all (consultation and collaboration).
- Training data to support engagement and work-based activities shows an increase in completion rates.
- Our new capital development initiatives show improvements which create accessible inclusive workplaces of a modern-day Fire and Rescue Service.
- Suppliers provide their code of conduct in relation to EDI and an Integrated Assessment which showcases how their services meet our values and EDI objectives.
- We receive Welsh Government feedback on the use of Welsh language within the Service and training data linked to the upskilling of Welsh language with internal employees.



## OUR CULTURE

### Objective 3: Embed a culture of equality, diversity, and inclusion across SWFRS

#### We will do this through:

- Maintaining ongoing dialogue around EDI.
- Exploring ways to promote EDI into the future. Enforcing a zero-tolerance approach to discrimination, prejudice, harassment, and bullying.
- Challenging behaviours and speech that do not align with either our Service's expected standards of behaviour and values or those of the National Fire Chiefs Council (NFCC) Leadership Framework.
- Continuously review policies and procedures to promote a safe, equitable and inclusive culture where colleagues feel they can be themselves at work and where all employees feel they have a voice.
- Maintaining networks that champion EDI across the Service. Focusing on best practice advised by the NFCC EDI Network.

#### We will know we have done this when:

- Our employee interactions demonstrate increased engagement and positive feedback e.g., through our Investors In People (IIP) survey, Shout Forum etc.
- All policies and procedures are forward thinking, whilst adopting best practice, and have an accompanying Integrated Assessment.
- Feedback from internal networks shows policies and procedures are working for all.
- Our networks are proactive in ensuring EDI is at the forefront of all employee considerations, acting as visible champions, challenging non-inclusive behaviour and facilitating important conversations.
- We continue to implement guidance received from the NFCC EDI Network.

## OUR CULTURE

### Objective 4: Ensuring all lead by example, role modelling and championing EDI across SWFRS

#### We will do this through:

- Embedding the NFCC Leadership Framework.
- Ensuring the Senior Management Team are empowered as diversity champions and EDI change agents.
- Ensuring senior leaders, managers and champions are highly visible in their commitment to EDI.
- Defining and establishing leadership accountability for EDI at all leadership levels.
- Embedding EDI within our training and leadership development programmes, enhancing leadership capabilities for all aspects of EDI.
- Providing all leaders with the skills and resources to generate 'upstander culture' across the Service, thereby limiting 'bystander' behaviour.

#### We will know we have done this when:

- All Senior Management Team members have received comprehensive training on the importance of EDI as part of strategic best practice.
- There is increased visible leadership around EDI issues where senior leaders are clear advocates and champions for all protected characteristics and under-represented groups e.g., through the challenging of behaviours and mindsets, putting EDI on the Board agenda for decision-making, attendance at EDI events.
- Data and feedback across the Service reflects a significant shift in behaviours and attitudes in relation to 'bystander' behaviour (exit interview, cultural surveys, disciplinarys etc.)





## OUR PEOPLE

### Objective 5: Increase the diversity of our workforce at all levels across the Service

#### We will do this through:

- Championing SWFRS as a truly inclusive employer of choice, embedding EDI in all our activities when promoting careers within SWFRS.
- Showcasing the varied support structures and benefits the Service can provide to a diverse workforce at all levels within the Service.
- Removing barriers (real and perceived) for recruitment and promotion into all Service roles through the effective design of attraction, selection and retention processes and activities, supported by a robust Integrated Assessment.
- Designing inclusive communications, media and attraction campaigns which build on developing engagement within under-represented groups. This will include the provision of inclusive and regular positive action events which promote equity of opportunity.
- Ensuring fair and transparent selection and assessment activities for all levels across the Service through the provision of effective recruitment, unconscious bias and EDI training.
- Supporting individuals from protected characteristic groups to have equity in opportunities for promotion to the next level e.g., coaching and mentoring etc.

#### We will know we have done this when:

- Our communications and recruitment/selection documentation are inclusive as per feedback from our communities.
- Returns on Integrated Assessments for all attraction, selection and assessment processes are increased.
- Recruitment applications show an increase in diversity at all levels across the Service.
- Recruitment, unconscious bias, and EDI training statistics shows that all employees conducting recruitment, selection and assessment activities have received relevant training.
- Data planning shows an increase in diverse interview panels.
- Workforce data shows an increase in under-represented groups across all levels of the Service.
- Statistics show an increase in coaching and mentoring partnerships for those from a protected characteristic.



