

COMMISSIONERS FOR FIRE & RESCUE SERVICE

Papers for the Finance and Audit Committee to be held on:

Friday 18 July 2025, 1000hrs

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

Or

Remotely via MS Teams, Link: https://bit.ly/CommitteeMeeting_180725

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

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

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

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

Finance and Audit Committee Meeting held on 25 April 2025 3

5. Update on Outstanding Actions 9

REPORTS FOR DECISION

- | | | |
|----|--|----|
| 6. | Tier 2 Fire Investigation Team Structure | 13 |
|----|--|----|

REPORTS FOR INFORMATION AND ASSURANCE

- | | | |
|-----|---|-----|
| 7. | Internal Audit Update | 33 |
| 8. | Internal Audit Annual Plan – <i>‘Update to be provided on the day’</i> | 67 |
| 9. | Performance Reports – Statutory PI’s, Quarter 1 2025/2026 | 69 |
| 10. | Review of Fleet and Vehicles Strategy, Budget and Planning Assumptions and Progress Against the Plan to include Capital | 81 |
| 11. | Thomas Carroll Risk Assessment Review – Progress Update | 107 |
| 12. | Forward Work Programme for Finance and Audit Committee 2025/2026 | 113 |
| 13. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 117 |
| 14. | Any items to report back to the Board of Commissioners Committee. | 119 |

Signature of Monitoring Officer:



MEMBERSHIP

Commissioners:

Baroness	Wilcox
K	Williams

COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

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

COMMISSIONERS PRESENT

Baroness Wilcox of Newport (Chair)
Kirsty Williams

OFFICERS PRESENT:

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

1. APOLOGIES

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

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. CHAIRPERSON'S ANNOUNCEMENTS

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

4. MINUTES OF THE PREVIOUS MEETING – 21 MARCH 2025

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

5. UPDATE ON OUTSTANDING ACTIONS

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

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

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

REPORTS FOR DECISION

6. REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE

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

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

RESOLVED

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

REPORTS FOR INFORMATION

7. END OF LIFE OPERATIONAL EQUIPMENT

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

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

RESOLVED

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

7.2 The Commissioners noted the report.

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

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

Some highlights to note are:

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

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

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

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

RESOLVED

8.1 The Commissioners noted the report.

9. REGISTER OF GIFTS AND HOSPITALITY

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

RESOLVED

9.1 The Commissioners noted the report.

10. AUDIT WALES – ANNUAL AUDIT SUMMARY 2024

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

RESOLVED

10.1 The Commissioners noted the report.

11. FORWARD WORK PROGRAMME FOR FINANCE AND AUDIT COMMITTEE

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

11.1 The Commissioners noted the Forward Work Programme.

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

No such business was brought forward.

13. ITEMS TO REPORT BACK TO THE BOARD OF COMMISSIONERS

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

THIS PAGE IS INTENTIONALLY BLANK

AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS
--

FINANCE AND AUDIT COMMITTEE

Minute No	Item	Action	Leading Officer	Current Status:
12/19 6.1	Revenue Monitoring Report	Identify possible networks for early consultation with Local Authorities	Head of Finance, Procurement and Property	Funding has been identified and the Committee agreed this can be removed. COMPLETED
12/19 6.1	Capital Monitoring Report	Explore options for lobbying Welsh Government in relation to capital funding for Welsh Fire Services	Head of Finance, Procurement and Property	Conversations to be had by the end of June and will be taken outside of the Committee. COMPLETED
12/19 9	Treasury Management Strategy	Organise refresher training on Treasury Management for Commissioners	Head of Finance	Currently in progress to arrange delivery to the Commissioners in the Board of Commissioners in July. UPDATE: Treasury Management Awareness session is scheduled on 1 August 2025.

03/14 6.1	Establishment of a Portfolio Management Office	Submit report to March meeting of Commissioners	Director of Strategic Change and Transformation	Taken to Board of Commissioners on 28 March 2025. This has been set up and actioned and a recruitment advertisement is live for a Portfolio Office Manager. COMPLETED
12/19 10	Internal Audit Update	Include the Internal Audit Action Tracker with future reports to the Committee	Head of Corporate Support	Included in FWP COMPLETED
12/ 19 11	Performance Reports – Strategic Performance Indicators	Explore review of Performance Indicators based on Committee's comments re water rescue and terror response	ACFO Director Corporate Support	1. Reports for Commissioners will include an update on Water Rescue going forward. 2. Commissioners to liaise with Welsh Government having a separate indicator for Water Rescues. COMPLETED
04/25 6	Terms of Reference wording	Amendment to the wording of paragraph 4.6.1.3 to replace the word 'target' from the sentence.	Lisa Mullan	To be completed ahead of the next Finance and Audit Committee in July.

