

AGENDA ITEM NO 9

Reports for Information and Assurance

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 9.i
31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER DEAN LOADER

SWFRS ANNUAL HEALTH, SAFETY AND WELLBEING REPORT 2024/25**THIS REPORT IS FOR INFORMATION AND ASSURANCE**REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER DEAN
LOADER

PRESENTING OFFICER AREA MANAGER STEVE O'CONNELL

SUMMARY

SWFRS Health, Safety and Wellbeing (HSW) Team, submit this report to the Commissioners based on Health, Safety and Wellbeing across the organisation. This report is a summary of Health and Safety activities and performance measures from across the Service for the period of April 1st 2024 to March 31st 2025.

RECOMMENDATIONS

That the Commissioners note the report and contents of the HSW Annual Report 2024/25 (Appendix 1)

1. BACKGROUND

1.1 In addition to the provision of statistical information, the report contains reference to other work streams within the Health and Safety discipline. Equally to historic years, challenges have been placed upon the Health Safety Wellbeing (HSW) Team, which has determined the paths taken to ensure a consistent and robust approach to the HSW of everyone from across the Service.

1.1.1 Despite these challenges the HSW Team have continued to progress and adapt work streams to accommodate new challenges and build stronger and more resilient working relations with other internal departments. This has been further supported through the recruitment of key positions within the HSW team during 2024/25 following long periods of unsuccessful recruitment attempts.

2. ISSUE / PROPOSAL

- 2.1 It should be acknowledged that HSW is a complex area and one which SWFRS prioritises to ensure our employee health and welfare is consistently considered in all aspects of the work conducted throughout the Service.
- 2.2 This report aims to provide Commissioners with the assurance around our continuous analysis of HSW data to ensure any necessary improvements are the at the forefront of what the HSW Team deliver.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Consultation and Communications

The Annual report will be shared at the HSW Committee for SWFRS. The Committee has statutory attendees from across the Service including Representative Bodies. The plan will be published internally within the HSW section.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal

The organisation is required to comply with Health and Safety Law to manage risks and take practical steps to protect workers and others from harm. The Annual Report includes data linked to several legal frameworks ensuring compliance with their requirements.

3.2.2 Corporate Risk

By the very nature of SWFRS activities and the relevant legal frameworks applicable to the Service, there is a need to ensure that all risks are mitigated as far as is reasonably practicable. This report publishes data to inform on the risks to the Service including evidence of trends and outcomes of intervention when required.

3.2.3 Governance and Audit

This report is compiled to provide assurance to the Commissioners of the Service's continued approach to HSW, through the collection, analysis and evaluation of all related HSW activities.

3.3 Resources, Assets and Delivery

3.3.1 Human Resources

The HSW team are now at full strength following a substantial period throughout 2024/25 where key positions could not be filled due to

unsuccessful recruitment. This led to the prioritisation of activities to allow focus where it was needed most. The recent appointment of a HSW Manager and assistant manager is extremely welcomed and has led to positive feedback from within the team and others within SWFRS.

3.3.2 People Development

Following the successful recruitment of managerial posts within the HSW team, the Head of ORM is evaluating Service needs to ensure future requirements are being considered against the Thomas Carroll Report. The Thomas Carroll report highlights sector competence and requirements for HSW team individuals. These are being addressed to ensure that development requirements are met for the future needs of SWFRS and our staff.

4 EVALUATION & CONCLUSIONS

4.1 The 2024/25 reporting year has brought the HSW Team many new challenges which will continue into the 2025/26 reporting year, despite this they have continued to ensure the provision of available support and guidance to all staff members whilst they maintain service delivery across our communities.

4.1.1 The HSW Team on several occasions over the last year have adapted ways of working to prioritise workloads due to the challenges presented by the reactive nature of the team. Additionally, manageable responsibilities to the ever-changing environment of the Service have been met to support and maintain the Service's Health and Safety function.

4.1.2 The HSW Team will continue to identify opportunities to evolve, ensuring to reach our end users and continue the work completed over recent years, identifying changes in Health, Safety and Wellbeing culture to move in a decisive and clear direction.

5 RECOMMENDATIONS

5.1 That the Commissioners note the report and contents of the HSW Annual Report 2024/25 (Appendix 1)

Contact Officer:	Assistant Chief Fire Officer Dean Loader		
Background Papers	Date	Source / Contact	
Title: HSE Annual Report 2024 statistics https://www.hse.gov.uk/statistics/assets/docs/hssh2324.pdf	Nov 2024	Health and Safety Executive	

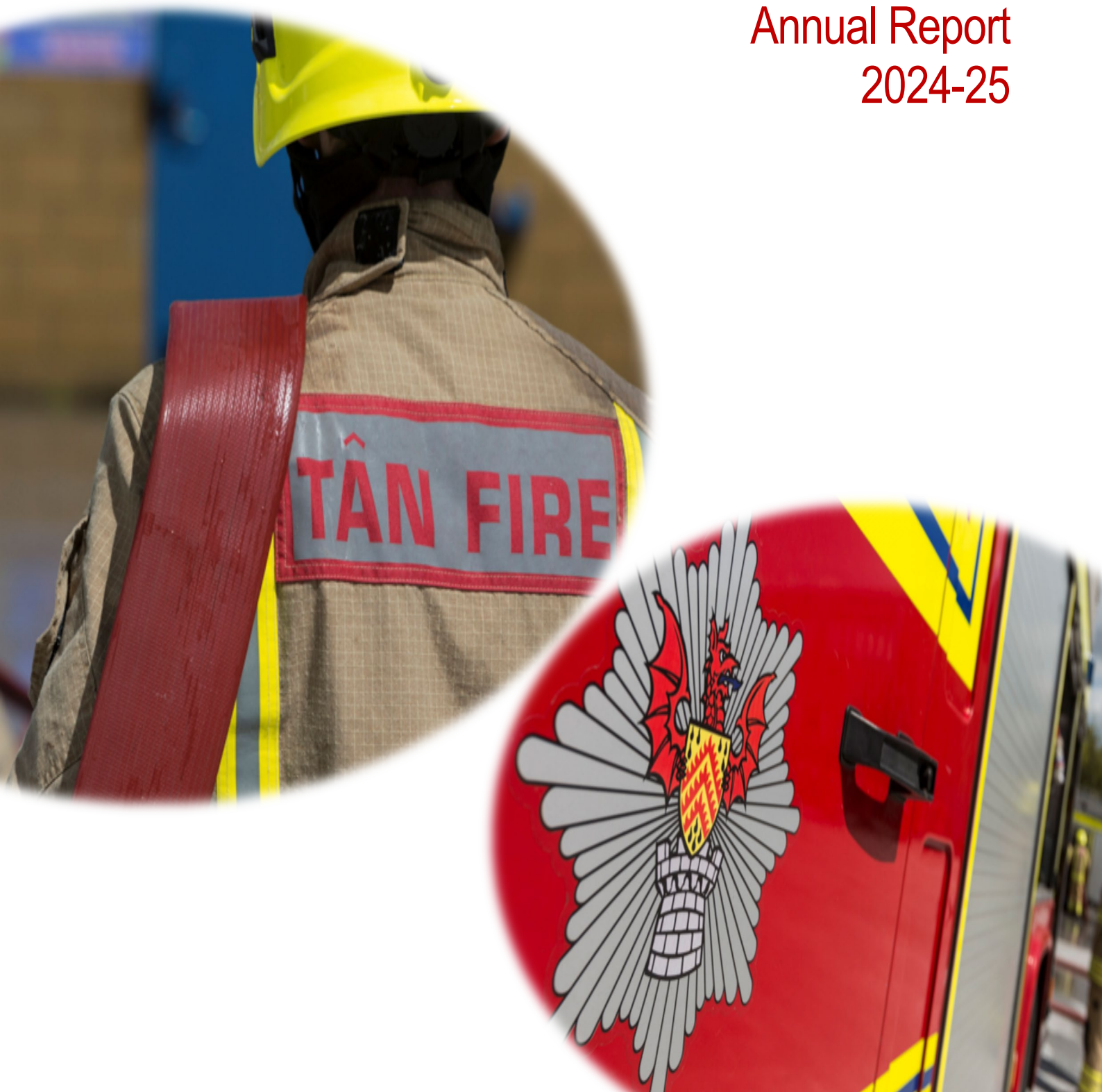
Appendices	
Appendix 1	HSW Annual Report 2024/25



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

Appendix 1

Health, Safety and Wellbeing Annual Report 2024-25



Summary Statement from Director - ACFO Dean Loader

The annual report involves the financial year 2024 to 2025 and includes evidence to support the Service's commitments towards Wellbeing, Health and Safety. The Service has continued to invest in appliances, equipment, wellbeing initiatives and training to support service delivery.

Through our Health, Safety and Wellbeing (HSW) Team, the Service continually strives to identify opportunities to evolve, ensuring we build on the work we have completed in recent years around Health, Safety and Wellbeing. We have recently undertaken external audits and consultation on our Health, Safety and Wellbeing provision and are committed to learn, improve and build on those recommendations for the future.

In relation to accidents and investigation, we are committed to investigating all Injuries and Near Misses, with a view to delivering timely recommendations to mitigate any future issues.

I would like to thank all who have participated in the Health and Safety Committee. We have continued to research national guidance and innovation with representatives from across the UK to ensure the safety of all staff. The Service is fully committed in delivering ways to reduce risk to our firefighters, through innovation and improvement including the national workstream around contamination.

Our risk assessments across our fifty-one buildings that make up South Wales Fire & Rescue Service estate, ensure that we provide a safe place to work for all our employees. Additionally, with continued support we provide the right equipment to train physically and against scenarios that may be faced by our crews, which ensures that we are prepared to protect the communities we serve when called upon.

I am extremely proud of the performance of the Service in continuing to improve our Health, Safety and Wellbeing arrangements and the continuous drive to serve our communities in the safest way.



Assistant Chief Fire Officer

Dean Loader

Director of Service Delivery

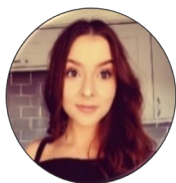
Your Health, Safety and Wellbeing Team



James Jones
Health, Safety and Wellbeing Manager



Joanna Wilcox
Health, Safety and Wellbeing Co-Ordinator



Jessica Davies
Health, Safety and Wellbeing Officer



Loraine Dowsett
Health, Safety and Wellbeing Officer



Carys Johnson
Health, Safety and Wellbeing Administrative Officer

Executive Summary

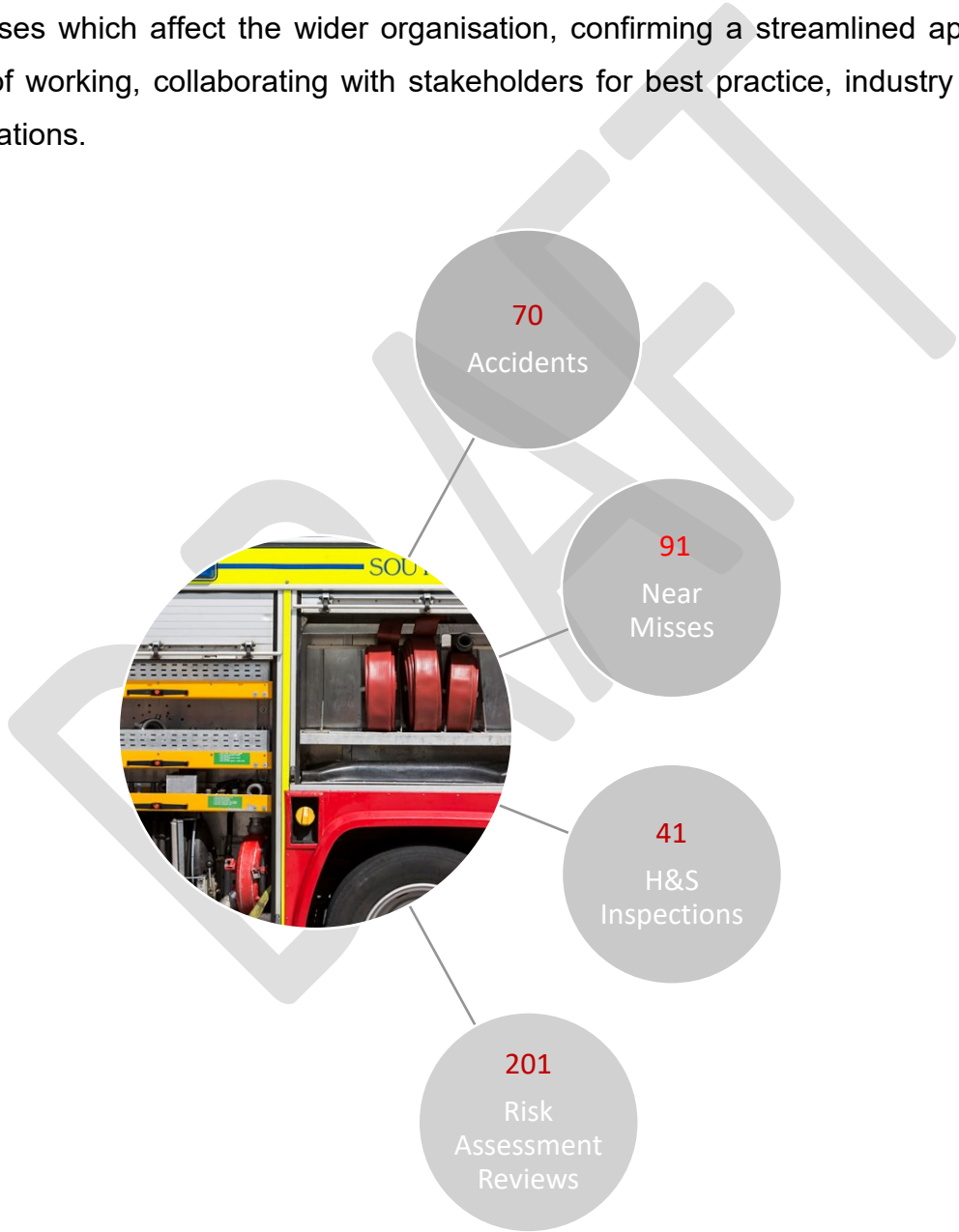
The South Wales Fire and Rescue Service Health, Safety and Wellbeing (HSW) Team, submit this report to the Commissioners based on Health, Safety and Wellbeing across the organisation. This report is a summary of Health and Safety activities and performance measures from across the Service for the period of April 1st 2024 to March 31st 2025.

The Health and Safety performance of South Wales Fire and Rescue Service continues to be of a high standard and the number of accidents remains at a low level.

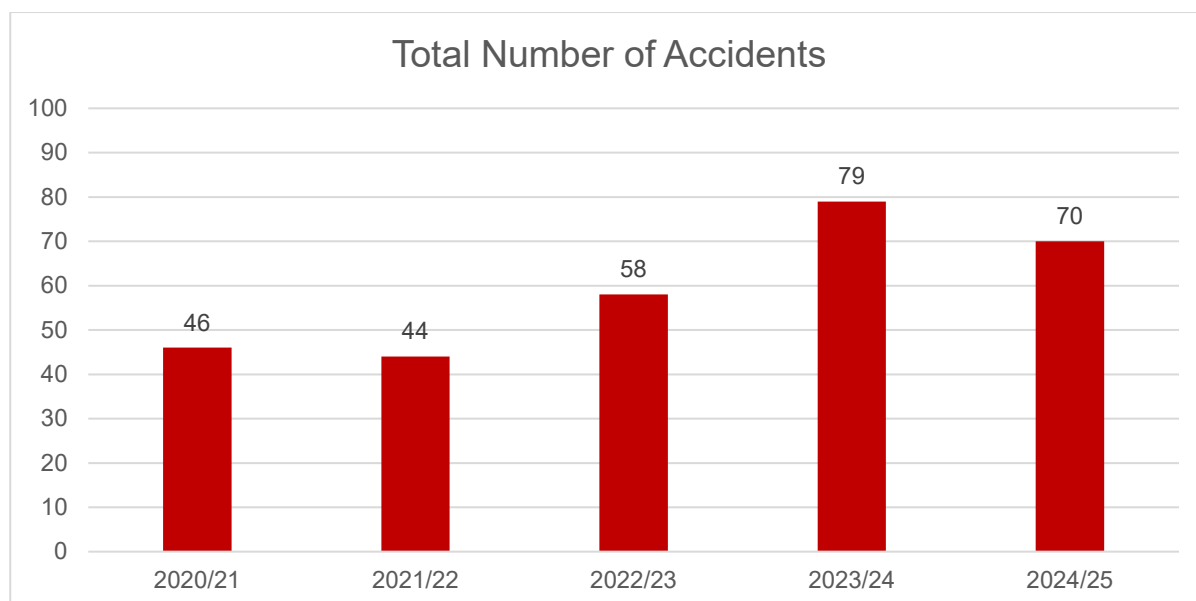
In addition to the provision of statistical information, the report contains reference to other work streams within the Health and Safety discipline. Equal to historic years, challenges have been placed upon the HSW Team, which has determined the paths taken to ensure a

consistent and robust approach to the Health, Safety and Wellbeing of everyone across the Service. Despite these challenges, the HSW Team have continued to progress and adapt work streams to accommodate new challenges and build stronger and more resilient working relations with other internal departments.

Continuous improvement and upskilling in specialist areas is at the forefront of what the HSW Team continues to deliver. The team has provided internal training on procedures and processes which affect the wider organisation, confirming a streamlined approach to new ways of working, collaborating with stakeholders for best practice, industry standards and expectations.

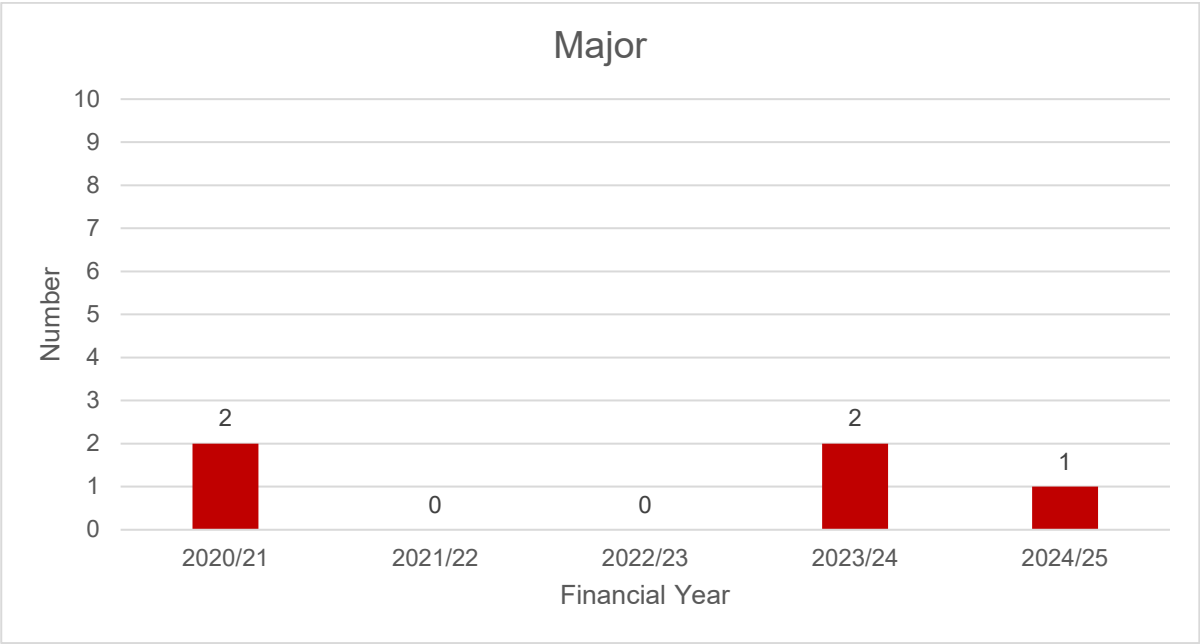


Total Accident and Injury Figures 2024/25

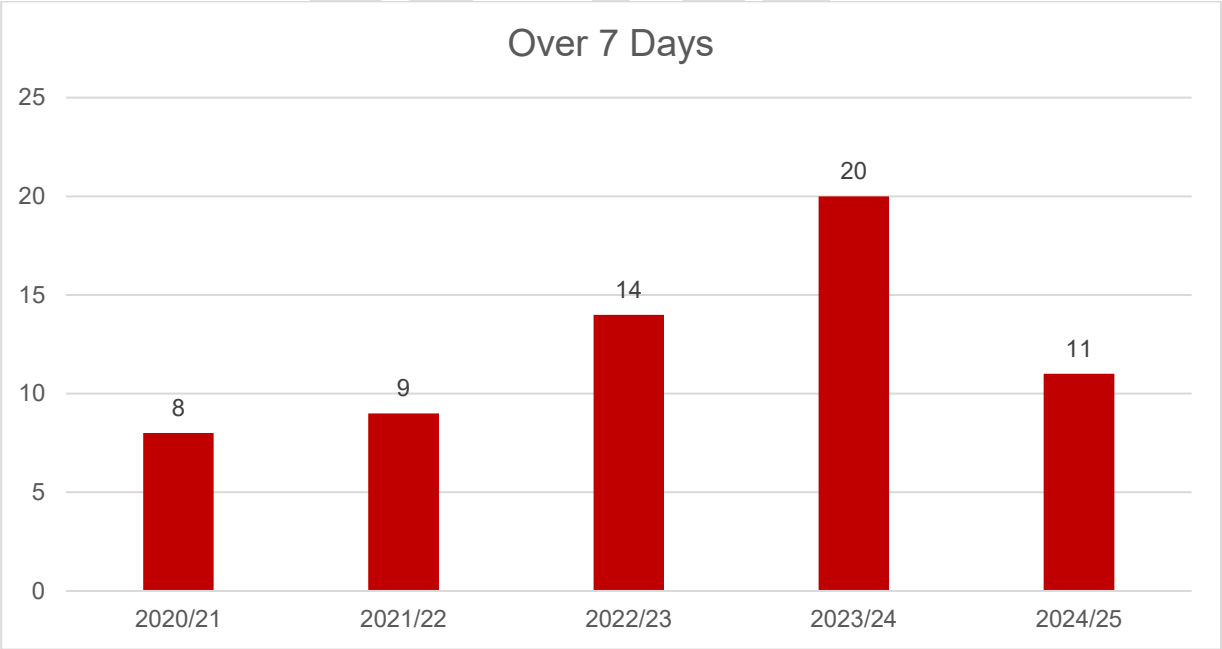


During 2024-25 there have been a total of 70 recorded accidents on duty, this is a decrease of 9 reports in comparison with the previous year, however, a further 33 injury reports were received but not accepted as an 'injury on duty' this was attributed mainly to a significant delay in reporting and therefore failing to comply with HSGN 03.