## OUR PEOPLE

### Objective 6: Ensure all staff are supported with the right policies, tools, and processes to ensure equity within the workplace

#### We will do this through:

- Creating, embedding, and supporting all individuals with appropriate policies and procedures that have undergone Integrated Assessments.
- Collaborating with internal and external subject matter experts to ensure best practice when creating and embedding any activities that may impact a protected characteristic or under-represented group.
- Ensuring reasonable adjustment requests are assessed in line with Service procedures with the focus on the individual.
- Ensuring our Neurodiversity plan and support structures are in place and promoted across the Service.
- Embedding staff networks within the Service with a focus on equity, inclusivity, and wellbeing e.g., Inclusive Workforce Group, EDI champions and Wellbeing champions etc.
- Ensuring all individuals are provided with a comprehensive learning package around EDI issues.
- Ensuring all employees have a regular Personal Review to focus on their wellbeing, workplace experiences and performance across the year.
- Ensuring protected characteristics have specific action plans to ensure their experiences in the workplace are equitable and inclusive.

#### We will know we have done this when:

- We have received positive feedback from all groups within the Service around the inclusiveness of our policies.
- In-house networks show an increase in engagement and completion of action plans.
- Data from Neurodiversity Assessments and Work with Me Passports show an increase in reasonable adjustment requests.
- Training records for EDI show an increase in completion rates.
- Completion rates of the Personal Review process show an increase year on year.
- SWFRS have action plans published for specific protected characteristics e.g., Gender equality, Anti-Racist Action Plan.



## CONSULTATION AND ENGAGEMENT

This document will be published on our website and reported on annually to assess progress.

This Strategic Equality Plan 2023-2026 has been a result of consultation with external partners, our internal Inclusive Workforce Group, Employee Unions, and our internal colleagues.

We will continuously review our objectives to ensure they are fit for purpose and reflect the needs and requirements of our diverse communities and workforce.

As a public service we are proud to serve our diverse communities in Wales and we encourage you to let us know how we can continue meeting your needs.

If you would like to engage with us around any aspect of this report or wish to receive this information in an alternative format or language, please contact us at:

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

**Equality, Diversity, and Inclusion Lead,**  
South Wales Fire and Rescue Service Headquarters,  
Forest View Business Park, Llantrisant, CF72 8LX

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

# APPENDICES

## Appendix 1: Staff Demographic

## Appendix 2: Community Demographic

Community data is taken from the Office for National Statistics Wales: Census 2021.



# APPENDIX 1

## STAFF DEMOGRAPHIC

South Wales Fire and Rescue Service has over 1,650 employees. The data contained within Appendix 1 is specific to the number of individual employees within the Service (i.e. focuses on Service headcount as opposed to contracts), therefore within additional Service publications the data may appear differently or disproportionate when reviewing specific organisational or Service groups. All categories within the dataset are voluntarily provided except for 'Age' and 'Gender Identity'. This means that we may not hold as much equality information about our staff as we would like to. The way we gather and capture this information may change over time as we look to improve our internal processes. The following data has been compiled to provide a snapshot of the Service as it stands at 31st March 2025 and will be used as a baseline to measure against in the future reporting of this Strategic Equality Plan.



### Age

Age Range	
< 20	1%
20-25	10%
26-35	25%
36-45	30%
46-50	25%
56-60	8%
<66	1%



### Ethnic Origin

Ethnic Origin	
Asian	0.5%
Black Caribbean, African	0.5%
Mixed or Multiple Groups	1%
White	32%
Ethnic Group not listed	0.5%
Prefer not to say	2.5%
Undisclosed	63%



### Sex

Sex	
Female	19%
Male	81%



### Disability

Disability	
Yes	2.5%
No	59%
Prefer not to say	1.5%
Undisclosed	37%



## Gender Identity

Gender	
Same as Birth	67%
Different from Birth	0.5%
Prefer not to say	0.5%
Undisclosed	32%



## Religion/Belief

Religion	
Buddhism	0.5%
Christianity (All denominations)	15%
Hinduism	0%
Judaism	0%
Islam	<0.5%
Sikhism	<0.5%
No Religion or Belief	25%
Prefer not to say	27%
Undisclosed	30.5%



## Sexual Orientation

Sexual Orientation	
Bisexual	1%
Homosexual (Gay / Lesbian)	1%
Heterosexual (Straight)	46%
Prefer not to say	23%
Undisclosed	29%



## Welsh Language

Welsh Language Skills	
Level 0	37.01%
Level 1	5.5%
Level 2	2.48%
Level 3	1.65%
Level 4	1.06%
Level 5	1.83%
Undisclosed	50.38%



## Welsh Speaking

Welsh Speaking Skills	
Level 0	12.06%
Level 1	2.48%
Level 2	0.9%
Level 3	0.6%
Level 4	0.35%
Level 5	0.53%
Undisclosed	83.02%



## APPENDIX 2

### COMMUNITY DEMOGRAPHIC\*

#### Age

Age Range		
17 and under	314,348	20.6%
18-24	135,737	8.9%
25-34	204,948	13.4%
35-44	188,522	12.4%
45-54	195,811	12.8%
55-64	196,025	12.9%
65-74	158,069	10.4%
75+	130,445	8.6%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

#### Ethnic Origin

Ethnicity		
Asian, Asian British, Asian Welsh	61,105	4%
Black, Black British, Black Welsh, Caribbean or African	20,630	1.4%
Mixed or Multiple ethnic groups	31,050	2%
Other ethnic group	17,953	1.2%
White	1,393,179	91.4%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

#### Gender Identity\*\*

Gender		
Different from sex registered at birth	5,570	0.4%
Same as sex registered at birth	1,165,636	93.7%
Not answered	72,972	5.9%
<b>Total</b>	<b>1,244,178</b>	<b>100%</b>

#### Sex

Sex		
Female	778,892	51.1%
Male	745,023	48.9%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

\*Community data is taken from the Office for National Statistics Wales: Census 2021.



## Religion

Religion		
Buddhist	4,682	0.3%
Christian	606,240	39.8%
Hindu	8,360	0.5%
Jewish	1,225	0.1%
Muslim	50,278	3.3%
No Religion	752,916	49.4%
Not answered	89,719	5.9%
Other religion	7,496	0.5%
Sikh	2,989	0.2%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>



## Sexual Orientation\*\*

Sexual Orientation		
All other sexual orientations	3,630	0.3%
Bisexual	16,663	1.3%
Gay or Lesbian	20,746	1.7%
Did not answer	86,924	7%
Straight or Heterosexual	1,116,211	89.7%
<b>Total</b>	<b>1,244,178</b>	<b>100%</b>



## Disability

Disability		
Limited a little	170,220	11.2%
Limited a lot	164,277	10.8%
Not disabled	1,189,408	78.1%
<b>Total</b>	<b>1,523,905</b>	



## Welsh Language Skills

Welsh Language Skills		
Some Welsh Language Skills	228,543	15%
Does not apply	46,587	3.1%
No Welsh Language Skills	1,248,77	81.9%
<b>Total</b>	<b>1,523,901</b>	<b>100%</b>



## Welsh Speaking

Welsh Speaking		
Can speak Welsh	152,850	10%
Cannot speak Welsh	1,324,468	86.9%
Does not apply	46,587	3.1%
<b>Total</b>	<b>1,523,905</b>	<b>100%</b>

\*\*This dataset provides Census 2021 estimates that classify usual residents aged 16 years and over in England and Wales by gender identity. The estimates are as at Census Day, 21 March 2021.



## Main Language

Main Language		
African Language	2,303	0.2%
Arabic	6,106	0.4%
Caribbean Creole	6	0%
Does not apply	46,587	3.1%
East Asian Language	6,230	0.4%
English or Welsh in Wales	1,419,783	93.2%
French	941	0.1%
North / South American	3	0%
Oceanic / Australian	13	0%
Other European	20,513	1.3%
Other Language	146	0%
Other UK	71	0%
Portuguese	2,173	0.1%
Russian	740	0%
Sign Language	613	0%
South Asian Language	11,665	0.8%
Spanish	1,943	0.1%
Turkish	1,163	0.1%
West or Central Asian Language	2,905	0.2%
<b>Total</b>	<b>1,523,904</b>	<b>100%</b>





## Marital and Civil Partnership Status



Marital and Civil Partnership Status		
Divorced / Formerly in a civil partnership now legally dissolved	129,124	7.7%
Does not apply	300,366	18.4%
In a registered civil partnership	2,678	0.2%
Married	583,808	34.7%
Never married and never registered a civil partnership	522,979	32%
Separated	27,676	1.7%
Widowed / Surviving partner from civil partnership	90,437	5.3%
<b>Total</b>	<b>1,657,068</b>	<b>100%</b>



## Household Deprivation

Household Deprivation		
Household is deprived in four dimensions	1,419	0.2%
Household is deprived in one dimension	233,909	32.9%
Household is deprived in three dimensions	34,521	4.9%
Household is deprived in two dimensions	115,595	16.3%
Household is not deprived in any dimension	324,820	45.7%
<b>Total</b>	<b>710,264</b>	<b>100%</b>



Gwasanaeth Tân ac Achub  
De Cymru



South Wales  
Fire and Rescue Service



@SWFireandrescue



@SWFireandrescue



@sw\_fire\_and\_rescue