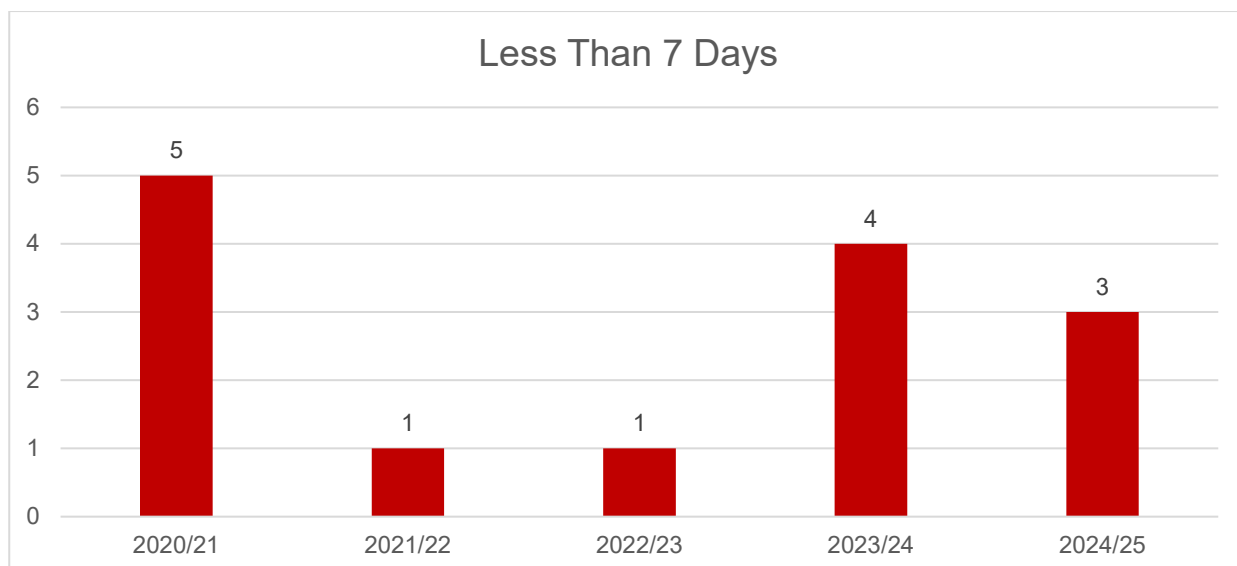
Time Lost Categories



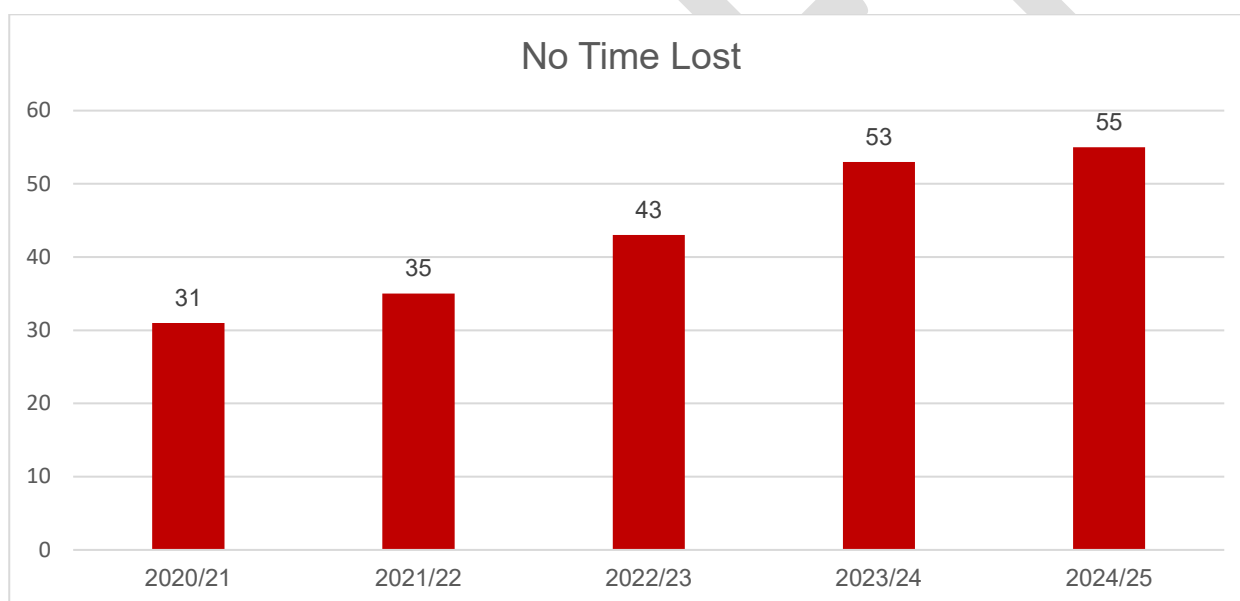
There has been 1 Specified Injury (Major) report for 2024-25, this occurred during a Bariatric Rescue in a confined space where a piece of bedroom furniture fell on to a firefighter causing a fracture to their back.



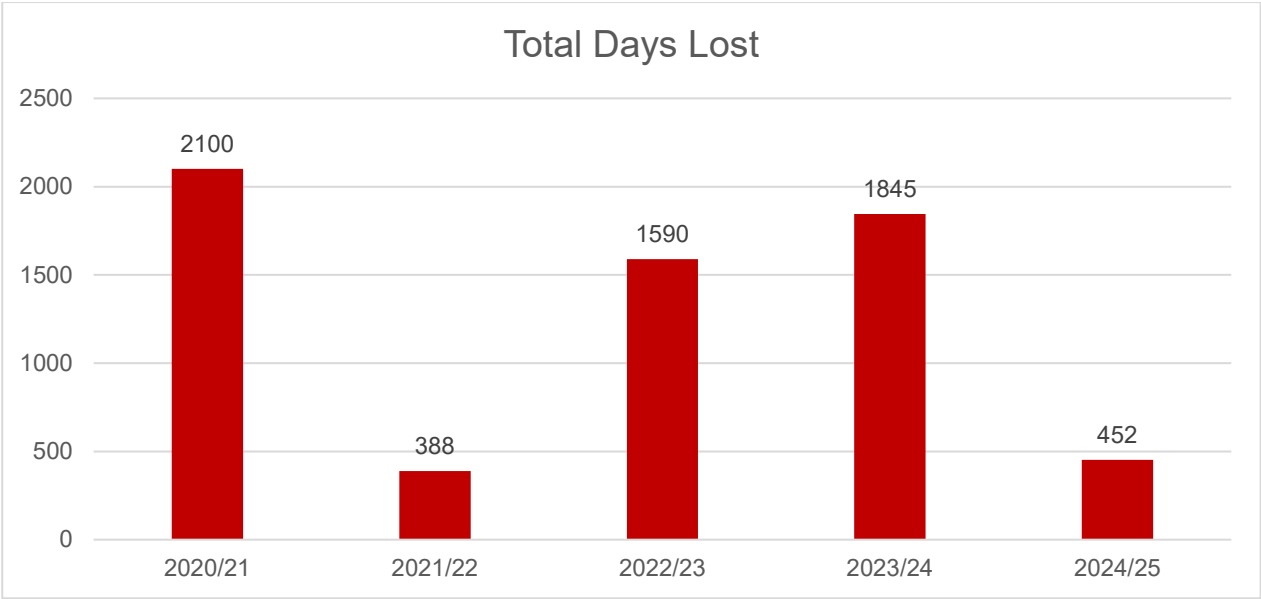
11 of the reported injuries for 2024-25 resulted in 'Over 7 Days' lost in work, 7 of which have been reported to the HSE under RIDDOR. Between 1st April 2024 and 31st March 2025, the largest number of days lost attributed to one individual was 105, this relates to an injury sustained undertaking training in a confined space.



3 injury reports resulted in less than 7 days lost at work which are not required to be reported under RIDDOR.



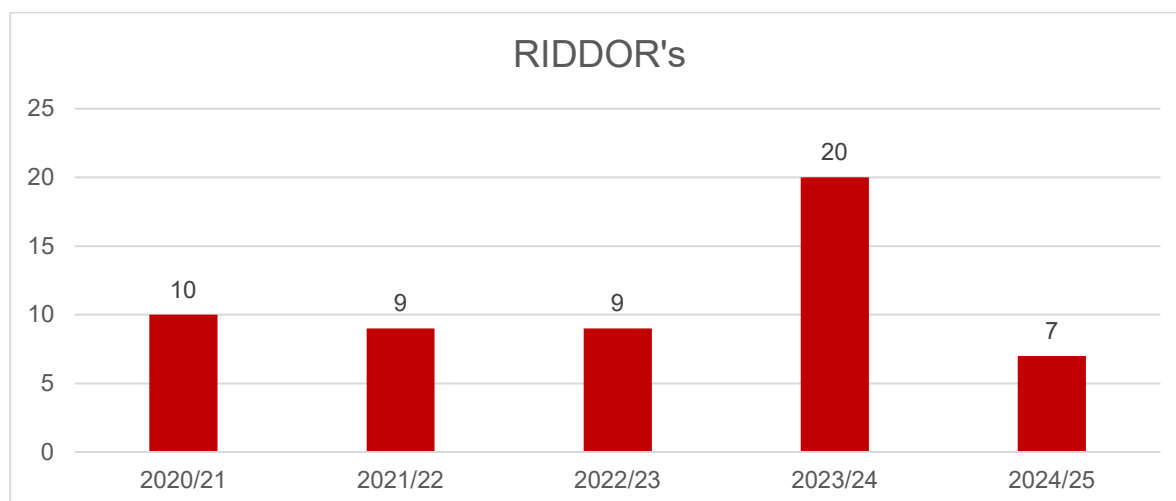
The majority of accidents (79%) resulted in no time being lost from work. This suggests that most injuries sustained by staff were minor in nature and did not impact on the individual's ability to carry out their duties as normal.



**Between 1st April and 31st March of each financial year for reporting and comparative purposes.*

The total days lost in this period stands at 452. This is a decrease of 76% in comparison to the previous reporting year. In this period, 1 of the reported injuries accounted for an individual being absent from work for more than 100 days, this is a vast improvement on last year, where 6 individuals were absent from work for more than 100 days.

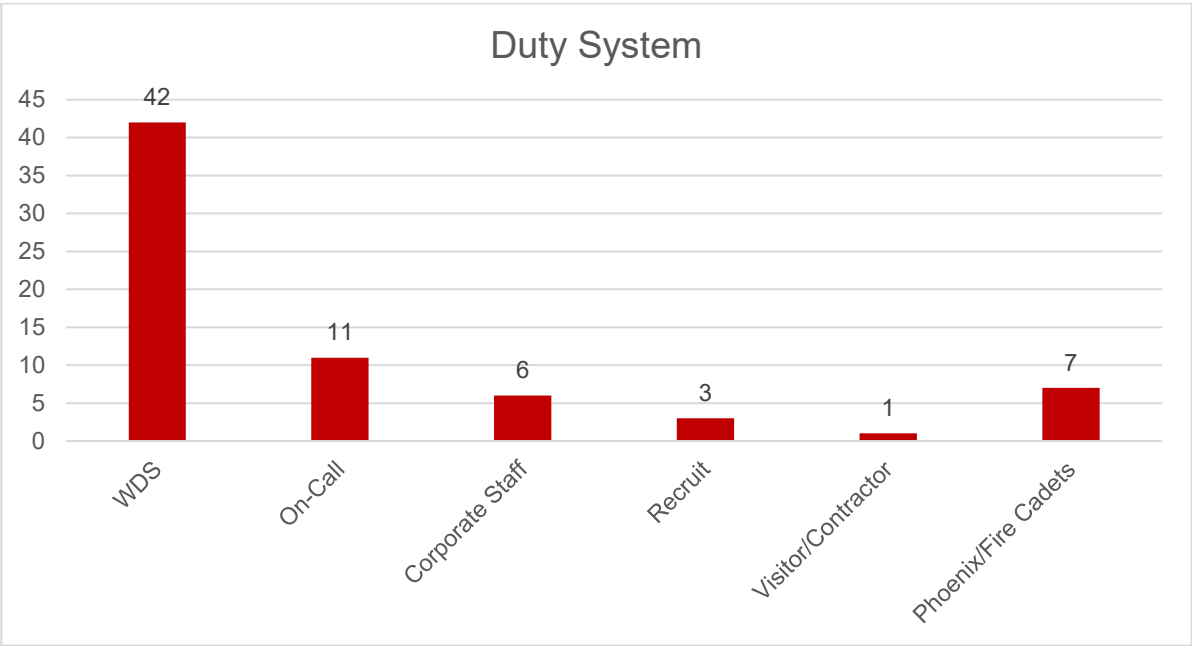
Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)



A total of 7 RIDDOR reports have been submitted to the Health and Safety Executive (HSE) for 2024-25, maintaining our compliance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

A further 4 injury reports resulted in more than 7 days lost but did not comply with the Regulations for different reasons, for example, there was no safety event identified and/or a single digit (finger/toe) was injured.

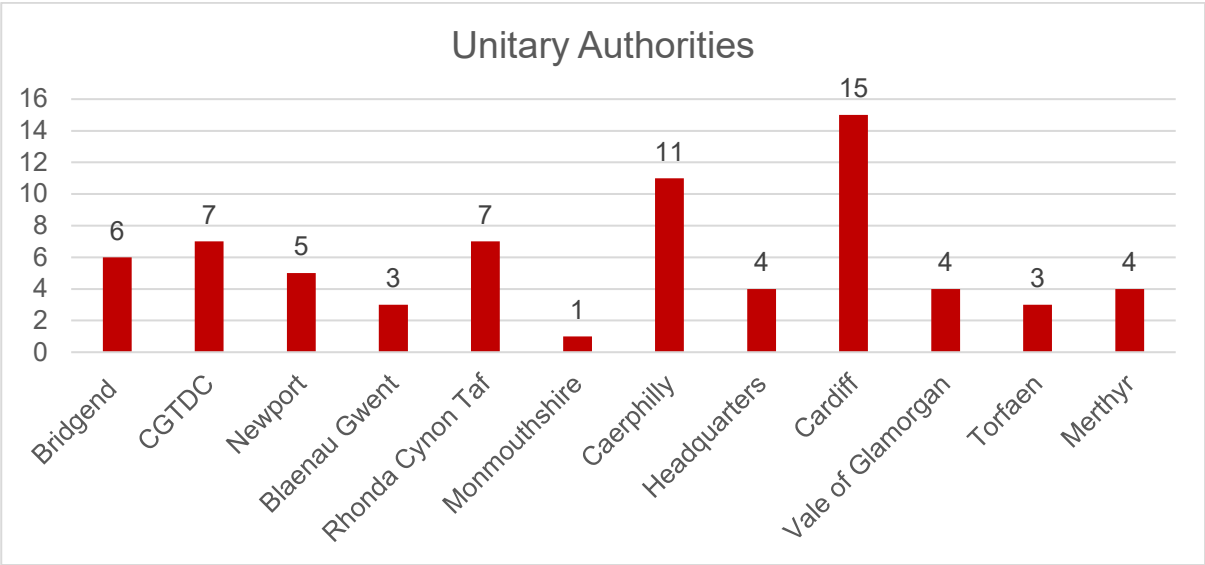
Injuries by Duty System



In line with the previous financial year, most accidents involved Wholetime (WDS) personnel, followed by On-Call personnel.

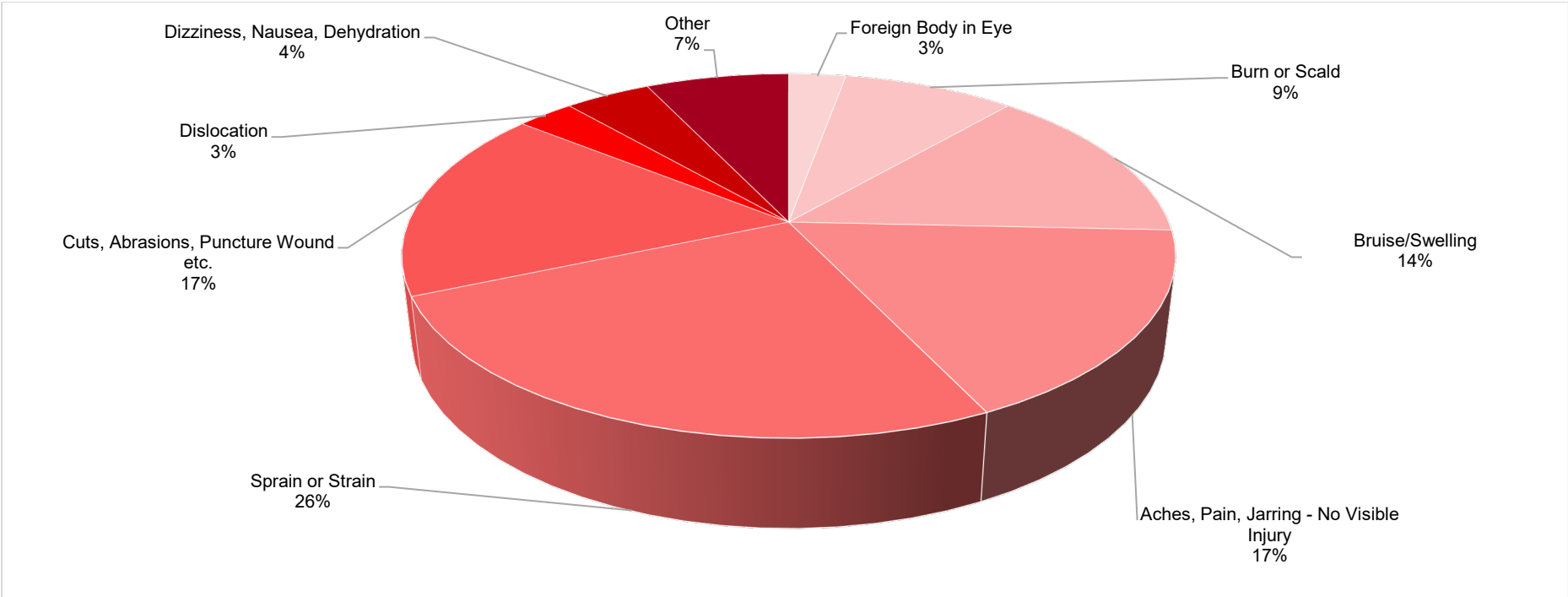
2024/25 saw a rise in injuries sustained by our Fire Cadet and Phoenix Project groups, mostly attributed to minor sprains/strains with lower limbs. This resulted closer working with our Community Safety Team to identify more suitable footwear with additional ankle support for our Fire Cadet and Phoenix Project groups.

Injuries Across Unitary Authorities



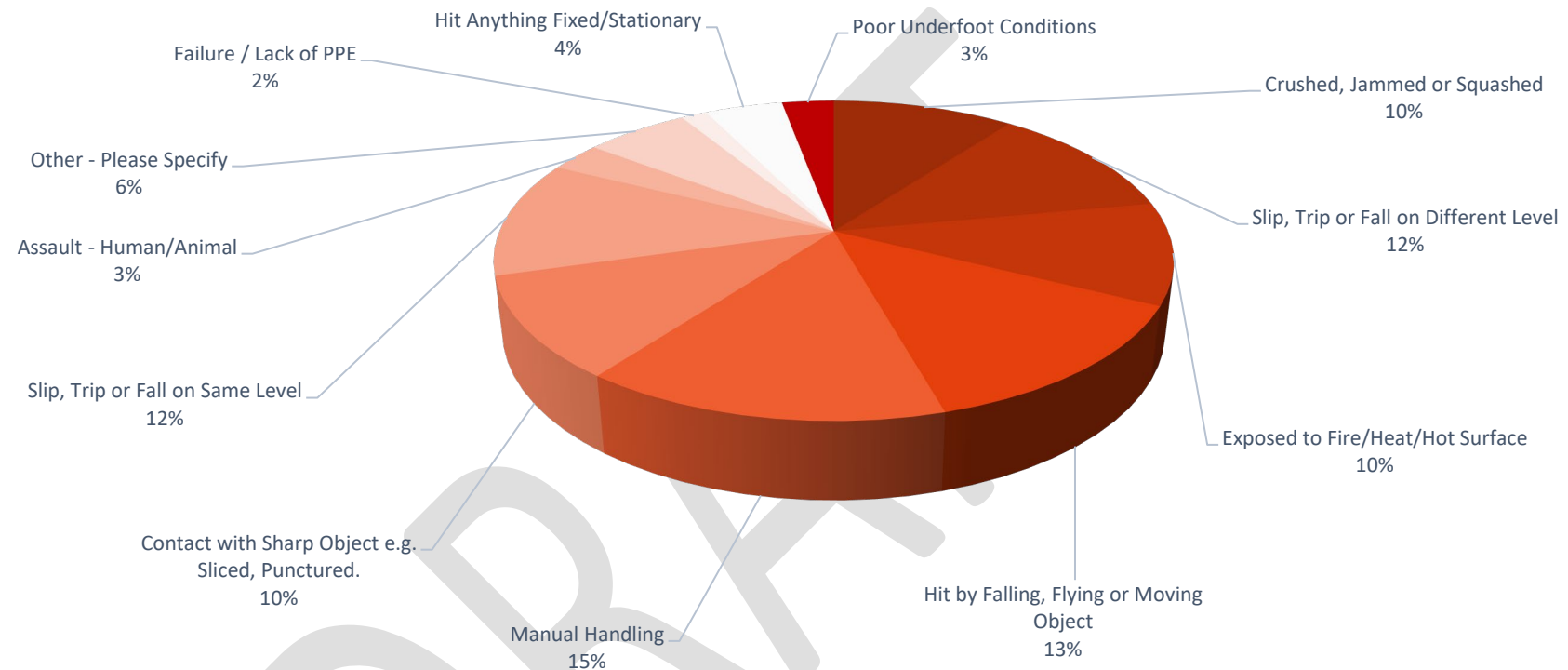
For the purposes of this report chart, Cardiff Gate Training & Development Centre (CGTDC) and Fire Service Headquarters (FSHQ) are categorised separately and are not recorded under their unitary authorities. The area with the highest number of accidents reported is Cardiff unitary authority (UA), followed closely by Caerphilly UA.

Type of Injury



The most common type of injury is ‘Sprain or Strain’ with 26% of injuries falling under this category. This type of injury corresponds with the number of minor injury reports. This is followed by ‘Aches, Pain, Jarring – No visible injury’ with 17% which was the most common injury type in the previous financial year (2023-2024).

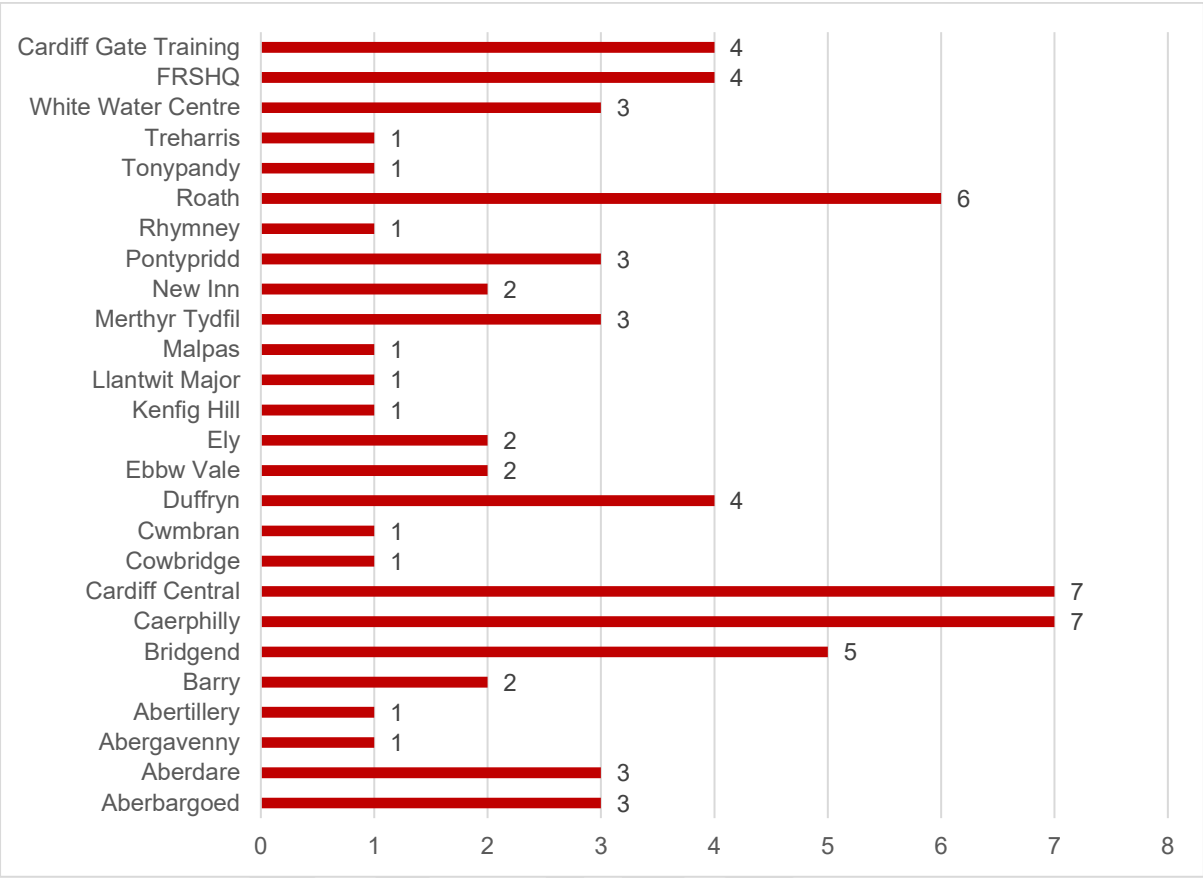
Cause of Injury



The largest immediate cause of injuries for 2024-25 is 'Manual Handling' with 15%, closely followed by 'Hit by Falling, Flying or Moving Object' with 13% and 'Slip, Trip and Fall on different/same level' with 12%.

Statistics from the HSE show slipping and tripping to be the single most common cause of major injury in UK workplaces and is one of the most common cause of injuries for SWFRS for 2024/25.

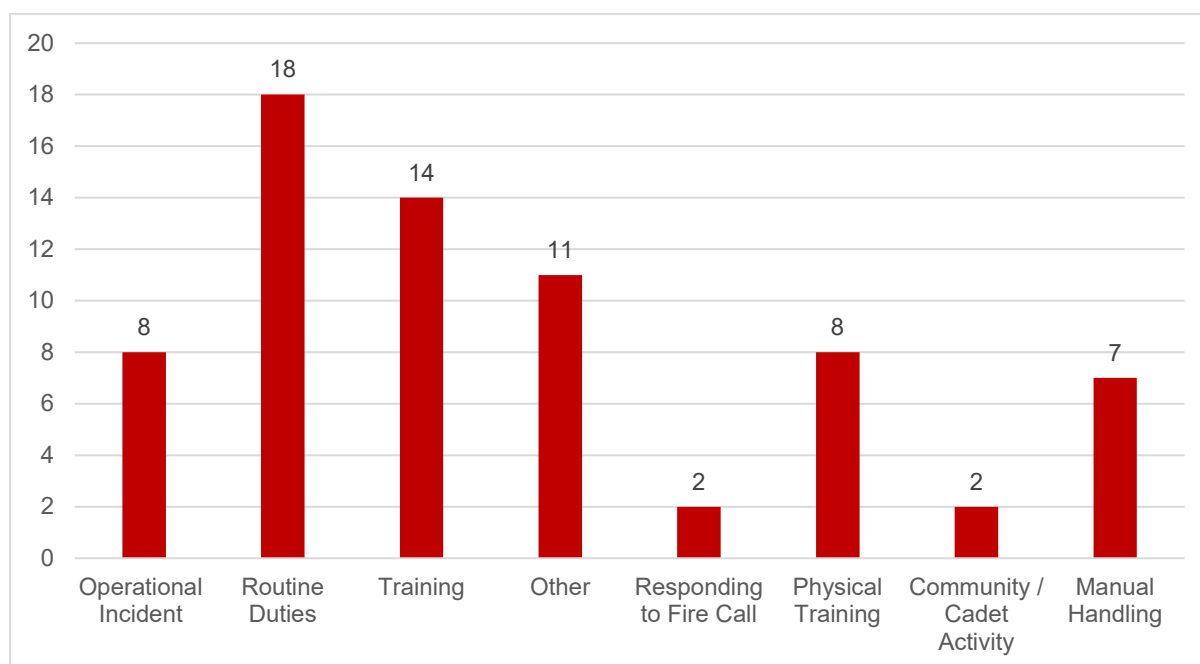
Injuries Across SWFRS Sites



The largest number of injury reports were reported by Cardiff Central and Caerphilly Fire Stations and Cardiff Gate Training and Development Centre, all reporting 7 injuries. Both Cardiff Central and Caerphilly Fire Stations involved wholetime personnel. With regards to Cardiff Gate Training Centre, 4 of the reports were located at the Training Centre with a further 3 reports in relation to Cardiff White Water Training Centre.

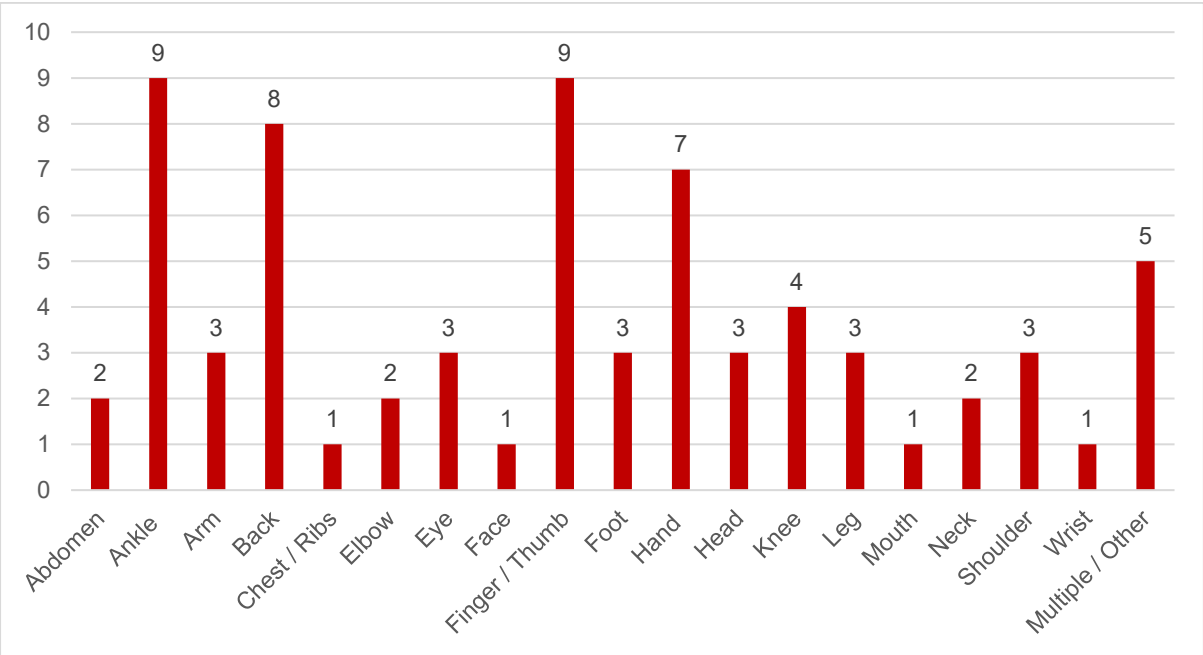
It should be noted, with the exception of FRSHQ, Cardiff Gate Training Centre and Cardiff White Water Centre that the reports submitted by Fire Stations are not necessarily the exact location of where the accident took place it identifies where the injured person is based.

Activity Undertaken at the Time of the Injury



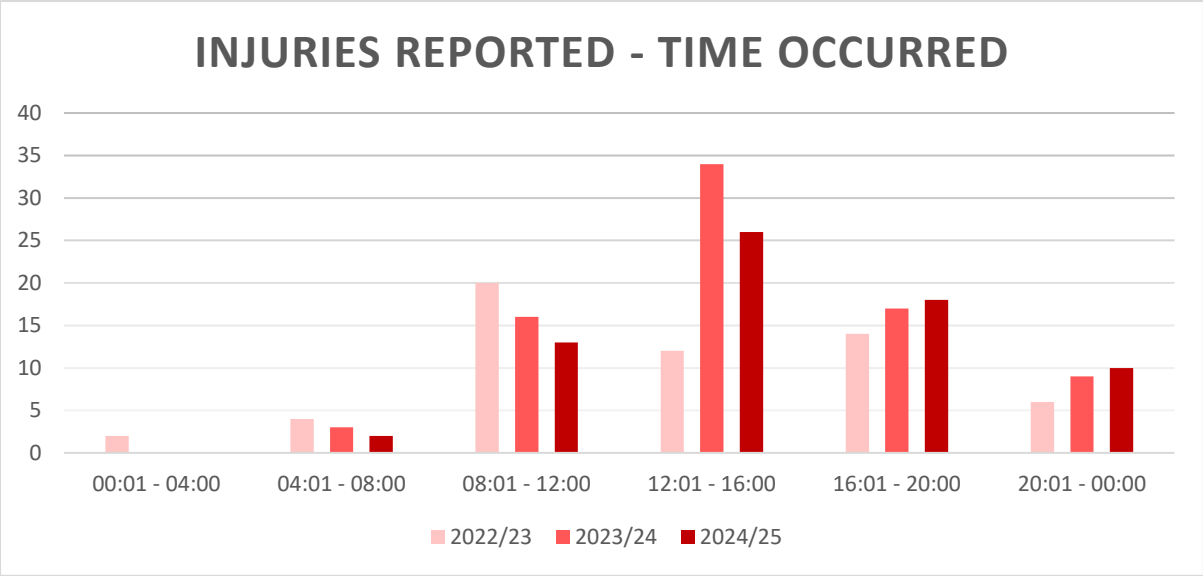
Similarly to previous reporting years, most accidents do not take place at the incident ground, but rather during other activities i.e., routine duties on station, training etc.

Part of Body Injured



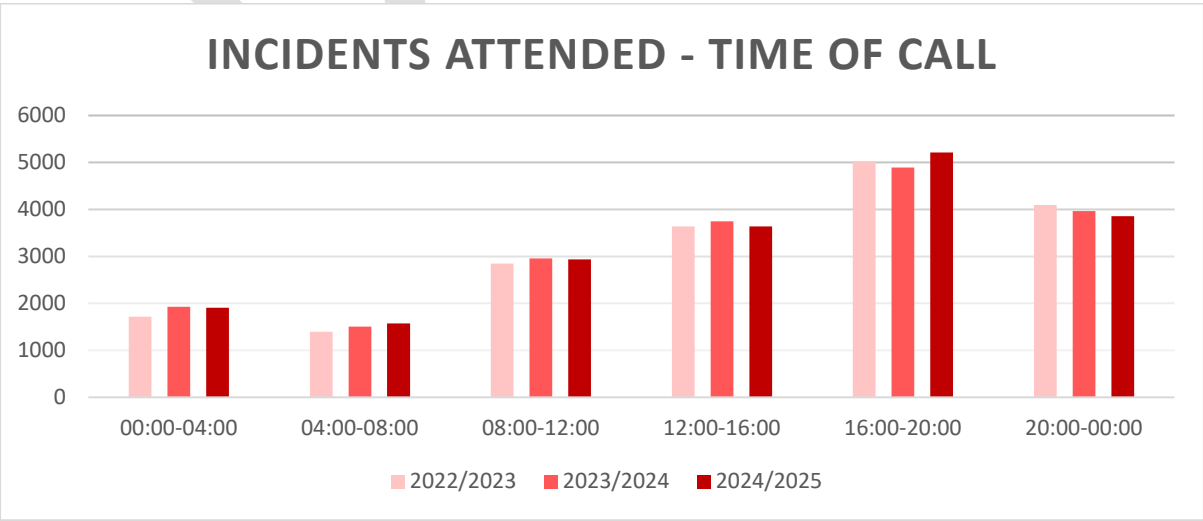
For 2024/25, the most affected areas of the body were the upper limbs, back and ankle/s with injuries such as muscular strains/sprains, aches and pains and minor cuts and contusions.

Time of Injury



The above chart identifies the time of day that reported injuries occurred. The below chart looks at the time of day we have attended operational incidents. By comparing both charts we can identify that over the last three years, the number of reported injuries increases at the same time of day as the number of incidents attended i.e. the greatest increase is between 12:01 and 20:00 hours.

There have been various research studies carried out across the UK with regards to injuries at work in relation to the time of day; a number of studies suggest that the likelihood of sustaining an injury at work increases during the time we have identified above as a result of this being the time of day we are most likely to consume a large meal, resulting in a dip in energy levels which in turn can create a lapse in concentration.



Injury Data Analysis

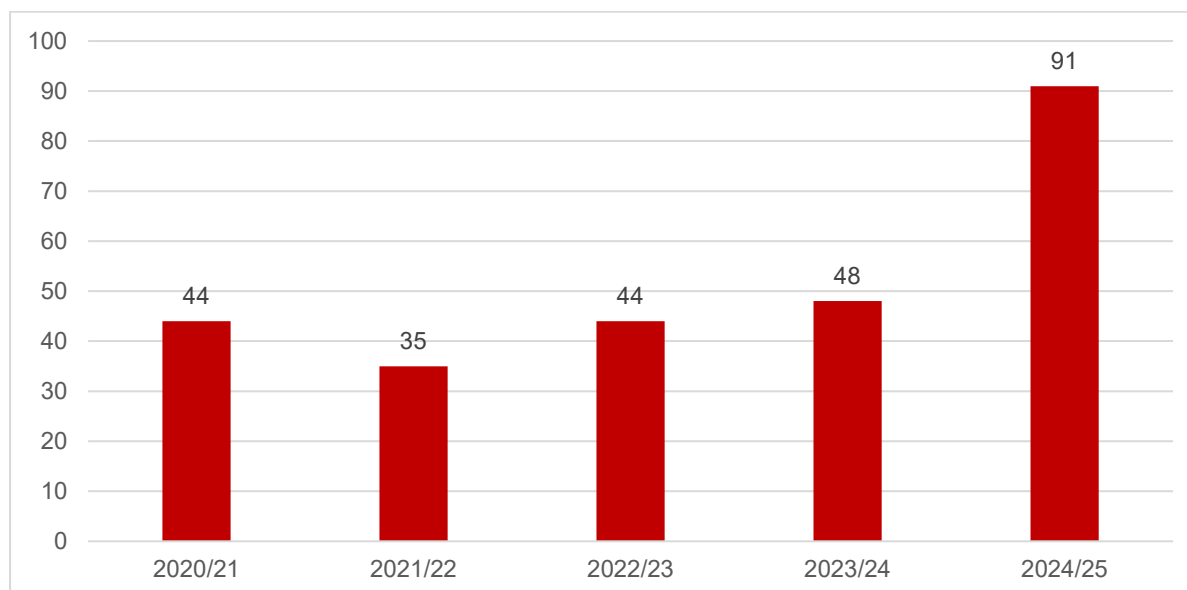
The Health, Safety and Wellbeing Team continues to analyse injury data throughout each financial year to identify trends and provide additional training and support for employees and their subsequent teams across the Service.

2024/25 has already seen the identification of a number of trends discussed throughout this report i.e. Fire Cadet boots, Kitchen Safety and Training.

The data regarding injury reports that have not been accepted due to the delay in reporting (failure to comply with HSGN 03) should not go unmentioned as this has also identified a further need to refresh general Health and Safety training across the Service – the Health and Safety induction for new employees will therefore ‘double-up’ as annual refresher training for staff across the Service and will be continuously monitored by the HSW Team, with timely reminders sent to Managers to ensure completion.

The investigating of accidents and injuries are positively promoted across the Service through several training sessions that have been, and continue to be, developed and delivered by the HSW Team, our aim is not to attribute blame but to continuously improve our positive safety culture, standard operating procedures and our safe working conditions.

Near Misses



We have received a total of 91 Near Miss reports during this period. The majority of Near Misses were reported online via our 24/7 support desk which has proved to be an efficient reporting tool.

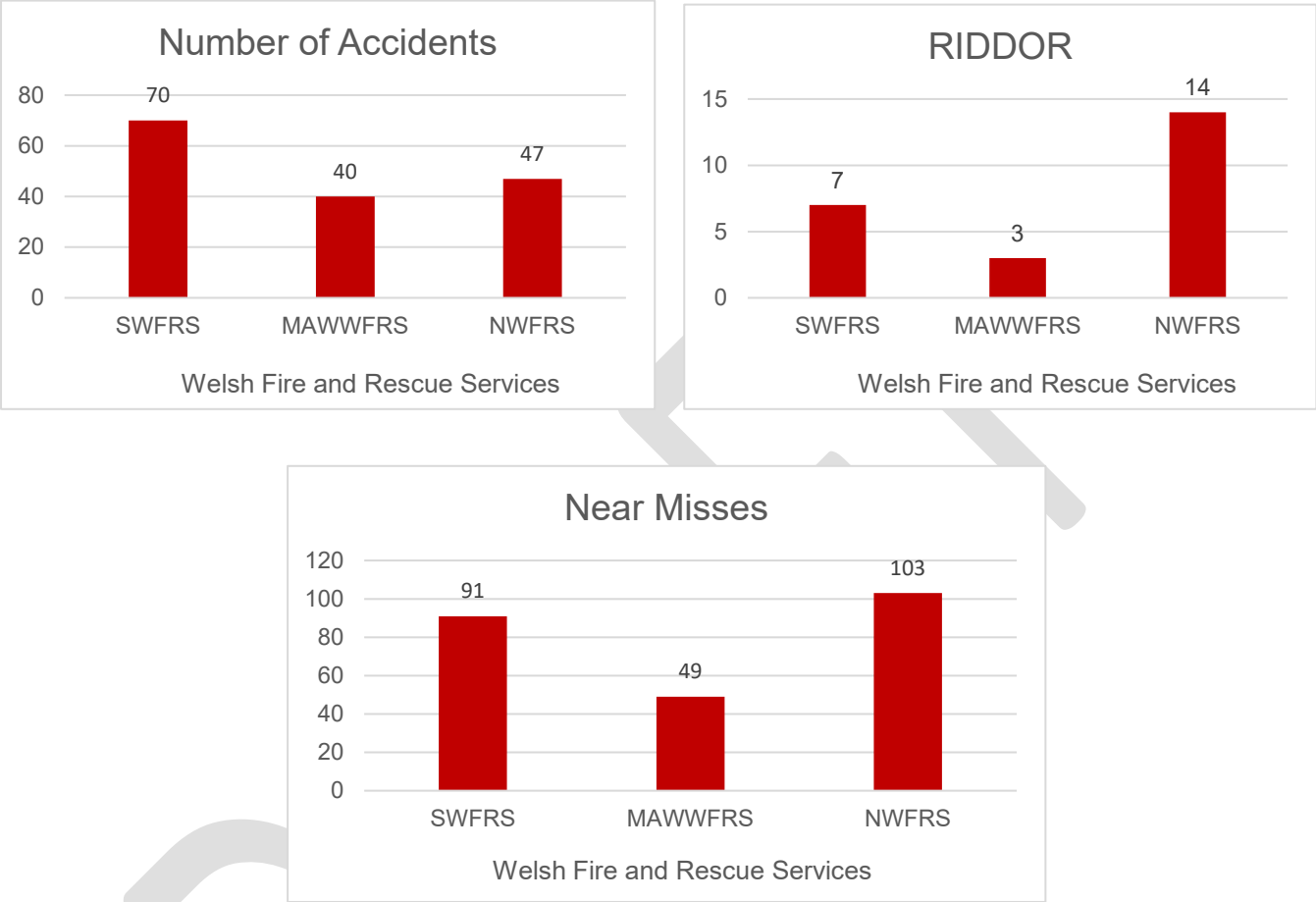
As the graph displays above there has been a 89.5% increase in reports in comparison to the last financial year, these figures confirm that the training has been positively received and promoted across the Service.

The Health, Safety and Wellbeing Team has worked hard during 2024/25 to promote the reporting of Near Misses via 'Face to Face' training with newly promoted managers across the Service, the increase in reporting of Near Misses reflects a positive safety culture and has the potential to reduce workplace injuries.

A positive example of Near Miss reporting during this financial year has been in relation to a Station refurbishment of one of our Retained Fire Stations, historically our Station personnel have remained on Station while contractors are carrying out works. Several near misses and safety concerns were reported by one Station, and following a full investigation and risk assessment the working environment was deemed unsafe for our staff to carry out their duties. As a result, our Property Services Team are working closely with all other Stations who will undergo refurbishment to find them suitable accommodation off site while the necessary building work is being carried out.

All Wales Comparison 2024/25

As part of our collaboration with the other two Services in Wales, we collect data on Accidents and Near Misses. Below are three graphs which look at comparative figures.



Attention should be drawn to the low number of RIDDOR reports SWFRS have submitted for 2024/25 which corresponds with the vast reduction in days lost as a result of workplace injuries, again reflecting a positive safety culture across the Service.

Near Miss data gathered by NWFRS include reports for Equipment, Vehicle and Property Damage; SWFRS and MAWWFRS have separate reporting mechanisms for such reports. The Health, Safety and Wellbeing team will continue to promote the reporting of Near Misses and work with other Departments to share data from other reporting mechanisms with the aim to see higher figures for the next financial year.

It should be noted that SWFRS employ more staff across the Service in comparison to our Welsh counterparts, as displayed in the table below.

All Wales Total reported accident – 2024/25			
	SWFRS	MWWFRS	NWFRS
Total Number of staff	1641	1364	896
Wholetime	42	20	17
Retained	11	10	23
Corporate Staff	6	6	5
Recruit/Trainee	3	2	0
Auxiliary	0	0	0
Volunteers	0	0	0
Employee Total	62	38	45
Young FF/Pheonix	7	0	0
Non-Fire Services	1	2	2
Total Accidents	70	40	47
Accidents per 1000 Employees	38	28	50
Total Near Misses	91	49	103
Total RIDDOR	7	3	14

The below graph shows the all Wales injury incident rate per 1000 employees.



The Health, Safety and Wellbeing team will continue to provide training and monitor injury data to identify trends with the aim to further reduce reporting figures for the coming financial year.

Looking towards 2025/26 we will strive to build closer working relationships with other Services across the country who may be willing to volunteer their annual data to enable us to build a wider data range for comparison.

Insurance Update

April 2024 – March 2025		
	Employer Liability (EL)	Public Liability (PL)
Total Number	5	0
Total Value (Anticipated)	£17,907.00	£0



Although there is a slight increase in EL claims in comparison to 2023/2024, it should be noted that 4 of the claims are related to accidents that occurred prior to January 2024 and are still ongoing. It should also be noted that the anticipated value of the claims has decreased by £24,635.

There have been no PL claims for the financial year 2024/2025. These figures are dynamically revised in accordance with the frequent communication between the HSW Team, Legal and Insurance Team and our external Insurance Provider as required.

Contaminants Programme

In July 2022, World Health Organisation (WHO) studies linked firefighter exposure to fire contaminants with increased health risks.

The Service recognises this as a complex and high-risk issue and is committed to protecting staff health and welfare from contamination. A dedicated team has been established to work with across the Service with all stakeholders internally and externally, identifying best practices nationally and internationally.

A full review and action plan is underway to assess exposure risks, backed by data to understand emerging threats and how to reduce them.

A collaborative, service-wide approach is being adopted, involving all organisational levels and Representative Bodies.

Key focus areas are:

- Our People
- Our Workspaces
- Our Equipment & Personal Protective Equipment (PPE)
- The Cleaning Pathways
- Policy and Procedure

This work is helping the Service monitor current and future risks and allocate resources effectively to manage contamination.

The Service has long addressed fire contaminants through areas such as the ongoing transition from traditional fire appliance cabs to a modified system, decontamination procedures and station layout through the capital improvement plan for station refurbishments.

The risk of fire contaminants is recorded in the Corporate Risk Register (entry 255 - Exposure to Contaminants), with Assistant Chief Fire Officer Christian Hadfield as the risk owner.

The proposals apply across the Service and will require tailored evaluation methods with staff and Representative Bodies. Oversight will continue to be provided by the Health & Safety Committee and the Board of Commissioners.

DRAFT

Programme of Work

Workplace Inspections

Our inspection programme ran from 1st April 2024 to 31st March 2025. During this period, 41 Health and Safety inspections were carried out across our sites, 10 inspections were delayed due to refurbishments being carried out at the time and have been rescheduled for the anticipated completion date.

Due to staffing levels within the HSW Team over this period, all inspections were carried out by the Premises Manager. Collectively, 71 anomalies were identified most of which have been resolved or are in the process of being resolved. We have continued to work closely with the Building Maintenance and Facilities Team, amongst other teams to ensure that all anomalies are rectified where possible within an agreed timescale.

Risk Assessments

During 2024/25 the HSW Team have assisted with writing and reviewing 201 risk assessments. A significant number of these have been reviews of current Risk Assessments for off-site Operational Training.

Inductions and Display Screen Equipment (DSE) Assessments

The HSW Team has developed an online Health and Safety Induction for Operational personnel and Corporate Staff, this has now been published on the E-Hyb learning facility within CoreHR, the induction acts as an initial induction for new staff and annual refresher training for all staff across the Service, this is monitored monthly and reminders sent to Managers to ensure compliance.

The Health, Safety and Wellbeing team continue to carry out DSE Assessments for new staff and work closely with our Occupational Health Unit. Together, we are able to identify Staff that may require further support as a result of medical reports and if required, purchase alternative DSE equipment to meet the individual's needs. The Health, Safety and Wellbeing team has purchased several sit/stand desk risers which

are proving to be effective for those with mobility/back issues and creating a more comfortable working environment.

Noise and Vibration Assessments

The Health, Safety and Wellbeing Team continue to carry out noise assessments across the Service upon request and are currently working with our ICT Department and Property Services to install gradual noise increasing sounders on all Fire Stations. The decision to introduce these sounders is as a result of research carried out in the UK that suggests the 'startle' an individual receives from a loud sounder when sleeping can have negative effects on their long-term health and wellbeing. Several fire stations already have these sounders installed with the long-term plan to install across all stations in the next financial year.

The Health, Safety and Wellbeing team has completed vibration assessments on tools and equipment used by our Fleet and Engineering Staff. As a result of this we have purchased an electronic system that monitors the daily usage of tools and equipment that cause vibration to ensure our staff do not exceed their daily exposure limit this is managed by the Fleet and Engineering Manager. The purchase of this system ensures the Service complies with HSE Legislation and improves the long-term health of our staff working within our Fleet and Engineering Department.

Health, Safety and Wellbeing Team External Audits

During May 2024 TIAA carried out an audit on our Health and Safety Management System, the report identified three important findings. The first finding was that several of our Health and Safety Guidance Notes had exceeded their review date which has been addressed by the HSW Team and all updates completed by December 2024. The second finding was that several new staff had not completed the Health, Safety and Wellbeing induction, this has now been addressed since the publication of training packages on CoreHR and the monthly monitoring system that is now in place. The third finding was that several gas safety and electrical installation certificates could not be located, this resides with our Property Maintenance Team and following further discussions with Property Maintenance it was found that all certificates had been

completed but not added to the online library, this has since been addressed and all reports are current and available on the Service Intranet.

Also, during May and June of 2024 the Health, Safety and Wellbeing Team engaged with Thomas Carroll Management Services LTD to carry out an independent audit of our Risk Assessment Process and Library of Assessments. The Report concentrated on 7 key areas and identified a total of 46 actions of which 28 actions have already been completed by the HSW Team. The remaining actions will be addressed with firstly, the redesign of our risk assessment library to ensure a more streamlined and easily accessible document library. Secondly, the introduction of a new risk assessment process, whereby our Operational personnel will complete an Analytical Risk Assessment to identify site specific hazards during off-station training, thus reducing duplication of work and reducing the time it takes Operational staff and the HSW Team to review, authorise and publish new risk assessments for each off-station training event.

Consultation and Engagement

Detailed below are some of the main areas of consultation and engagement that we are involved in across the Service.

Health, Safety and Wellbeing Committee

Throughout 2024-25, our quarterly Health, Safety & Wellbeing Committee meetings continued to run successfully with representation from all departments and our Union Representatives. The delivery of these meetings has been a blended approach between in-person attendance and those dialling in remotely via Microsoft Teams.

These meetings were held on the following dates:

- Q1 – 31st July 2024
- Q2 – 17th October 2024
- Q3 – 21st January 2025
- Q4 – 15th April 2025

All relevant meeting papers are accessible via the Health, Safety and Wellbeing intranet page.

Accident and Injury Review Group

Throughout 2024/25, this group has continued to meet on a regular basis to discuss recent accidents, near misses and insurance claims. The successful running of this group and continued input from members, plays an important role in the management of Health and Safety across the Service and as a result trends are identified, for example, an increase in kitchen related injuries was identified and as a result the Health, Safety and Wellbeing Team developed an online Kitchen Safety Training Package and thus far a vast reduction in such reports is evident.

Wellbeing Steering Group

Following the successful start-up of this group in 2018/19, we have continued to engage with this forum by attending meetings monthly. The group continues to build on the Service's wellbeing programme following our successful Investors in People

Award Wellbeing Assessment; The Service was the first organisation in Wales to achieve the Silver Award.

Contaminants Programme Working Group

The working group has been established for some time and comprises a broad cross-section of departments, including the HSW Team, ORM, Training, Fleet and Engineering, Operations, and representation from the FBU. The group has collaboratively raised concerns and worked collectively to address them, while also contributing to the introduction and review of both new and existing procedures, as well as future innovations in PPE, equipment, and technology.

The group met on a quarterly basis throughout 2024/25, identifying the need for a dedicated team of resources, the inclusion of contaminant-related risks within the Corporate Risk Register, and the establishment of strategic governance.

A significant undertaking lies ahead for the Service in this area, with a forward-looking focus on operational procedures, PPE, station design, welfare facilities, and other related priorities.

Plans and Objectives for 2025/26

Forward planning for 2025/26 - we will continue to set new plans and objectives for the HSW Team, taking into consideration the long-term goals and succession plans.

These include:

1. Maintain a High Standard of Health and Safety Advice and Guidance

The HSW Team members' main objective for this coming year is to continue to provide a high standard of Health and Safety advice and support to the Service. This has been and will continue to be a challenge due to changing legislation and our commitments to protecting our staff and the organisation. New and enhanced specialist competencies will drive the HSW Team to steer into a becoming a more effective and resourceful specialist team.

2. HSW Team Development

Following the recent employment of our new Health, Safety and Wellbeing Manager, the Team has a full compliment of staff for the first time in over 2 years. The team has recently identified a new training matrix for all team members for the next financial year with the aim to upskill all team members. 3 members of the team have already undertaken DSEAR training to ensure the Services compliance and risks are properly assessed and managed.

3. Risk Assessments.

This is a continuation of the previous year objectives, where we are actively working to improve our library of current risk assessments and ensure the risk assessment process is improved for our Operational Staff to maintain their training competencies. The HSW team will develop a face-to-face training package and deliver to all Watches to explain and ensure understanding of the new process in the coming financial year.

4. Development of Online Health and Safety Training Packages

The HSW Team will be working closely with all teams across the Service to identify their individual training needs with regards to Health, Safety and Wellbeing, the view is to develop a suit of micro teach packages on our CoreHR E-Hyb learning facility directed at the appropriate personnel, for example, Lone Working procedures and

training package directed at our Community Safety Team, Manual Handling training for our Stores Personnel etc.

5. Implementation of New Investigation Forms

New accident investigation forms have been developed and assured by our current insurance providers; the introduction of the forms throughout the Service will take place following the decision that is to be made with regards to an electronic Health and Safety Management System (see 6. below).

6. Health and Safety Management System

The Health, Safety and Wellbeing Manager is currently looking at options for purchasing an electronic Health, Safety and Wellbeing Management System, this will require financial investment from the Service with the aim to improve the reporting culture and safety culture across the Service and enable better management for the reviewing of health and safety legal documents, such as, risk assessments and internal health and safety audits, ensuring we maintain our legal compliance.

Closing Word

The 2024/25 reporting year has brought the HSW Team many new challenges which will continue into the 2025/26 reporting year. Despite this, we have continued to ensure that we provide available support and guidance to all staff members whilst they maintain service delivery across our communities.

On several occasions over the last year, the HSW Team have adapted ways of working and prioritising workloads due to the challenges presented by the, at times, reactive nature of the team. The future aspiration from the team is for it to improve prevention work in addition to reacting once the event has occurred.

The HSW Team will continue to identify opportunities to evolve, ensuring we reach our end users and continue the work we have completed over recent years, identifying changes in Health, Safety and Wellbeing culture to move in a decisive and clear direction.

Our aim coming into 2025/26 is to adapt a more streamlined approach to risk assessment especially around training exercises. With a new Manager in place and a full team we are excited by the opportunities the forthcoming year will produce.

Pro-active engagement with Operational personnel is already underway and the overarching aim is to reduce the number of accidents across the service and increase awareness through near miss reporting. Building relationships and trust will allow us to achieve these goals.

In what has been a challenging year again through 2024/25, the HSW team would also like to take this opportunity to express our thanks for the continued support and patience we have received from our colleagues throughout the Service.

The Health, Safety and Wellbeing Team



For further information please contact the HSW Team.

handsafety@southwales-fire.gov.uk

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Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 9.ii
31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF AREA MANAGER OF RISK REDUCTION - PREVENTION

TECHNICAL COMMUNITY SAFETY REPORT**THIS REPORT IS FOR INFORMATION AND ASSURANCE**

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON

REPORT PRESENTED BY AREA MANAGER MIKE WYATT

SUMMARY

This report provides an update on the current and future activities of the Community Safety Department of South Wales Fire and Rescue Service (SWFRS).

RECOMMENDATIONS

The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

1. BACKGROUND**1.1 Overview**

- 1.1.1 The Community Safety Department of South Wales Fire and Rescue Service (SWFRS) plays a vital role in reducing risk and enhancing the well-being of communities across South Wales. Its work focuses on proactive prevention and education by delivering services, including home fire safety checks, educational programmes, road and water safety campaigns, and targeted youth interventions. These initiatives are designed to raise awareness, change risky behaviours, and build community resilience.
- 1.1.2 The department collaborates with many partners, including local authorities, police, health boards, and voluntary organisations, ensuring a unified approach to public safety. The team also addresses deliberate fire-setting and anti-social behaviour through its Arson Reduction initiatives.

1.2 Performance Requirements

- 1.2.1 The WFRS aims to continue providing 70 Phoenix courses over the 2025/26 period. During 2024/25, SWFRS completed 40 Phoenix courses.
- 1.2.2 The All-Wales target for the Reflect/ Crimes and Consequence team is to engage with a minimum of 2,000 Children and Young People (CYP).
- 1.2.3 The All-Wales target for Home Fire Safety Checks (HFSCs) is 40,000 visits for 2025/26, or approximately 13,333 per FRS. This was the same target for 2024/25.
- 1.2.4 Within the 40,000 checks, we are committed to ensuring that a larger percentage, over 65%, will be focused on high-risk properties. For 2024/25, SWFRS completed 15,534 visits with the target being revised for 2025/26 for SWFRS to 21,720.
- 1.2.5 As part of our ongoing development as a department, we are reviewing our structure to ensure it remains fit for purpose and adaptable to the changing demands. A key priority is to enhance collaboration and integration across the various teams, to improve flexibility, resilience and the efficient use of resources.

1.3 Home Fire Safety Checks

- 1.3.1 According to the most recent census data, the total population of Wales is 3,164,404, with 1,482,600 dwellings. The population covered by each fire and rescue service is as follows:

- SWFRS - population 1,560,195, dwellings 698,000
- MWWFRS - population 912,218, dwellings 441,700
- NWFRS – population 691,991, dwellings 342,900

<https://statswales.gov.wales/Catalogue/Housing/Dwelling-Stock-Estimates/dwellingstockestimates-by-localauthority-tenure>

- 1.3.2 The Services receive £900,000 Welsh Government grant funding for capital home safety equipment. This amount is divided between the three fire and rescue services of Wales:

- £329,900 – SWFRS
- £329,800 – MWWFRS
- £240,300 – NWFRS

- 1.3.3 The current approach to HFSCs is primarily driven by the funding allocation from the Welsh Government, with KPIs focused on the number of visits completed. While this ensures delivery against targets, it does not fully reflect the proper level of fire risk across South Wales or prioritise those who are most vulnerable.
- 1.3.4 Following the recommendations from the HMICFRS inspection, we are reviewing our approach to Home Fire Safety Checks (HFSCs) to ensure it is more community risk-focused and data-led. As part of this process, we are currently assessing the total number of high-risk properties within the SWFRS area using all available datasets. This analysis will inform the number of HFSC visits required over the next 3 to 5 years. This revised approach will be in place by the 01/09/2025

1.4 Technology and Data Recording

- 1.4.1 As we await the full implementation of the Community Fire Risk Management Information System (CFRMIS), we have introduced an interim recording system to ensure continuity and consistency in our community safety work. This interim system is linked to the Business Management Information System (BMIS). It has been developed to capture data across all key areas of community safety, including HFSCs, education and engagement activities, and other risk reduction initiatives. Importantly, the system is aligned with key performance indicators (KPIs), enabling us to monitor progress, demonstrate impact, and support strategic planning during this transition period.
- 1.4.2 Our current use of technology to support community safety (CS) operations requires further exploration and improvement. Currently, staff must manually input details of community safety activities upon returning to their primary work location. This process introduces delays, increases administrative burden, and presents risks to data accuracy and timeliness. Our current systems do not support real-time or field-based data entry. This limits operational efficiency and the potential for immediate data visibility and performance tracking.

1.5 Partnerships

- 1.5.1 Partnership referrals are an essential part of our strategy in HFSCs, helping us identify and reach the most vulnerable individuals in society who are often at higher risk of fire but may not engage with the service directly. These referrals enable SWFRS to take a

targeted, risk-based approach to Prevention, ensuring resources are focused where needed most.

1.5.2 Following recent accidental dwelling fires and associated fire deaths, we are increasing our engagement with our partner agencies to improve the referral rates into the Service. Analysis of the referrals received identifies areas where further improvements can be made, particularly for age-related charities, hospitals, hospitals, homes, housing associations, care providers, doctor’s surgeries and drug and alcohol centres.

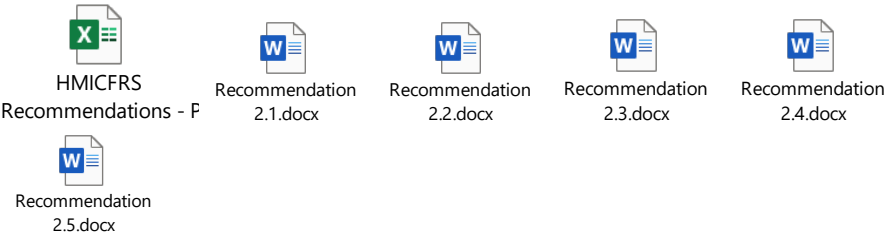


1.5.3 To further promote referrals, we have launched a media campaign for home fire safety for older people living alone, which includes the production of a video: <https://youtu.be/MinNI-qhxE4>. This engagement strategy initially focused on partner agencies within the public service boards in South Wales. An initial review of the effectiveness of our engagement strategy will take place in August 2025.

2. ISSUE

2.1 In addition to their core remit, the team has several new priorities for the upcoming year. These include:

Achieving all recommendations from the HMICFRS – The recommendations have been broken down into specific objectives with responsibilities allocated and clear timelines for completion. These timelines can be reviewed below.



Publication of our departmental strategic plan – the plan is currently in draft format and has been shared with the Senior Leadership Team for awareness and feedback. It is anticipated that this strategic plan will be published by 01/10/2025.



Reviewing our approach to Home Fire Safety Checks – Our new approach, reflected in our strategic plan, will shift to a more intelligence-led, risk-based approach to HFSC delivery, ensuring that our resources are used where they will have the most impact. This revised approach will be in place by the 01/09/2025

Embedding our new KPIs and recording systems – The department recently set performance targets with accurate recording within BMIS.

Increasing our partnership referrals – Following fire-related fatalities, we focus on improving our high-risk referrals from partnership organisations. Further work is being undertaken to increase referrals for those receiving domiciliary care. This has led to the production of engagement material, which is being delivered across all public service boards. A full review will take place in August 2025.

Representation with Regional and National Working Groups – As part of the All-Wales strategy under Safe and Well, we are ensuring our representation of National Groups such as Person Centred Framework, Arson/Deliberate Fire Setting and Anti-Social Behaviour, Cost of Living, Domestic Detection and Assisted Technology, Emollients, Electrical Safety, Fire Safety in the Modern Home, including use of new energy technology and PLEV, Hoarding and Cluttering and Tobacco, Smoking and Vaping. Nomination for the various groups was completed in June 2025. These nomination will feed into the All-Wales Community Risk Reduction Board.

Media and Communications Strategy – A focused Media and Communications Strategy can significantly enhance the department's work by improving how key safety messages are shared and understood. Through targeted social media, local press, and digital platforms, we can more effectively raise awareness of National and regional campaigns on fire prevention, road and water safety, and youth programmes. Work is currently ongoing in this area with the strategy likely to be completed by July 2025.

Community Fire Risk Management Information System (CFRMIS) – The department uses various recording systems, including SharePoint and BMIS. This is not ideal, and we are currently waiting for the rollout of CFIRMIS, which will take place following the introduction and adoption of the system for business fire safety. Unknown completion date at present but anticipated to be mid to late 2026.

Technological Innovation – Improving how we record and manage data is a key priority. After returning to their base, staff must manually input community safety activity details, which creates delays and risks to data accuracy.

We seek technology that enables real-time data entry and automatic updates to central systems from the field. This will reduce administrative burden, improve data integrity, and support timely performance monitoring. These improvements are essential to our shift toward a data-driven, risk-led approach, ensuring resources are targeted where they're needed most. The new system will align with the forthcoming CFRMIS, supporting seamless integration and more effective service delivery across South Wales. This workstream needs to form part of the digital transformation strategy with possible solutions identified and implemented by September 2026.

3. IMPLICATIONS

3.1 Community and Environment

- 3.1.1 **Equality, Diversity, and Inclusion:** Our approach to prevention activities prioritises safety and well-being for all, regardless of background, through promoting equality, diversity, and inclusion. By respecting and providing equal opportunities to everyone, irrespective of race or gender, they foster a more equitable and inclusive society.
- 3.1.2 **Well-Being Of Future Generations (Wales) Act:** The Well-Being of Future Generations (Wales) Act prioritises the long-term well-being of future generations by considering the social, economic, environmental, and cultural impacts of our approach to prevention activities. This approach aligns with sustainability principles, ensuring that current actions do not compromise the ability of future generations to meet their needs.
- 3.1.3 **Socio-Economic Duty:** The recommendations prioritise the safety and well-being of all individuals, regardless of background, aligning with equality, diversity, and inclusion principles. By treating everyone with respect and providing equal opportunities, regardless of factors like race or gender, these recommendations foster a more equitable and inclusive society.
- 3.1.4 **Equality Impact Assessment:** An Equality Impact Assessment has been completed for various activities undertaken within the department.

3.2 Regulatory, Strategy and Policy

- 3.2.1 The recommendations align with regulatory, strategic, and policy frameworks. Our approach supports compliance with regulations, strategic objectives, and policy goals.

3.3 Resources, Assets and Delivery

- 3.3.1 **Human Resources and People Development:** The department is managed by a Group Manager B with two Group Manager As, each overseeing one of the two specific areas of the department. Community Safety is a diverse department with a range of both grey and green book staff. People development forms part of our strategy, with days held in Mid Wales as part of an all-Wales strategy for developing personnel. This creates a motivated and engaged workforce, increasing retention rates and a positive work culture.
- 3.3.2 **Assets and Resources:** There are dedicated budgets within Prevention, which are enhanced by Welsh government grants and divided between the three Fire and Rescue Services of Wales.

4. EVALUATION & CONCLUSIONS

- 4.1 The Community Safety Department continues to make substantial progress in Prevention and risk reduction across South Wales. The introduction of interim recording systems linked to BMIS, alongside new key performance indicators, has improved our ability to monitor activity and measure impact.
- 4.2 Despite these advances, there remain clear areas for development. Reliance on manual data input limits efficiency and responsiveness. The lack of real-time, remote-compatible technology impacts the timeliness and accuracy of recording activities, underlining the need for enhanced systems that automatically update central databases.
- 4.3 The department has responded positively to the findings of the HMICFRS inspection, embedding clear objectives and timelines into its improvement plan. The upcoming departmental strategy and annual summary report will further formalise our direction and priorities, including a renewed focus on intelligence led HFSC delivery and increased partnership referrals for high-risk individuals.

4.4 We have representation in regional and national groups to ensure alignment with All-Wales strategies while introducing a focused media and communications strategy to increase public engagement.

4.5 **Next Steps**

- 4.5.1 To implement an action plan and monthly tracking process to ensure all recommendations from the HMICFRS inspection are addressed in a structured, detailed, and timely manner.
- 4.5.2 The department has developed a strategic plan outlining its aims, objectives, and priorities for the next three years. This strategy has been presented to the Senior Leadership Team (SLT) and will undergo a wider consultation phase before formal adoption and launch.
- 4.5.3 To implement and embed an auditing and operational intelligence system to identify, manage, and prioritise risks effectively.
- 4.5.4 To ensure our Community Safety activities benefit the people of South Wales to the maximum extent possible, we are developing a Risk-Based Prevention Programme using all available internal and external data sources.

5. **RECOMMENDATIONS**

5.1 The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

Contact Officer:		Brian Thompson ACFO Technical Services	
Background Papers		Date	Source / Contact
Appendices			
Appendix 1	Technical Community Safety Report – Update for Commissioner’s (June 2025)		

APPENDIX 1

6.0 Staffing

6.1 The team consists of 41 members of staff. It is led by a Group Manager (GM) B and supported by two GM A's, each overseeing a distinct service delivery area. One is responsible for Youth Education and the Road Safety Team, and the other for Home Safety and Arson Reduction. This leadership structure is reinforced by a team of specialised managers, including:

- A Youth Manager (Corporate)
- Road Traffic Collision (RTC) and Education Manager (Uniformed)
- Home Safety Manager (Corporate)
- Partnerships Manager (Uniformed)
- Safeguarding Officer (Uniformed)
- Arson Reduction Manager (Uniformed).

Together, they provide targeted leadership across all key community safety and engagement areas. The department currently has 37 filled posts and 4 vacant posts.

6.2 Composition of Department

HEAD OF DEPARTMENT		GROUP MANAGER B (GMB)			
Youth, Education and Road Safety Team		Safeguarding Officer	Home Safety and Fire Crime		
Group Manager GM(A)		Station Manager A Day Duty (42hr)	Group Manager (A)		
			Home Safety Manager Grade 11	Arson Reduction Domestic Violence and Land Manager	Partnerships, Operations and Business Fire Safety Link Manager
Youth and Volunteer Manager Grade 11	Road Traffic Collision and Education Manager	Operational Youth Liaison Officer			
	Station Manager A - Day Duty (42hr)	Watch Manager A		Station Manager A - Flexi Duty System	Station Manager A - Flexi Duty System
Fire Cadet Manager Grade 9	Education Services Co-Ordinator Grade 8		Home Safety Partnership Agency Support Grade 9	Arson Reduction Team Grade 9 x 5.5	
12 x Fire Cadet Unit Manager					
Phoenix Project Manager Grade 10	Fire Scheme Intervention (FSI) Manager Grade 10		Home Safety Support Officers Grade 8 x 5.5	Land Management Officer Watch Manager A	
Phoenix Project Assistance x 3	FSI Practitioner G				
Reflect Manager Grade 10	RTC Reduction Manager Watch Manager A				
	RTC Reduction Practitioner x 3				
Reflect Project Assistant x 3					

6.3 Budget

- 6.3.1 Community risk reduction activities are funded through all-Wales Welsh Government grants and our internal budget allocation. Currently we receive grant funding of £111,300 for Youth and Young People Engagement and Interventions and £329,900 for Capital Home Safety Equipment.
- 6.3.2 Our internal revenue budget is £323,500, which is divided between Road Safety, Home Fire Safety, Arson Reduction, Safeguarding and Partnerships, Fire Cadets, Phoenix, Reflect, Fire Intervention Schemes, Educational Services, and Water Safety.
- 6.3.3 While the current budget allocation enables us to maintain and deliver a range of essential community safety services, any further ambition to expand these services, particularly relating to the supply of equipment would require additional investment.

7.0 Department Overview

7.1 Home Safety Team

Home safety practitioners deliver talks to local groups and partners, attending events to educate and inform the public on our campaigns. The main function of this role is to provide home fire safety checks to the most vulnerable in our communities, as identified by our partners. Our practitioners take a person-centred approach, using the hierarchy of risk approach and providing fire prevention information on the NFCC core components. The Service provides approximately 15000 home safety checks each year with up to 3000 allocated to the Home Safety team. The Home Safety team deals with the most vulnerable in society to help reduce their risk of fire, fatality and injury. We look at factors which might affect an individuals' ability to prevent a fire starting or reacting promptly if a fire should happen in their home. Health conditions are taken into account which might directly increase their risk of fire, including age-related conditions, learning disabilities and sensory impairment.

7.2 Road and Water Safety Team

The team's purpose is to reduce deaths and injuries on both roads and inland waterways within South Wales. This is achieved in partnership with other agencies to deliver engagement and education events such as Domino Effect presentations and the workplace Domino, Mega Drive presentations, Options (seatbelt engagements), Options (speed up Ugain engagements), Biker Down and water awareness sessions. We have introduced a new education and engagement vehicle to reach out and effectively engage with at risk groups that have traditionally been

challenging to connect with.

7.3 Youth Engagement Team

SWFRS offer a dynamic and engaging youth intervention and engagement service. With a variety of youth programs and projects, we are in a strong and neutral position to be able to engage with a wide range of young people in South Wales, some in which other partnerships are unable to reach and we do so very successfully.

Our Youth teams play a unique role in the investment of the youth sector where we help fill the gaps with youth intervention as we create unique engagement opportunities and help and embed effective solutions.

The youth services we provide are as follows:

REFLECT Project - ages 11 – 25 for referral. REFLECT delivers one day interventions in the 10 Unitary Authorities (UA) within South Wales with a high number of youth partnership agencies and services. The partnerships refer young people who display challenging, risk taking or offending behaviour and are referred in a group setting.

Phoenix Project - ages 11 – 25 for referral. The Phoenix Project is an incredible opportunity for both primary and secondary schools, colleges, alternative education agencies, and pupil referral units to refer young people to a five-day interactive course where they will learn all about the fire and rescue service, who we are, what we do and how we engage with the communities we serve.

Fire Cadets - ages 13-16 by application. Fire Cadets offers young people a unique insight into working within an emergency service. There are currently 12 branches which offer fun and challenging inclusive opportunities for young people with opportunities to work and develop personal and social skills through activities which promote self-discipline, teamwork and citizenship. There is an opportunity to gain awards and work towards achieving a recognised qualification, all whilst having fun and making new friends.

Fire Cadets learn the basic skills required of a firefighter while participating in drill ground and classroom-based activities in and around their local fire station. The young people are provided with their own uniform and fire kit and attend a weekly drill night at their local Fire Cadet unit.

7.4 Education

The purpose is to reduce the number of injuries and deaths to children and young people in Wales through providing safety education.

The practitioner achieves this through delivering key messages at certain ages through their school life. At year 1 and 2, children receive fire safety messages around the importance of not playing with matches. Year 5 and 6 pupils receive a fire safety in the home presentation. The practitioner will deliver these to schools where no Welsh speakers are available on stations. At year 6, schools are invited to attend Crucial Crew, which is a multiagency event held in each UA. The practitioner delivers a message about deliberate fires, including wildfires. The education department also has resources on deliberate fires, including misuse of fireworks and bonfires, arson, and anti-social behavior which can be used for different ages throughout the school, these can be tailored to suit the needs of the school, such as assemblies or lessons. The practitioner's role is also to work with the other Welsh Fire and Rescue Services to develop new resources.

As part of their role, the education practitioner is also a member of the safeguarding team and will process safeguarding referrals from fire service personnel with concerns about the public.

7.5 Fire Safety Intervention (FSI)

The FSI scheme is a service provided by FSI trained staff to provide fire safety education to children and young people aged between 11-25 years old who have been involved in confirmed incidents relating to fire. This can be part of fire play, fascination or curiosity about fire. It can be accidental or deliberate behavior, or fire setting with intent such as criminal or anti-social behavior.

7.6 Arson Reduction Team

Each practitioner is responsible for two UAs. Duties of the role include:
Arson Vulnerability Assessments – liaising with local authorities and land or property owners to assist operational crews or Station Commanders with managing local risks. They are also responsible for liaising with police, local authorities, and partners to assist Station Commanders, following attacks on crews.

Cylinder Retrieval – working with land or property owners and Fire Control to minimise risk to crews from discarded propane or butane cylinders.

Target Hardening – carry out target hardening to properties of victims of domestic violence.

Deliberate Fire Investigations – liaising with police, National Resources Wales (NRW) and local authorities to assist Station Commanders with reducing and investigating deliberate fires in hotspot areas.

Foot or Bike Patrols – Joint patrols with police, NRW in hotspot areas either following a spate of deliberate fires or in the run up to seasonal campaigns e.g. Op Bang, Op Dawns Glow.

Op Bang is our initiative to monitor and address deliberate fire setting during the Bonfire night period.

Dawns Glow is an all-Wales multi-agency task force supported by a range of partners whose aim is to reduce the uncontrolled environmental destruction and potential threat to lives and property arising from deliberately set grass fires.

Fire Safety Intervention (FSI) – assist the FSI department with carrying out referrals during peak periods.

7.7 Land Engagement Officer (LEO)

The role oversees the management of the i-cutter. An i-cutter is a specialist remotely operated tracked vehicle which clears large areas of undergrowth and bracken and can operate at various sites throughout South Wales. The sites selected are due to the significant risk they pose.

The LEO liaises with owners to help them understand risk, control measures and how to manage their own land in the long term. The land we work on can range in ownership and include private, commons and council owned.

Current work streams - working with NRW to implement a works permit to allow the i-cut team to access sites and help manage areas of concern on their land. This agreement will also allow SWFRS personnel to use the land for various types of training (rope rescue, driver training etc.).

7.8 Event Management

The purpose of this Station Manager (SM) post is to undertake the planning and implementation of small, medium and large-scale events and campaigns for the Community Safety and Partnership (CS&P) department. For example, our current two 999 Days in Cardiff Bay and Bryn Bach Park are now established annual events in which SWFRS can engage and share information with vulnerable members of the communities to raise awareness of risk.

We have added further 999 Days in Maesteg and RCT to balance activities in the Service area. These events also help to bring a purpose, wider view and unity amongst the different departments of SWFRS.

7.9 Safeguarding

The Safeguarding team in Community Safety consists of a SM who sits on local authority Safeguarding and Violence against Women Domestic and Sexual Violence (VAWDASV) boards and attends multi-agency meetings

and case reviews involving members of the public. The SM will also look to develop policies and training for fire service personnel. Part of the Safeguarding role is to sit on internal panels, such as Safe Haven and internal safeguarding issues.

As part of the team, there are 2 designated safeguarding leads who assist in the day-to-day referral process, this is alongside their other roles within Community Safety, the home safety and partnerships support office and the education coordinator. The referrals are made by fire service personnel who meet at risk members of the public. They make a referral to control which generates an email to the team. The team then must process these referrals within 72 hours.

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 9.iii
31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF AREA MANAGER OF RISK REDUCTION - PROTECTION

TECHNICAL BUSINESS FIRE SAFETY REPORT

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON
REPORT PRESENTED BY AREA MANAGER MIKE WYATT

SUMMARY

This report provides an update on the current and future activities of the Business Fire Safety Department of South Wales Fire and Rescue Service (SWFRS).

RECOMMENDATIONS

The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

1. BACKGROUND

1.1 Overview

- 1.1.1 The primary statutory function of the Business Fire Safety (BFS) Department is to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 on behalf of the Fire and Rescue Authority.
- 1.1.2 We have experienced substantial legislative changes in recent years, most notably the introduction of the Fire Safety Act 2021 which sees buildings containing two or more sets of domestic premises encompassed by the FSO in various aspects. This includes common areas such as hallways, landings, and staircases, the building's structure and external walls, and all doors between domestic premises and common areas.

1.1.3 The department has continued its collaborative approach to improving fire safety in high-rise residential buildings, working closely with various departments in Welsh Government, Local Authorities and the National Fire Chiefs Council. We have seen a considerable investment from Welsh Government in progression towards safer buildings in Wales, with a commitment to remediate buildings over 11m in height with life critical fire safety issues. The department has developed a risk assessed methodology to incorporate buildings into the inspection programme, shared across Wales to ensure a consistent approach.

1.2 Performance Requirements

1.2.1 Historically, the department has not set individual auditing targets for Inspecting Officers, instead prioritising inspections based on risk to ensure our resources are directed where they are most needed. However, following the recent HMICFRS report and discussions with our National Fire Chiefs Council (NFCC) regional representative, we are now exploring how best to introduce performance targets as part of a revised Risk-Based Inspection Programme (RBIP).

1.2.2 We are arranging visits to other fire and rescue services and will be meeting our NFCC representative to inform our approach. Our emerging preference is to adopt an annual target for the number of high-risk premises to be inspected, aligned to a rolling five-year plan. This would ensure all high-risk premises within the SWFRS area are subject to intervention within that period. These targets will be established in October 2025.

1.2.3 Critical to achieving this are the following enabling factors:

- Stabilising the number of competent officers within BFS
- Progressing the Corporate Inspecting Officer proposal
- Fully implementing the Commercial Fire Safety Check (CFSC) project
- Finalising and embedding the RBIP in line with HMICFRS recommendations

1.2.4 In addition, the implementation of the Community Fire Risk Management Information System (CFRMIS) system will enable more effective management of our workstreams and performance tracking. However, to ensure this project is delivered appropriately, sufficient resourcing is required to develop the test site prior to it being transferred to the live environment.

1.3 Technology and Data Recording

1.3.1 As referenced above, the implementation of CFRMIS is pivotal to the progress and future direction of the BFS department. Our previous long-standing partnership with West Midlands Fire Service (WMFS), which spanned over 12 years, ultimately did not deliver the anticipated product. The decision to withdraw from this arrangement was not taken lightly, but it was essential to enable improved performance, modernisation, and greater autonomy. In the interim, much of our technology provision and data management has been supported manually, or through internal systems such as BMIS. This has placed additional strain on departmental resources and has limited our ability to effectively track performance and risk.

1.3.2 The successful implementation of CFRMIS will require significant support and resourcing, particularly from the ICT department to ensure we achieve the desired outcomes and justify the strategic move away from the WMFS system. Key considerations include:

- **Gazetteer Data:** The current gazetteer, inherited from the WMFS partnership, is out of date. We have engaged with Welsh Government to explore the adoption of a national gazetteer, which is currently being considered on an all-Wales basis.
- **System Development:** The CFRMIS test site will require substantial input from ICT to build and configure appropriately. A recent visit to Merseyside FRS, who have used CFRMIS for over four years, highlighted a greater resourcing requirement than initially anticipated.
- **Data Integration and Risk Mapping:** Effective cross-mapping of existing data, risk information, and FSEC coding will be essential

The implementation of CFRMIS is a key enabler for modernising our protection activity, improving performance visibility, and aligning with HMICFRS expectations. It is anticipated that the above will be actioned by March 2026.

1.4 Partnerships

1.4.1 The All-Wales Business Fire Safety Group's (AWBFSG) main purpose is to maximise collaborative opportunities, share good practice, avoid duplication, ensure a consistency, and realise efficiencies in relation to BFS in Wales. Key Objectives are:

- Training and development
- Policy and procedures, legal and compliance
- Care and health

- Social housing
- Business engagement
- Technical standards (Fire Engineering and consultations)
- Heritage
- Events

- 1.4.2 Primary Authority Scheme (PAS) - We have PAS arrangements in place with Community Housing Cymru, Castle Leisure, JH Leeke & Son, and Louvre Hotels Group. PAS is a means for businesses to receive assured and tailored advice on meeting environmental health, trading standards or fire safety regulations through a single point of contact. This ensures start-ups get it right at the outset and enables all businesses to invest with confidence in products, practices, and procedures, knowing that the resources they devote to compliance are well spent. SWFRS is always looking to explore partnerships that improve fire safety standards within our business communities.
- 1.4.3 During Performance Inspections - Throughout the year we worked closely with Police licensing and Environmental Health to carry out “during performance inspections”, these are on the spot visits usually carried out on the weekends when the establishment is busy without prior notification to see if the licensed premises is following the correct policy and procedures in line with legislation.
- 1.4.4 Local Authority Housing - Multi-agency collaboration is an established practice within BFS. We regularly work closing with housing associations partners as The Regulatory Reform (Fire Safety) Order 2005 and the Housing Act 1985 can complement each other to improve the safety of buildings and relevant persons within.
- 1.4.5 IFE Events – SWFRS host IFE (Institute of Fire Engineers) conference events in our conference rooms in Fire Service Headquarters. These days allow fire safety professionals to talk to interested parties from the South Wales branch area, including our BFS advisors on new technologies, challenges in the world of fire safety or changes in fire legislation etc.
- 1.4.6 HRRBs - Extensive and historical relationships with Welsh Government, Fire engineers, Mid and West Wales Fire and Rescue Service and North Wales Fire and Rescue Service to make High-Rise buildings safer. This is achieved via the established working group between all parties where actions are derived for individual buildings.

1.4.7 JIT – WG formed Joint Inspection Team have been supported through data sharing and historical support to ensure the newly formed JIT was aligned to integrate and add value to the longstanding progress made against HRRBs in Wales.

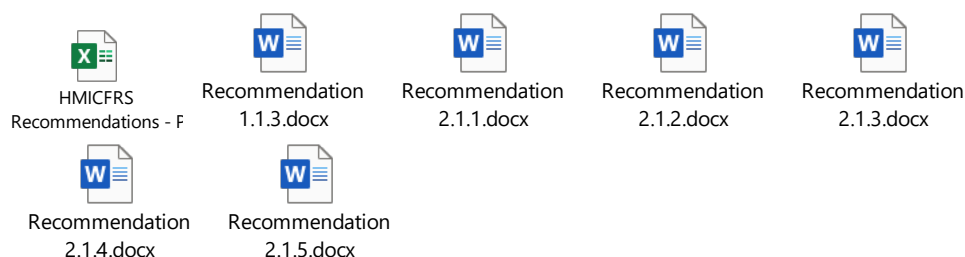
1.4.8 Events – Support to all LAs in relation to ESAGs and ensuring any operational intelligence is shared as requested. It is worth noting that the team supported Cardiff Castle and Cardiff LA with developing a Blueprint for a whole host of events held at the venue, ensuring public safety in a historical venue, limited through its unique limitations of safe escape routes.

1.4.9 NHS Concordat – A concordat with the LHBs and Velindre NHS Trust has been in place for over 15 years to ensure a consistent approach to regulating fire safety in hospitals.

2. ISSUE

2.1 In addition to their core remit, the team has several new priorities for the upcoming year. These include:

Achieving all recommendations from the HMICFRS – The recommendations have been broken down into specific objectives with responsibilities allocated and clear timelines for completion.



Publication of our departmental strategic plan – the plan is currently in draft format and has been shared with the Senior Leadership Team for awareness and feedback. It is anticipated that this strategic plan will be published by 01/10/2025



Stabilising the Number of Competent Officers within BFS - The department currently has 24 competent personnel with 15 in development and a further 5 vacancies. This impacts the number of audits the department can complete. The situation has been further challenged

by the current transfer and promotional process, which allows personnel to be promoted to middle management roles based solely on their position on a promotional list, rather than their qualifications or readiness. This has resulted in some officers being promoted without the necessary competencies, affecting overall departmental performance.

Progressing the Corporate Inspecting Officer proposal – Work is currently ongoing on an options paper to incorporate corporate auditing officer into the BFS establishment. Once established further work will be undertaken in reference to the appointment of Fire Engineers. This paper is due for completion in August 2025

Train all Supervisory Managers to Business Fire Safety Level 2 Qualification - Invest in Operational Staff by provide all operational firefighters, Crew Managers, Watch Managers, and On Call Duty System (OCDS) staff with the Skills For Justice Level 2 qualification in carrying out fire safety checks to strengthen fire safety knowledge and skills. Work is currently ongoing in this area with a paper due in October 2025 and a likely commencement date of March 2026.

Fully implementing the Commercial Fire Safety Check (CFSC) project – Using operational staff to conduct fire safety interventions on commercial premises is an effective strategy for enhancing both business safety and firefighter readiness, whilst simultaneously feeding additional intelligence into the BFS department. This work is currently ongoing at trial stations. This objective is linked to the BFS Fire Safety level 2 qualification for all supervisory managers with a likely commencement date of September 2026.

Embedding our new Key Performance Indicators (KPIs) – The department is currently reviewing annual targets for the number of high-risk premises to be inspected, aligned to a rolling five-year plan. This work will be completed by October 2025.

To develop a prioritised Risk-Based Inspection Programme – The department requires a RBIP that identifies the highest risk premises in our area. There should be a clear policy/ procedure that accompanies this programme to ensure audit review frequencies are consistent, risk based and achievable. This action is linked to CFIRMIS action below with anticipated timeline of March 2026.

Community Fire Risk Management Information System (CFRMIS) – The department uses various recording systems, including SharePoint and BMIS. This is not ideal, and we are currently waiting for the rollout of CFRMIS. Anticipated go-live date of March 2026, subject to sufficient resources being in place to review and upload data.

However, a recent visit to Merseyside FRS has highlighted the scale and complexity of implementing CFRMIS. Despite being four years into their programme, Merseyside is only now preparing to go live with SSRI in September. This visit highlights that the successful implementation and ongoing development requires consideration for a dedicated implementation team.

Enhanced Technology—Improving how we record and manage data is a key priority. After returning to their base, staff must manually input audit information, which creates delays and risks to data accuracy.

We seek technology that enables real-time data entry and automatic updates to central systems from the field. This will reduce administrative burden, improve data integrity, and support timely performance monitoring. These improvements are essential to our shift toward a data-driven, risk-led approach, ensuring resources are targeted where they're needed most. The new system will align with the forthcoming CFRMIS, supporting seamless integration and more effective service delivery across South Wales. This action is linked to the wider digital transformation of the Service with an expectant implementation date of September 2026.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity, and Inclusion: Our approach to prevention activities prioritises safety and well-being for all, regardless of background, through promoting equality, diversity, and inclusion. By respecting and providing equal opportunities to everyone, irrespective of race or gender, they foster a more equitable and inclusive society.

3.1.2 Well-Being Of Future Generations (Wales) Act: The Well-Being of Future Generations (Wales) Act prioritises the long-term well-being of future generations by considering the social, economic, environmental, and cultural impacts of our approach to prevention activities. This approach aligns with sustainability principles, ensuring that current actions do not compromise the ability of future generations to meet their needs. The Act aims to create a more resilient and prosperous future for all in Wales by promoting a holistic view of well-being and encouraging collaboration across sectors.

3.1.3 Socio-Economic Duty: The recommendations prioritise the safety and well-being of all individuals, regardless of background, aligning with equality, diversity, and inclusion principles. By treating everyone

with respect and providing equal opportunities, regardless of factors like race or gender, these recommendations foster a more equitable and inclusive society. Emphasising diversity allows various perspectives to be valued, creating an environment where all individuals feel respected and supported. These recommendations work towards building a fair, diverse, and welcoming society.

- 3.1.4 **Equality Impact Assessment:** An Equality Impact Assessment has been completed for various activities undertaken within the department.

3.2 Regulatory, Strategy and Policy

- 3.2.1 The recommendations align with regulatory, strategic, and policy frameworks. Our approach supports compliance with regulations, strategic objectives, and policy goals.

3.3 Resources, Assets and Delivery

- 3.3.1 **Human Resources and People Development:** The BFS department is managed by a Group Manager B, supported by four Group Manager A's. Currently, all auditing officers are Grey Book staff. Appendix 1 provides further information on the structure of BFS.
- 3.3.2 **Assets and Resources:** The BFS team have a dedicated budget which is overseen by the Head of Business Fire Safety.

4. EVALUATION & CONCLUSIONS

- 4.1 The BFS department continues to make steady progress in Protection activities. We are making progress in several key areas including level 2 accredited fire investigation qualifications for all supervisory managers, actions plan to achieve the recommendations from the HMICFRS report and the development of a three-year departmental strategy.
- 4.2 Despite these advances, there remain clear areas for development. The department continues to face capacity challenges, primarily linked to the recruitment, development, and retention of competent auditing officers. The development and embedding of a new RBIP using CFIRMIS is a priority area for the department.

4.3 Next Steps

- 4.3.1 To implement the action plan and monthly tracking process to ensure all recommendations from the HMICFRS inspection are addressed in a structured, detailed, and timely manner.
- 4.3.2 The department has developed a strategic plan outlining its aims, objectives, and priorities for the next three years. This strategy has been presented to the Senior Leadership Team (SLT) and will undergo a wider consultation phase before formal adoption and launch.
- 4.3.3 To implement and embed an auditing and operational intelligence system to identify, manage, and prioritise risks effectively.

5. RECOMMENDATIONS

- 5.1 The recommendation is that the Commissioners for SWFRS note this report as providing an update on progress.

Contact Officer:		Brian Thompson ACFO Technical Services
Background Papers	Date	Source / Contact

Appendices	
Appendix 1	Technical Business Fire Safety Report – Update for Commissioner’s (June 2025)

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APPENDIX 1

6.0 STAFFING

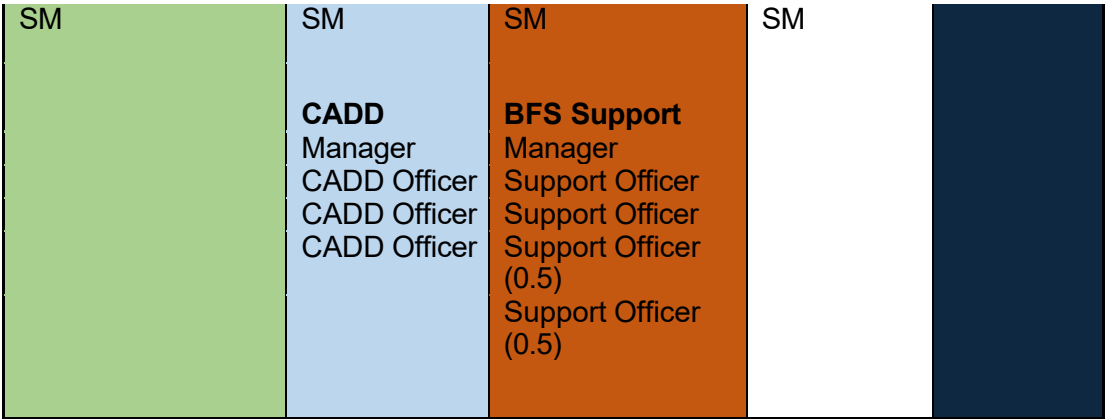
6.1 The BFS department has 44 uniformed team members within its structure, made up of 1 Group Manager (B), 4 Group Manager (A)'s, 10 Station Manager (A)'s, 4 Station Manager (A)'s non-flexi, 21 Watch Manager (A)'s and 4 Crew Manager positions. In addition, there are 8 non-inspecting support roles within the computer-aided drafting and design (CADD) team and Admin Support roles. The teams are currently divided into:

- Audit and FI
- Audit and Engineering
- Audit, Projects and Performance
- Training and Development
- Compliance

The department currently has 39 staff in position with 5 vacant posts. From this compliment we have 24 competent auditors. If the Group and Station Managers are excluded from the total due to the majority of audits being completed by Crew and Watch Managers, the competency in the department falls to 43%, with 21 staff in position (4 gaps) of which 9 are competent.

6.2 Composition of Department

HEAD OF DEPARTMENT	GROUP MANAGER B (GMB)			
Audit & FI GM(A)	Audit & Engineering GM(A)	Audit, Projects & Performance GM(A)	Training & Development GM(A)	Compliance
Audit Team (C&H) SM SM42 WM WM WM WM CM	Audit Team SM SM42 WM WM WM WM WM WM CM	Audit Team SM SM42 WM WM WM WM WM WM CM	Team SM SM42 WM (Comp) New Entrants (e.g.) WM CM	SM SM WM
Fire Investigation	Consultations	Projects & Performance	Assurance & Risk	



6.3 Budget

- 6.3.1 The budget for BFS is divided into two parts. The main budget is £76,645 and is subdivided between the areas of common spending. The second part of the budget is £106,950 and allocated for training and includes fire safety.
- 6.3.2 A proposal to appoint Corporate Inspecting Officers into the department has been written for presenting at a future Senior Leadership Team (SLT) meeting. This proposal also includes the requirements for a fire engineer with further development pathways to this role for existing staff. This change to staffing will affect the future budgetary requirements for the department.

7.0 STAFF DEVELOPMENT

- 7.1 **Staff Competency and the NFCC Competency Framework.**
The NFCC Competency Framework for Fire Safety Regulations was produced to support consistency in the competence levels of Fire Safety Regulators throughout the UK. It provides regulating authorities with a method of demonstrating a commitment to developing a competent workforce and a more consistent standard of regulation.
- 7.2 **BFS Training and Development Team**
The training and development team within the BFS department is responsible for the initial (acquisition) and ongoing (maintenance) of skills, knowledge, experience and behaviours in relation to technical fire safety.
- 7.3 **Induction Training**
On entry to the BFS department, every new entrant undertakes a BFS induction course that provides basic information on how the department operates, expectations of all BFS staff and basic

awareness of technical fire safety. Following this course, advisors are then enrolled on to the Level 4 Diploma in Fire Safety.

7.4 Level 4 Diploma in Fire Safety

BFS adhere to the NFCC Competency Framework for Fire Safety Regulators which states that all fire safety advisors should be qualified to a skills for Justice Level 4 Diploma in Fire Safety. BFS auditors are required to attain this qualification through several courses delivered by an external training provider.

7.5 Experiential Learning

Following this period of acquisition, BFS auditors document their experiential learning through a development portfolio. Practical learning experiences are recorded including auditing both simple and complex buildings, dealing with building regulations consultations, carrying out fire risk assessments on fire service premises and drafting and serving of formal notices. The portfolio has been developed internally and based on both the NFCC Competence Framework and the Fire Safety Officer National Occupational Standards (NOS's). A BFS officer may be deemed fully competent once they have completed both the Level 4 diploma and their development portfolio which takes approximately 12-18 months to complete.

7.6 Quarterly Training Days

The training and development team organises and facilitates training days once a quarter for all members of the department. They take the form of internal and external presentations covering key aspects of the role such as emerging technical guidance, case studies (complex audits or prohibitions) and workshops to support continuous learning with building regulation consultations. Additionally, the Service host a conference on behalf of the South Wales Branch of the Institute of Fire Engineers (IFE) at Fire Service Headquarters.

7.7 Continued Professional Development

Again, as per the NFCC Competence framework guide, all BFS advisors must ensure that they undertake a minimum of 50 hours of Continuous Professional Development (CPD) over a two-year period. This can be achieved by utilising the combined online Local Authority Building Control and NFCC CPD platform that provides learning material on technical fire safety.

7.8 Internal Quality Assurance

The BFS department has several Internal Quality Assurance (IQA) assessors to enable an IQA process to ensure our advisors work within the national framework and adhere to internal policies and procedures.

7.9 The All-Wales BFS Group

The All-Wales Business Fire Safety Group is one of the eight workstreams under the strategic direction of the Community Risk Reduction committee. Its purpose is to maximise collaborative opportunities, share good practice, avoid duplication, to ensure consistency and realise efficiency in relation to Business Fire Safety across Wales.

The current Chair is the Head of BFS for South Wales Fire and Rescue Service, who attends the NFCC Strategic Protection Forum and the All-Wales Community Risk Reduction meetings.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 9.iv
31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER

LEADERSHIP AND PERSONAL DEVELOPMENT ACADEMY**THIS REPORT IS FOR INFORMATION AND ASSURANCE**REPORT APPROVED BY THE DIRECTOR OF PEOPLE SERVICES
PRESENTING OFFICER, GEORGINA GILBERT**SUMMARY**

The Service launched its new Operational Training Centre and Leadership and Personal Development Academy on 28 April 2025. The Academy aims to provide state of the art leadership and personal development for staff at all career stages, from new firefighters to senior leaders across the whole organisation.

RECOMMENDATIONS

Commissioners note the progress made since 28 April 2025.

1. BACKGROUND

- 1.1 The “South Wales Fire and Rescue Service Operational Training Centre and Leadership & Personal Development Academy” has been established to provide development programmes designed to ensure that every member of staff has access to growth opportunities appropriate to their level, reflecting the NFCC’s four leadership levels (leading yourself, leading others, leading the function and leading the service). This aligns with the NFCC Leadership Framework’s vision of leadership relevant to all fire and rescue service roles and the Leading and Developing People Fire Standard.
- 1.2 The Service is utilising its current site in Cardiff Gate, where technical/operational development is delivered, as the host for the new Academy. The centre has been rebranded “South Wales Fire and Rescue Service Operational Training Centre and Leadership & Personal Development Academy”.
- 1.3 A new lead for the development of the people/leadership skills element of the syllabus has been appointed and they will work closely with the Head

of Operational Training to ensure all learning opportunities are assessed, assured and relevant to the service needs

PURPOSE AND VISION OF THE ACADEMY

- 1.4 The Academy will be grounded in national best practice. The NFCC Leadership Framework will serve as a guiding template for the leadership behaviours we will cultivate. The NFCC Core Code of Ethics will underpin the Academy's ethos, embedding its five ethical principles throughout all training. The Service's new Values will further strengthen behaviours, and our new Strategy will provide the aspiration and intent for the new Academy.

The Vision and Strategic Objectives for the Academy are:

- Foster a values-driven leadership culture across all roles and grades.
- Deliver a blended learning model that integrates coaching, experiential learning, and formal instruction.
- Improve workforce resilience, wellbeing, and performance at every level.

BUILDING TALENT PIPELINES

- 1.5 The Academy will seek to consolidate our various leadership and personal development activities into one coherent programme. This strategic approach will drive cultural improvement, better talent management and succession planning, and consistency in leadership quality across the Service. The Academy will position SWFRS as a growth organisation, one that continuously learns and develops its people, ultimately improving our service to the public and positioning the Service as an employer of choice and ultimately attract diverse talent into the organisation.
- 1.6 The Academy aims to support the Service's commitment to providing opportunities for advancement and career changes, and the ability to fill roles that are hard to recruit for on an external basis. This will also have a positive social mobility aspect to it.

PROVIDING TECHNICAL AND LEADERSHIP/PEOPLE SKILLS DEVELOPMENT

- 1.7 To address the diverse development needs of our staff, the Academy will run on two parallel strands of training:

Strand 1 - Operational Training & Technical Leadership

This strand focuses on the skills needed to lead in emergency service contexts. It includes incident command qualifications, technical firefighting competencies, and operational decision-making under pressure.

Essentially, it covers the ‘what’ of the job, ensuring our leaders are tactically and technically proficient to manage incidents safely and effectively.

Strand 2 - Leadership & People Skills Development

This strand develops the ‘how’ of leadership, the interpersonal, behavioural, cognitive and ethical skills to effectively lead people and manage teams. It will encompass training on communication, team building, emotional intelligence, conflict resolution, coaching and mentoring, and strategic thinking. The Academy will deliver a range of people skills development, working with key partners including Academi Wales, local Universities, as well as SWFRSs own Learning Pathways. We will build existing development programmes into the syllabus, including Taking Care of Behaviours, Conflict resolution, Mediation, Coaching/Mentoring, Pioneer Programme, Executive Leadership Programme.

- 1.8 By structuring the Academy this way, we will ensure a well-rounded development experience and technical excellence paired with strong people skills, which is essential for modern fire and rescue leadership.

EMBEDDING A GROWTH AND JUST CULTURE

- 1.9 One of the objectives is to cultivate SWFRS as a growth organisation where continuous learning and improvement are at the heart of the way we do things. This involves encouraging a growth mindset among our people, seeing challenges as opportunities to develop, rather than as threats. Every course and workshop will reinforce the concept that effective leaders are always learning, self-reflecting, and striving to improve themselves and their teams.
- 1.10 As a vehicle to deliver the concept of a JUST culture and a FAIR framework, the Academy will support the vision to create an environment of trust, fairness and openness. In practical terms, this means teaching and modelling that mistakes or near-misses are opportunities for learning, not blame, provided individuals act in good faith. Leaders trained through the Academy will be expected to foster an atmosphere where their team members feel safe to report errors or challenge decisions without fear of unfair reprisal. By integrating these concepts into leadership development, SWFRS will move further from a blame culture to a learning culture, where accountability and learning go hand in hand.

SUCCESS CRITERIA

- 1.11 To secure long-term effectiveness, we will establish clear success criteria for the Academy from the outset. These criteria will directly tie into the

NFCC leadership competencies/ qualities and our organisational goals, allowing us to measure impact in a meaningful way:

- Leadership KPIs (see appendix 3), eg higher calibre of candidate for promotions and higher scored assessments arising out of the promotion process, confidence that the promotion process is fair and transparent, as well as making the Academy a pre-requisite for promotion, a reduction in behavioural related grievances.
- Measurable improvement in behaviours (NFCC leadership framework) assessed via Personal Reviews (appraisals).
- 360-degree feedback to identify and directly support individual development plans.
- Key metrics throughout, relating to individual and organisational behaviours.
- Improved outcomes/safety indicators.
- External (independent) assessments of culture and organisational performance.
- Organisational contribution to achieving the Wellbeing of Future Generations Act 2015.
- Investors in People.

PROGRESS SINCE THE LAUNCH

1.12 The Leadership and Personal Development Academy has progressed with some innovative initiatives since its launch in April 2025.

1.13 Specific activity includes:

- The development of a video designed for all staff, at every level, to reflect on and share their personal leadership journeys. This initiative promotes trust, inclusivity, self-awareness, and connection across the organisation by highlighting diverse experiences and leadership pathways.
- Team members have attended RAF Cranwell to observe two Central Flying School programmes: Aircrew Instructional Techniques (AIT) and Enhanced Instructional Techniques (EIT). This opportunity has provided valuable insights into high-performance instructional delivery, human factors integration, and coaching-based teaching models, which will influence the design of our Academy's instructional standards whilst adopting different delivery options to capture our On-Call cohort and various learning needs whilst elevating the all-round experience, leaning towards a more interactive and conversational involvement.
- A visual process map has been created to capture the current understanding of learning modules and development pathways within

the Service. This work is helping to identify gaps, overlaps, and areas of confusion, with the aim of creating a clearer, streamlined tube map of progression routes for staff across all roles.

- A draft framework for the first ‘train the trainer’ course has been created which consists of: First Contact Cultural Learning – AET – Adventure Based Training – Human Performance elements.
- A comprehensive doctrine has been developed to embed the principles of a JUST Culture within the Academy and wider service. It outlines expectations around fairness, psychological safety, and shared responsibility, supported by an evidence-based Behavioural Response Framework and aligned leadership development tools.
- New vision and mission statements have been developed to capture the passion of the academy (see Appendix 1)
- Creation and signing of the Instructor Charter (Appendix 4)

1.14 Highlights

What’s Working Well:

- Positive engagement from instructors, peers and stakeholders.
- Clear alignment with organisational values and future strategic plans
- Development of a distinctive learning pathway

Challenges:

- Limited staff capacity and competing resource demands.
- The complexity of the organisation, particularly balancing operational and non-operational development needs.

2. ISSUE / PROPOSAL

2.1 We have taken the opportunity over the last three months to undertake research into the current provision of development provided by the Service. This has enabled the team to start to shape the syllabus moving forward.

2.2 Specifically, we have identified the following immediate areas of activity:

- Integrate the Just Culture Doctrine. (See Appendix 2)
- Create a clear and interactive process map that reflects efficiency in course delivery and removes duplication and complication.

- Design and deliver robust courses that add measurable value to both the individual and the organisation.
- Remove unnecessary complexity and ensure all learning pathways are user-friendly and streamlined.
- Attending RAF Cranwell - Tedder Academy, on the final fact finding sorte.
- Discussion moving forward on a single intranet comprising content on people skill and operational skill development.
- Adaption of delivery method for mandated learning based on the RAF AIT interactive version for their cultural and behavioural elements

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 The Academy enhances public value by improving the quality of leadership and service delivery across South Wales Fire and Rescue Service (SWFRS). Over time, this will contribute to better incident outcomes, more resilient communities, and increased public trust. The Academy's emphasis on inclusivity, and fairness also supports broader community aspirations and aligns with the principles of the Wellbeing of Future Generations (Wales) Act 2015.

3.2 Regulatory, Strategy and Policy

3.2.1 The Academy directly supports as well as being underpinned by national and local strategy, including the NFCC Leadership Framework, and Core Code of Ethics. It positions the Service as a forward-thinking organisation aligned with best practice and regulatory expectations. Furthermore, embedding the JUST Culture doctrine supports the strategic shift towards a learning organisation and a fairer internal culture, and the development of the Leadership Doctrine will provide a consistent framework for behaviour, decision-making, and accountability at all levels of the Service."

3.3 Resources, Assets and Delivery

3.3.1 The integration of the Academy into the existing Cardiff Gate site optimises the use of current facilities, however ongoing success is dependent on sustained investment in staff capacity across the Service. Current challenges include limited personnel to support delivery. An integrated combined model (operational and corporate) will require coordination and long-term planning to ensure efficient and sustainable delivery.

4 EVALUATION & CONCLUSIONS

4.1 The Leadership and Personal Development Academy has made significant progress since its launch, demonstrating innovation, strong alignment with national frameworks, and wide organisational engagement. Early initiatives, including partnerships with RAF Cranwell and the creation of a JUST Culture doctrine, have laid strong foundations. However, there are still structural and resourcing challenges to overcome, particularly around staffing and balancing delivery across operational and non-operational roles. Overall, the Academy is in a good position to deliver long-term, sustainable and robust benefits to staff, the organisation, and the public it serves.

5 RECOMMENDATIONS

5.1 Commissioners note the progress made since 28 April 2025.

Contact Officer:	Georgina Gilbert	
Background Papers	Date	Source / Contact

Appendices	
Appendix 1	<p>Vision - “Empower our people to learn and embody leadership behaviours that inspire and uplift others, adding value both personally and organisationally”</p> <p>Mission - "Our Leadership and Personal Development Academy mission is to foster a culture of excellence centred on the model that leadership qualities need to exist across the whole organisation and at every level. We are grounded by our values and empower staff to become exceptional leaders through shared visionary goals, innovation, demonstrating emotional intelligence, effective communication and inspiring others”</p>
Appendix 2	JUST Culture Doctrine: JUST Culture Doctrine LPDA.docx
Appendix 3	KPI's – e.g. Percentage of internal promotions linked to Academy programme completion. 360 feedback tools. Reduction in grievances. Staff survey's e.g. Increase in confidence. Course satisfaction scores. Staff retention.
Appendix 4	Instructor Charter: 244 Instructor Charter 2025 V1.0 No signature.pdf

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 9.v

31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES

INFORMATION GOVERNANCE TEAM UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES

PRESENTING OFFICER - TEMPORARY HEAD OF CORPORATE SUPPORT, WAYNE THOMAS

SUMMARY

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

RECOMMENDATIONS

That Commissioners note the content of the Information Governance team update provided in Appendix 1.

1. BACKGROUND

- 1.1 The Information Governance Team provides advice, support, and training in matters relating to information governance, ensuring compliance with the relevant legislation. These include (but are not limited to) The General Data Protection Regulation (GDPR), The Data Protection Act 2018, The Freedom of Information Act 2000, The Regulation of Investigatory Powers Act 2000 (RIPA), Privacy and Electronic Regulations (PECR) and The Environmental Information Regulations 2004.

- 1.2 The team manages all formal requests for information made to the organisation, primarily Data Subject Access Request (dSAR) and Freedom of Information Request (FOI), to support compliance with statutory deadlines.
- 1.3 The team receive and investigate all data incidents, undertaking risk assessments to determine whether incidents are data breaches and whether such breaches are reportable to the Information Commissioners' Office (ICO).
- 1.4 The team work with internal and external stakeholders to support information sharing and are active participants in Welsh Accord on Sharing Personal Information (WASPI).
- 1.5 The Information Governance Manager is the Service's Data Protection Officer (DPO), as required by law, and undertakes the responsibilities as outlined in law, including providing advice and guidance on data protection matters and acting as the single point of contact for the ICO.

2. ISSUE

- 2.1 The team consists of 4 members of staff (which includes the team's line manager). The team consists of
 - Information Governance Manager (and Data Protection Officer) (x1)
 - Information Governance Officer (x1)
 - Information Governance Support Officer (x1)
 - Administrative Officer (x1)
- 2.2 The responsibilities of each role within the team are summarised within Appendix 1.
- 2.3 In addition to their core remit, the team has several new priorities for the upcoming year. These include

Update the Register of Processing Activities (RoPA) and integrate a data retention schedule – the Service is set to undergo digital transformation during the upcoming 12-24 months, including the wider use of Artificial Intelligence (AI). Ensuring that the Service maintains an effective RoPA, with associated Data Protection Impact Assessments (DPIAs) will help ensure that the Service is considering and addressing risk to information. It will also support the Service to manage information in a manner that is wholly transparent.

Review the suite of information management procedures – The existing suite of information management procedures will be reviewed and bolstered to address information sensitivity labelling, requests for recorded audio and visual data, data retention and data destruction. As the Service is likely to collect substantially more digital information in the future, such as with the widespread introduction of body worn cameras and the increased use of drones, clarifying the need collect, retain and destroy data will help build trust and confidence as well realise efficiencies.

Create an information sharing agreements register, with relevant templates and an associated procedure – collaboration and data sharing with partner agencies is likely to be an ongoing source of valuable risk-based data (such as vulnerable individuals). Simplifying the Service's process for devising data sharing agreements and effectively maintaining an associated register will enable all ongoing agreements to be regularly reviewed and evaluated.

Develop an Information Governance training and awareness plan – the team will overhaul the training provided to staff, to encompass guidance on when DPIAs are required and how to ensure that data is effectively managed throughout the Service.

3. IMPLICATIONS

3.1 Community and Environment

None

3.2 Regulatory, Strategy and Policy

3.2.1 Legal – The Service must manage information in accordance with Data Protection Law and the associated principles. The Service must ensure that all processes for collecting and managing information are lawful, transparent, accurate, fair and proportionate. The Service has a duty to manage information in a manner that is secure, and that information is only stored as required.

The public have a legal right to request information held by the Service. It is imperative that the Service processes these requests in the appropriate way.

3.3 Resources, Assets and Delivery

NONE

4 EVALUATION & CONCLUSIONS

- 4.1 The Information Governance Team is responsible for ensuring that the organisation manages data and information in a manner that is compliant with relevant information governance legislation.
- 4.2 In addition to its core remit, the team has several vital priorities for the upcoming year. These include reviewing key procedures and processes along with developing a training and awareness plan.
- 4.3 The team will also update the Register of Processing Activities (RoPA) and integrate a data retention schedule.

5 RECOMMENDATIONS

- 5.1 That Commissioners note the contents of the Information Governance team update provided in Appendix 1.

Contact Officer:	Wayne Thomas Temporary Head of Corporate Support	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	Team Update – Information Governance Team

Team Update

Information Governance Team

RELEASED: JUNE 2025

AUTHOR: t/Head of Corporate Support, Wayne Thomas



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

1.0 INTRODUCTION

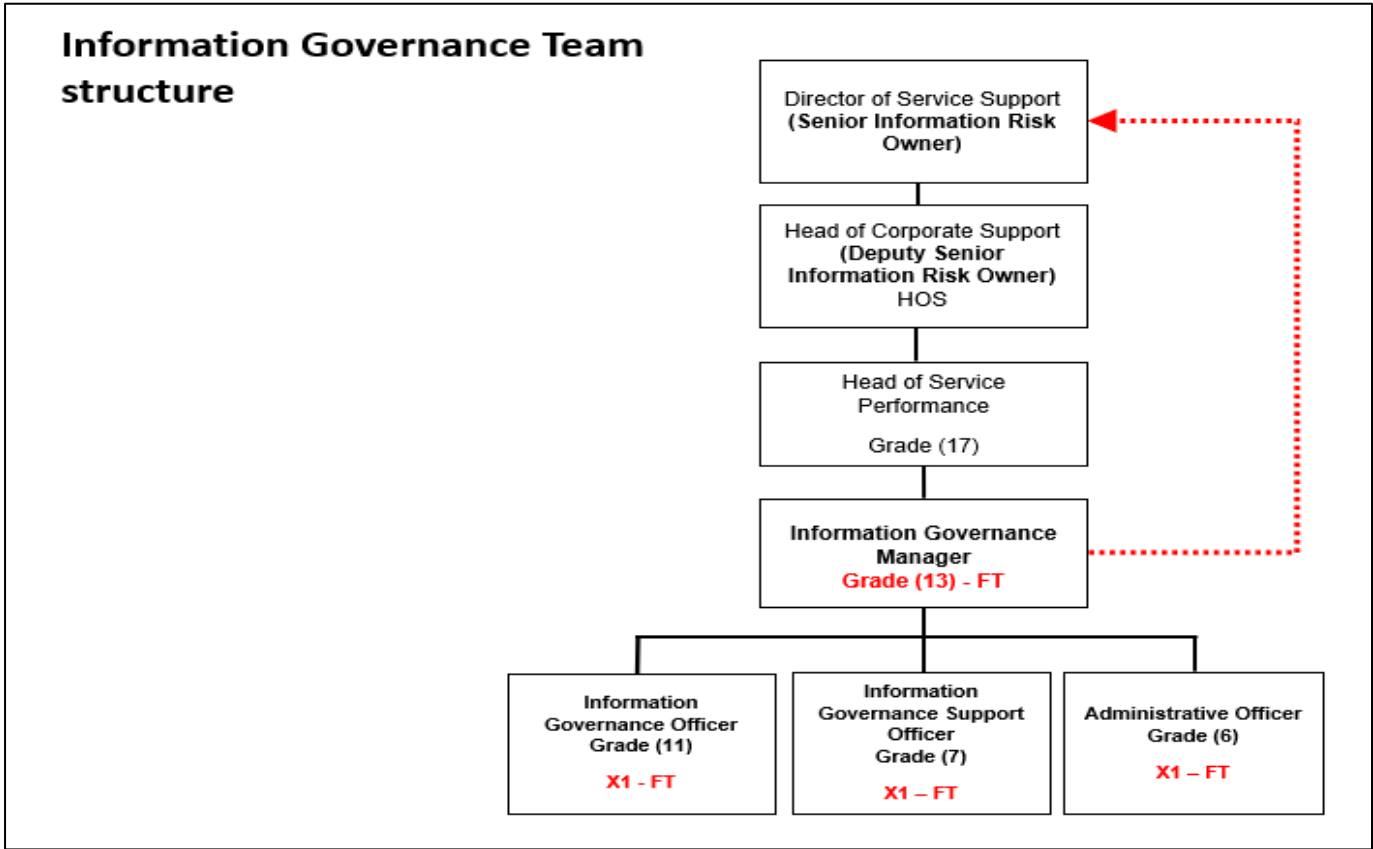
The Information Governance Team provides advice, support, and training in matters relating to information governance, ensuring compliance with the relevant legislation. These include (but are not limited to) The General Data Protection Regulation (GDPR), The Data Protection Act 2018, The Freedom of Information Act 2000, The Regulation of Investigatory Powers Act 2000 (RIPA), Privacy and Electronic Regulations (PECR) and The Environmental Information Regulations 2004.

The Information Governance Manager is the Service’s Data Protection Officer (DPO), as required by law, and undertakes the responsibilities as outlined in law, including providing advice and guidance on data protection matters and acting as the single point of contact for the Information Commissioners’ Office.

The team furnishes all formal requests for information made to the organisation via Data Subject Access Request (DSAR) and Freedom of Information Request (FOI) within the statutory deadlines.

2.0 TEAM STRUCTURE AND PURPOSE

The Information Governance Team consists entirely of corporate staff (the term used for non-uniformed staff within the organisation). All members of the team currently work full-time and work in accordance with the organisation’s flexi-time procedure. An overview of the team’s structure is provided below.



The **Information Governance Manager**, and DPO, is line managed by the Head of Service Performance. However, data protection legislation requires that they exercise their role and responsibilities independently and that they report to the “highest level of management”. As such as DPO, they have a dotted reporting line to the Director of Service Support / Senior Information Risk Owner (SIRO) in relation to Information Governance matters. The DPO cannot legally be penalised for performing their duties and the Service must ensure that any other tasks or duties that are assigned to the DPO do not result in a conflict of interests with their role as DPO.

The Information Governance Manager undertakes all line management duties relating to the team, including conducting personal development reviews, managing performance, managing activities to resolve operational and day-to-day issues and acting as a mentor and first point of contact for staff

In addition to managing the team, the Information Governance Manager provides advice, direction, and support to the Authority and Service in all matters relating to information governance

The **Information Governance Officer** – the Information Governance Officer provides crucial support and resilience to the Information Governance Manager. An individual with subject-matter experience, the role often provides initial guidance to project leads and other departments on how to complete Data Protection Impact Assessments when implementing new processes, software or hardware. This role provides guidance to the team on how to prepare and furnish information requests and will provide an initial view on whether exemptions would apply to ensure that all requests are compliant without breaching the privacy of others.

Information Governance Support Officer and Administrative Officer – these roles undertake the initial preparation of responses to the majority of the Service’s information requests – their duties involve liaising with the relevant departments for the required information and the redaction of confidential information within large volumes of documents, to ensure that the requests are compliant. The Information Governance Support Officer helps to deliver information governance data protection training to staff at induction or other relevant staff events when required.

3.0 UPCOMING PRIORITIES

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

These include

Update the Register of Processing Activities (RoPA) and integrate a data retention schedule – the Service is set to undergo digital transformation during the upcoming 12-24 months, including the wider use of Artificial Intelligence (AI) Ensuring that the Service maintains an effective RoPA, with associated Data Protection Impact Assessments (DPIAs) will help ensure that the Service is considering and addressing risk to information. It will also support the Service to manage information in a manner that is wholly transparent. Implementing an effective retention schedule will ensure that new ICT systems can be configured to only retain information that is relevant and for an appropriate amount of time.

Review the suite of information management procedures – The existing suite of information management procedures will be reviewed and bolstered to address

information sensitivity labelling, requests for recorded audio and visual data, data retention and data destruction. As the Service is likely to collect substantially more digital information in the future, such as with the widespread introduction of body worn cameras and the increased use of drones, clarifying the need to collect, retain and destroy data will help build trust and confidence as well realise efficiencies.

Create an information sharing agreements register, with relevant templates and an associated procedure – collaboration and data sharing with partner agencies is likely to be an ongoing source of valuable risk-based data (such as vulnerable individuals). Simplifying the Service's process for devising data sharing agreements and effectively maintaining an associated register will enable all ongoing agreements to be regularly reviewed and evaluated.

Develop an Information Governance training and awareness plan – the team will overhaul the training provided to staff, to encompass guidance on when DPIAs are required and how to ensure that data is effectively managed throughout the Service.

4.0 CURRENT RISKS AND CHALLENGES

There are several risks and challenges facing the Information Governance Team – these include

- **Staffing**

Currently the Information Governance Manager is on secondment as Advisor to the Commissioners. The Service has been unable, despite several attempts, to back-fill the role on a temporary basis whilst they undertake their secondment.

The attraction and retention of staff within this team continues to be an ongoing challenge – this is likely due to so many other organisations recruiting for similar roles offering higher salaries and remote working.

With the support of Commissioners, their Advisor agreed to continue to undertake the role and responsibilities of Information Governance Manager and Data Protection Officer. This though is inherently to a lesser extent than previously when they were undertaking the role full time.

The attraction and retention of staff puts pressure on staff when supporting the Service, particularly with its transformation journey and the desire to move at pace, and in meeting the statutory deadlines for information requests.

- **Increased workload**

The team has already noted a significant increase in information requests by those involved in disciplinary and grievance processes since the publication of the Morris report, due to the increased number of these processes being raised. The team also reviews disciplinary and grievance reports and evidence bundle before they are sent to those involved, which is a very time-consuming (yet essential) risk-mitigating step within the process.

The team has also noted an increase in the number of Data Protection Impact Assessments (DPIAs) resulting from the Service's ongoing transformation journey. The Service's digital transformation agenda though is likely to involve the implementation of innovative methods of information processing, such as body worn cameras, drones, use of Artificial Intelligence (AI),

and new data collection software for performance reporting – while these innovations will undoubtedly improve the Service's service delivery, this will inherently increase the workload of this team further – both in terms of complexity and volume. This will include providing advice and support to address any information risks involved in processing etc., but also given the likely increase in the number of information requests that the team receives from the public and other agencies. For example, the widespread introduction of body worn cameras and the use of drones will see the Service collecting more personal information than previously – personal information that will be subject to data protection legislation allowing individuals to request a copy of the footage. Additionally, other agencies, such as other emergency services, are likely to find this information valuable and as such the team are likely to see an increase in the number of these types of requests – notably from the Police.

5.0 PARTNERSHIPS, COLLABORATION AND ENGAGEMENT

The team is committed to continuously driving improvements through collaboration with both internal and external partners. The team works closely with key stakeholders such as Welsh Government, Mid and West Wales and North Wales Fire and Rescue Services, Wales Accord on Sharing of Personal Information (WASPI), Local Authorities, Police Forces, and the National Fire Chiefs Council, among others. These partnerships are beneficial to identify areas of learning and best practice.

The team will liaise with the Information Commissioner's Office should bespoke advice and guidance be required.

6.0 CONTACT INFORMATION

Temporary Head of Corporate Support – Wayne Thomas

w-thomas@southwales-fire.gov.uk

07919 175378

Information Governance Manager – Christian Landeg-John

c-landeg-john@southwales-fire.gov.uk

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 9.vi

31 JULY 2025

BOARD OF THE COMMISSIONERS

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES

LEGAL AND INSURANCE TEAM UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER FOR CORPORATE SERVICES

PRESENTING OFFICER - TEMPORARY HEAD OF CORPORATE SUPPORT, WAYNE THOMAS

SUMMARY

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

RECOMMENDATIONS

That Commissioners note the content of the Legal and Insurance team update provided in Appendix 1.

1. BACKGROUND

- 1.1 The Legal and Insurance Team provides a legal service which addresses the current and future needs of the organisation. The team manage issues and undertake general research and provide advice on a range of legal matters relevant to the Service, including but not limited to specific legal advice on fire service responsibilities, property and contracts.
- 1.2 The team ensures that appropriate insurance cover is in place and maintained for all activities undertaken by the Service. The team will liaise with insurance companies and legal advisers as appropriate over liabilities and claims.

- 1.3 The team is responsible for the day-to-day management of insurance cases and case planning systems and liaise with companies and brokers to ensure that best value is always obtained in respect to insurance.

2. ISSUE

- 2.1 The team consists of 4 members of staff (which includes the team's line manager). The team consists of
- Legal Services Manager (x1)
 - Legal and Insurance Administrative Officers (2 members of staff working 1 FTE post)
 - Insurance Administrative Officer (x1)
- 2.2 The Legal Services Manager is a qualified solicitor and is the first point of contact for legal advice and queries about insurance claims. They also manage the team, undertaking all line management duties relating to the team, including conducting performance development reviews, managing performance, managing activities to resolve operational and day to day issues and acting as a mentor and first point contact for staff.
- 2.3 The team provides a legal provision to the Service – this involves undertaking general research and providing advice on a range of legal matters relevant to the Service. The team will prepare briefs for Counsel or external lawyers and, where necessary, will attend at Court, Tribunal or Inquiry with Counsel or external lawyers in connection with any matter with which the Service is engaged.
- 2.4 The team ensures that appropriate insurance cover is in place and maintained for all activities undertaken by the Service, ensuring that the Service's activities are adapted or the insurance premiums are updated where necessary. The team is responsible for the day-to-day management of insurance cases.
- 2.5 In addition to their core remit, the team has several new priorities for the upcoming year. These include

Undertaking the insurance renewal process – the team works extensively to gather all Service-related information required by insurance companies to accurately provide a robust policy and pricing structure for our insurance premiums. This task involves liaising directly with insurance companies to ascertain what information is required and subsequently working with various departments and subject matter experts to gather the information.

Ensure that all Service activity is covered by adequate insurance
– the team attend various working groups and meetings within the Service to ensure that all new activities are covered by the necessary insurance. Where activity is not currently covered, the team will liaise with the necessary contacts to make amendments to either the scope of the activity or the insurance premium.

3. IMPLICATIONS

3.1 Community and Environment

None

3.2 Regulatory, Strategy and Policy

3.2.1 Legal – The team is the first point of contact for all legal and insurance matters within the organisation. The team is vital in ensuring that the organisation continues to undertake its duties in a manner that is compliant with all necessary legislation.

3.3 Resources, Assets and Delivery

NONE

4 EVALUATION & CONCLUSIONS

- 4.1 The Legal and Insurance Team is responsible for ensuring that the organisation has a legal service which addresses current and future needs.
- 4.2 The team ensures that appropriate insurance cover is in place and maintained for all activities undertaken by the Service.
- 4.3 The team will lead the process to renew the Service's insurance policies when required.

5 RECOMMENDATIONS

- 5.1 That Commissioners note the contents of the Legal and Insurance team update provided in Appendix 1.

Contact Officer:	Wayne Thomas Temporary Head of Corporate Support	
Background Papers	Date	Source / Contact
None		
Appendices		
Appendix 1	Team Update – Legal and Insurance Team	

Team Update

Legal and Insurance Team

RELEASED: June 2025

AUTHOR: t/Head of Corporate Support, Wayne Thomas



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service



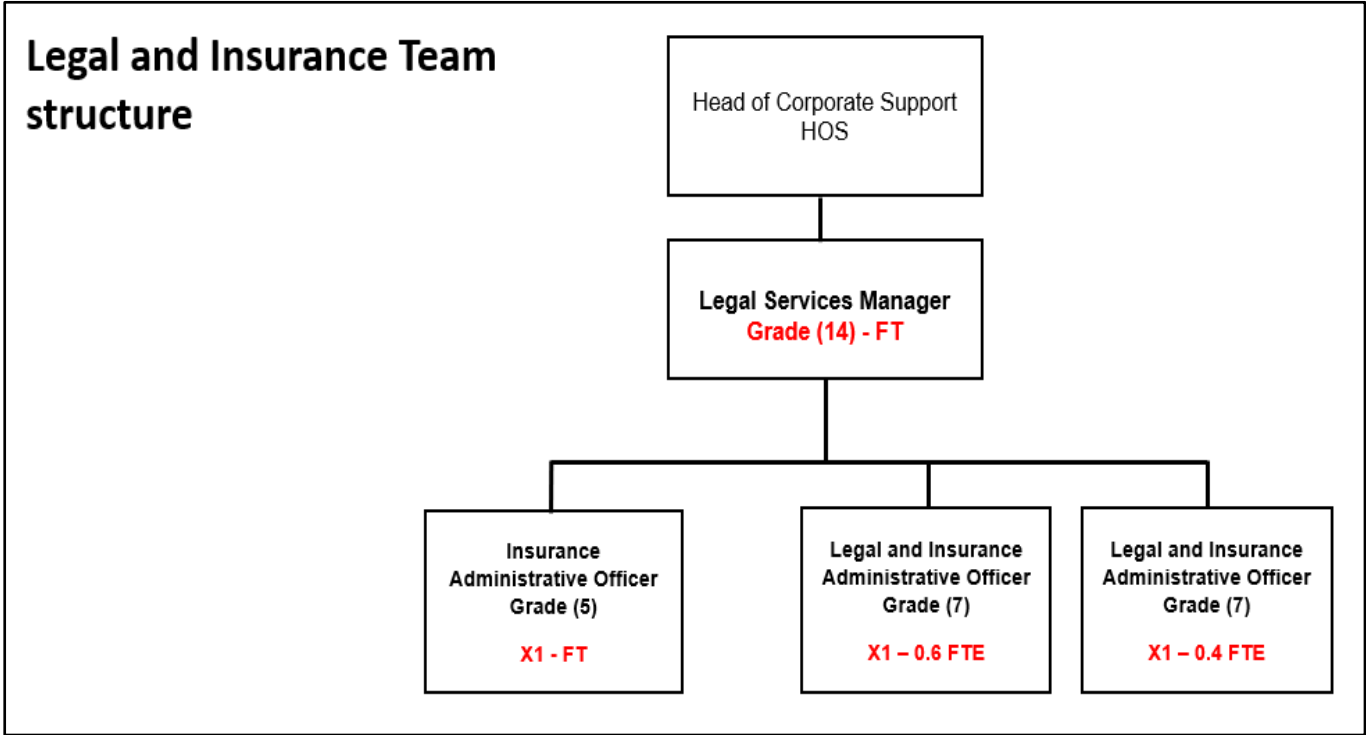
1.0 INTRODUCTION

The Legal and Insurance Team provides an effective, efficient and economic legal service which addresses the current and future needs of South Wales Fire and Rescue Service. The team manage issues and undertake general research and provide advice on a range of legal matters relevant to the Service, including but not limited to specific legal advice on fire service responsibilities, property and contracts. Members of the team maintain an up-to-date knowledge of legal requirements and new legislation affecting the Service and provide briefings as required.

The team also ensures that appropriate insurance cover is in place and maintained for all activities undertaken by the Service. Members of the team liaise with insurance companies and legal advisers as appropriate over liabilities and claims and are responsible for the day-to-day management of insurance cases and case planning systems.

2.0 TEAM STRUCTURE AND PURPOSE

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



The **Legal Services Manager** reports directly to the Head of Corporate Support. The Legal Services Manager is a qualified solicitor and is the first point of contact for legal advice and queries about insurance claims. The Legal Services Manager undertakes all line management duties relating to the team, including conducting personal development reviews, managing performance, managing activities to resolve operational and day-to-day issues and acting as a mentor and first point of contact for staff

Legal – The team provide general research and advice on a range of legal matters relevant to the Service, including but not limited to specific legal advice on fire service responsibilities, property

and contract matters. The team will analyse legislation and legal documents, providing advice as required.

The team will also prepare briefs for Counsel or external lawyers and, where necessary, will attend at Court, Tribunal or Inquiry with Counsel or external lawyers in connection with any matter with which the Service is engaged. Members of the team will also attend and provide legal advice to Committees, Sub-Committees and Working Groups of the Service as and when required.

The team will broadly maintain an up-to-date knowledge of legal requirements and new legislation affecting the Service and provide briefings as required.

Insurance – The team ensures that appropriate insurance cover is in place and maintained for all activities undertaken by the Service. The team will liaise with insurance companies and legal advisers as appropriate over liabilities and claims.

The team is responsible for the day-to-day management of the insurance case management and case planning systems and liaise with Companies and Brokers to ensure that best value is always obtained in respect to insurance.

3.0 UPCOMING PRIORITIES

The team provides essential functions to the Service and will continue to do so to ensure that statutory requirements are met. There are, however, additional key priorities which the team will need to implement to ensure that the organisation can continue its transformational change journey.

These include

Undertaking the insurance renewal process – the team works extensively to gather all Service-related information required by insurance companies to accurately provide a robust policy and pricing structure for our insurance premiums. This task involves liaising directly with insurance companies to ascertain what information is required and subsequently working with various departments and subject matter experts to gather the information.

Ensure that all Service activity is covered by adequate insurance – the team attend various working groups and meetings throughout the Service to ensure that all new activities are covered by the necessary insurance. Where activity is not currently covered, the team will liaise with the necessary contacts to make necessary amendments to either the scope of the activity or the insurance premium.

4.0 CURRENT RISKS AND CHALLENGES

There are several risks and challenges facing the Legal and Insurance Team – these include

- **Staffing**

While the roles within the team are currently permanently occupied, the Legal Services Manager role is temporarily vacant. There have been attempts to recruit a temporary replacement for this vacancy, however these attempts have been unsuccessful. To manage this in the short term, members of the team will outsource legal advice to external solicitors that

are contracted by the Service (the Service has contracts with law firms to provide independent legal advice regarding several areas of law as required i.e., employment law, data protection and other miscellaneous legal issues). This may place additional strain on the external legal fees budget, which will need to be managed closely. The attraction of qualified solicitors with the necessary broad remit to undertake this role has also previously been a challenge for the organisation – this is likely due to so many other organisations recruiting for similar roles offering higher salaries and remote working.

The attraction and retention of staff puts pressure on staff when supporting the Service, particularly with its transformation journey and the desire to move at pace, and in meeting the statutory deadlines for requests.

- **Increased workload**

The team has noted an increase in requests for discussions to be held with our insurers, particularly as the Service is keen to broaden the scope of the work that it undertakes e.g., working overseas and using innovative technology such as drones.

The team investigates all insurance claims – at present, while this can involve reviewing appliance CCTV footage, the widespread introduction of body worn cameras and the use of drones is likely to increase the time and complexity of the investigations that will need to be undertaken by the team.

5.0 PARTNERSHIPS, COLLABORATION AND ENGAGEMENT

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

6.0 CONTACT INFORMATION

Temporary Head of Corporate Support – Wayne Thomas

w-thomas@southwales-fire.gov.uk

07919 175378

Board of Commissioners Committee FWP 25/26					
Expected Date of Report	Report Title	Purpose of Report	Information and Assurance or Decision	Lead Director/Contact Officer	Progress
31 July 2025	Chief's Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	On Agenda
31 July 2025	Principal Officer Vacancies – Appointment Authorisation of Deputy Chief Fire Officer and two Assistant Chief Fire Officers	Approval to increase the number of permanent ACFO posts from one to two and authorisation to begin the recruitment process for two permanent ACFO's and one permanent Deputy Chief Fire Officer (DCFO).	Decision	ACO PS Alison Reed	On Agenda
31 July 2025	Health & Safety Annual Report	To advise Commissioners on the Health & Safety performance of the organisation	Information and Assurance	ACFO SD Contact Officer: Dean Loader	On Agenda
31 July 2025	Strategic Equality Plan	To provide an updated Strategic Equality Plan for Commissioner Approval	Decision	ACO PS: Contact Officer: Lisa Shroll	On Agenda
31 July 2025	Draft Statement of Accounts	To provide update on the financial year end position	Decision	Treasurer Contact Officer: Lisa Mullan	On Agenda
31 July 2025	Revenue Outturn	To advise on total revenue expenditure for the year	Decision	Treasurer	On Agenda

		against the set revenue budget following the year end and to explain variations and impact on reserves.		Contact Officer: Lisa Mullan	
31 July 2025	Capital Outturn & Treasury Management TM Update 2024/25	To advise on total capital expenditure for the year against the set capital budget following the year end and to explain variations. Update on progress against TMSS of the first quarter.	Decision	Treasurer Contact Officer: Lisa Mullan	On Agenda
31 July 2025	Draft Statement of Accounts	To provide update on the financial year end position	Decision	Treasurer Contact Officer: Lisa Mullan	On Agenda
31 July 2025	Business Fire Safety Update	To provide Commissioners with an annual departmental update	Information and Assurance	ACFO TS Contact Officer: Mike Wyatt	On Agenda
31 July 2025	Leadership and Management Academy	To provide Commissioners with an overview of the Service's Leadership Academy along with its aims and objectives.	Information and Assurance	Contact Officers: Alison Reed Dominic Mika	On Agenda
31 July 2025	Departmental update – Information Governance	To provide a departmental annual update from the Information Governance Department	Information & Assurance	Director of Corporate Support Contact Officer: Christian Landeg-John	On Agenda

31 July 2025	Legal and Insurance Team Update	To provide a departmental annual update from the Insurance Department	Information & Assurance	Director of Corporate Support Contact Officer: Gabrielle Greathead/Wayne Thomas	On Agenda
26 Sept 2025	Review Strategic Risk Q1	To advise Commissioners of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	Information and Assurance	Contact Officer: Wayne Thomas	
26 Sept 2025	Review of On call Strategy	To provide Commissioners with an update on SWFRS on call strategy	Information and Assurance	Contact Officer: Matt Jones	
26 Sept 2025	Half Yearly Update on Thematic Review Progress	To provide Commissioners with a six-monthly update on work undertaken regarding Thematic Reviews	Information and Assurance	ACFO TS Contact Officer: Mike Wyatt, Neil Davies Matt Jones Mike Evans	
26 Sept 2025	Half Yearly Update on Culture Review Progress	To provide Commissioners with a six-monthly update on work undertaken regarding the Morris Review Recommendations	Information and Assurance	Director of SCTC Contact Officer: Dominic Mika	
26 Sept 2025	Welsh Language Standards – Annual Monitoring Report	To provide Commissioners with the annual Welsh Language Report	Decision	Contact Officer: Wayne Thomas	

26 Sept 2025	Statement of Accounts	For Commissioners to receive the ISA 260 Report from the Appointed Auditor and to note the audited statement of accounts	Information and Assurance	Treasurer Contact Officer: Lisa Mullan	
26 Sept 2025	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	
26 Sept 2025	ICT Departmental Update	Departmental Update from ICT Department highlighting work undertaken in 2024/25 and work planned for 2025-2026	Information and Assurance	Contact Officer: Chris Williams	
26 Sept 2025	Departmental Update – Procurement and Stores	To provide a departmental annual update from the Procurement and Stores Department	Information & Assurance	Contact Officer: Lisa Mullan	
26 Sept 2025	Departmental Update – Property	To provide a departmental annual update from the Property Department	Information & Assurance	Contact Officer: Lisa Mullan	
24 Oct 2025	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	
24 Oct 2025	Mid Term Health & Safety Report	To provide a six-monthly update on the Health & Safety performance of the organisation	Information and Assurance	ACFO SD Contact Officer: Dean Loader	
24 Oct 2025	AFA Policy Update	To provide Commissioners with an update on six months of AFA stats following the policy change	Information and Assurance	ACFO SD Contact Officer: Mike Wyatt	

24 Oct 2025	Annual Improvement Plan	For Commissioners to consider and approve the annual improvement plan	Decision	Contact Officer: Wayne Thomas	
19 Dec 2025	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	
19 Dec 2025	Independent Remuneration Panel for Wales' Draft Report	To consider the IRPW's draft Annual Report	Decision	Monitoring Officer	
19 Dec 2025	2026/2027 Budget Consultation Report	To assist in determining the appropriate capital and revenue budget required to meet the Service's requirements for the financial year.	Decision	Treasurer Contact Officer: Lisa Mullan	
13 Feb 2026	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	
13 Feb 2026	Report on Responses to the Statutory Consultation on our Annual Improvement Objectives for 2026/27	To provide an update to Commissioners on feedback received from the Statutory Consultation on the services' Annual Improvement Objectives for 2026/27.	Information and Assurance	T/Head of Corporate Support Contact Officer: Wayne Thomas	
13 Feb 2026	Annual Budget Setting report 2026/27	To set the annual net and revenue budget	Decision	Treasurer Contact Officer: Lisa Mullan	

13 Feb 2026	Carbon Reduction Plan and Progress Reports	To advise Commissioners on the progress towards the actions set out in the Carbon Reduction Plan	Information and Assurance	Director of Corporate Support Contact Officer: Lisa Mullan	
13 Feb 2026	Review of Strategic Risk Register Q3	To advise Commissioners of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	Information and Assurance	Contact Officer: Wayne Thomas	
27 March 2026	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	
27 March 2026	Gender Pay Gap Report 2025	To update on the analysis of the gender pay gap across the Service	Decision	ACO PS Contact Officer: Alison Reed	
27 March 2026	Pay Policy 2026/27	To consider the Service's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	Decision	ACO PS Contact Officer: Alison Reed	
27 March 2026	Annual Strategic Plan	For Commissioners to approve publication of the Strategic Plan	Decision	ACO CS Contact Officer: Wayne Thomas	
27 March 2026	Setting Statutory Strategic Performance Indicators and Strategic Objectives	To set the targets for the following financial year.	Decision	ACFO SD Contact Officer: Dean Loader	

27 March 2026	Internal Audit - Annual Plan Report 2026/27	To provide an opinion on the adequacy and effectiveness of risk management, control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control.	Decision	Contact Officer: Lisa Mullan	
27 March 2026	Calendar of Meetings for next municipal year 2026/27	To present Commissioners proposed dates of Board & Committee meetings for the next municipal year.	Information	Monitoring Officer	
6 June 2025	Chiefs Organisational Update	Standard Item to update Commissioners on organisational updates	Information and Assurance	CFO	Completed
6 June 2025	Social Partnership Annual Report	For approval of the Social Partnership Annual Report	Decision	ACO People Services, ACFO SD Contact Officer: Alison Reed Dean Loader Lisa Mullan	Completed

6 June 2025	Audit enquiries to those charged with governance and management	A letter from Audit Wales formally seeking documented consideration and understanding on several governance areas that impact on their audit of the Authority's financial statements.	Decision	Contact Officer: Lisa Mullan	Completed
6 June 2025	Emergency Planning Update	To provide an overview and assurance on work undertaken on emergency planning (to include an update on business continuity planning and the Service's involvement in local resilience forums etc)	Information and Assurance	ACFO SD Contact Officer: Peter Howard-Jones	Completed
6 June 2025	Annual updates from 2024-2025 from People Committee, Finance & Audit and Strategic Change Transformation & Culture Committee	To provide an overview of works undertaken at each Committee throughout 2024/25	Information and Assurance	Contact Officers: Alison Reed Dominic Mika Lisa Mullan	Completed
6 June 2025	Contaminants update	To provide Commissioners with an update on the work undertaken regarding Contaminants to date	Information and Assurance	Contact officer Christian Hadfield	Completed
6 June 2025	AFA Policy Update	To provide Commissioners with an update on the AFA Policy	Information and Assurance	ACFO SD Contact Officer: Mike Wyatt	Completed

6 June 2025	Audit Plan 2025	To present the Draft Audit Plan 2025 issued by Audit Wales for the South Wales Fire and Rescue Authority.	Information and Assurance	Contact Officer: Lisa Mullan	Completed
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AGENDA ITEM NO 10

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

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1.	Apologies for Absence	
2.	Declarations of Interest	
	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	5
	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
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7.	South Wales Fire and Rescue Service Chief Fire Officer Update	29
8.	REPORTS FOR DECISION	35
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8.iv	Capital Outturn Report 2024/25	67
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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
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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