04/25 7	Ukraine Convoy	Letter of thanks to be written and sent to the 18 volunteers who participated in the Convoy.	Lady Wilcox	The letter has been drafted, signed and sent to the volunteers. COMPLETED
---------	----------------	--	-------------	--

THIS PAGE IS INTENTIONALLY BLANK

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 6
18 JULY 2025

FINANCE & AUDIT COMMITTEE

REPORT OF THE HEAD OF RISK REDUCTION

TIER 2 FIRE INVESTIGATION TEAM STRUCTURE

THIS REPORT IS FOR DECISION

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER BRIAN THOMPSON

REPORT PRESENTED BY GROUP MANAGER ED ROBSON AND STATION MANAGER STEPHEN MORGAN

SUMMARY

The Fire Investigation (FI) Subcommittee has identified the need to identify the most professional and efficient means of conducting FI that suit the organisation's needs.

RECOMMENDATIONS

That Commissioners endorse Option 4, which proposes the review of the FI team structure to reduce the current establishment of 24 officers to 16 competent fire investigators, supplemented by two further training positions. The report recommends implementing additional payments of £3,600 per competent officer in return for additional training sessions.

1. BACKGROUND

- 1.1 On September 19, 2024, the Chief Fire and Rescue Advisor sent a letter to the then-Chief Fire Officer, Stuart Millington, outlining several issues identified outside the scope of the Operational Effectiveness inspection. The correspondence highlighted concerns regarding the current number of Fire Investigation (FI) officers, the associated costs (including compliance with the Forensic Regulator's Code of Practice), and the potential limited exposure to fire investigations. Among the recommendations was creating a

dedicated incident investigation team, with a mandate that extends beyond fire investigations, to encompass all significant incident investigation, while also making a substantial contribution to operational assurance and learning processes.

1.2 **Current Position.**

- 1.2.1 South Wales Fire and Rescue Service (SWFRS) currently employs a team of 24 (FI) officers, consisting of staff at Station Manager (SM) and Group Manager (GM) levels. Typically, at any one time, up to ten officers may be in the development phase of their training and therefore not competent to carry out investigations unsupervised.
- 1.2.2 FI is an additional function for these tactical managers, carried out alongside their primary roles within the organisation, such as Station Commander or Team Manager in various departments such as Training, Operational Risk Management, Business Fire Safety, or Community Safety.
- 1.2.3 Competent fire investigators' attendance at FI's averaged 6.5 in 2023–24. This relatively small number of Investigations presents challenges in maintaining competencies and skills. Further details can be found in Appendix 2.
- 1.2.4 This options paper outlines four options for the future FI team, which are presented in Section 2.

2. **FI TEAM STRUCTURE OPTIONS**

- 2.1 Each option is evaluated based on cost, benefits, compliance with standards, skill maintenance, and overall efficiency. A full breakdown of details can be found in Appendix 3.

2.2 **Option 1, Maintain Existing Team:**

This option offers the most cost-effective and flexible approach, but risks skill degradation and non-compliance. The current FI team leaders are making significant investments in developing the FI team and their skill set through training, Continuing Professional Development opportunities, and research into new equipment and PPE.

**Total annual cost to the Service for the current team structure:
£26,108**

2.3 Option 2, Dedicated Incident Investigation Team:

The core team of current FI officers would be reduced to 12 competent officers, supported by 6 – 8 day duty operational personnel from OAST, ODRT, and other departments. Utilising the Watch Manager (WM) and Crew Manager (CM) positions from OAST and ODRT, the team's composition would comprise 3 x WM and 1 x CM. Further consideration would be given to including a WM from the Health and Safety and Community Safety teams.

This approach reduces the number of flexi-duty tactical officers in the team but supplements it with day duty staff. It increases exposure and skillsets, supports current FIs, and provides options for future provision. Additional anticipated costs include vehicles and training.

Associated additional cost to the Service above that in Option 1: £19,932

2.4 Option 3, Dedicated FI Team:

Theoretically, this is the most effective option for providing high-quality FI outcomes. However, the call volume in South Wales does not justify this model. Despite claims of having dedicated FI teams, similar services around the UK often assign their investigators to multiple roles. These teams are "dedicated" in name only and experience similar competing demands to those in SWFRS. A dedicated FI team would need to include, as a minimum, 1 x Flexi Duty Station Manager (Lead Fire Investigator) and 6 x Watch Manager B Fire Investigators working an On-Call duty system for out-of-hours, weekend and Bank Holiday, with sufficient resilience for annual leave, etc.

To make this option cost-viable would require the redeployment of resources from the various directorates within the Service. The cost is not proportionate to the potential benefits.

Associated additional cost to the Service above that of Option 1: £136,740, plus on costs

2.5 **Option 4, Reducing Team Size and Awarding Additional Payment:**

This option involves reducing the team size to 16 officers. Two further spaces, which would be supernumerary to the FI rota, would be made available for training and development, allowing the completion of initial courses. This approach balances cost and skill development and retention. An increased workload would be placed upon each member of the team. Consider applying a suitable additional payment, similar to that adopted by the other main Flexi-Officer role – National Resilience Detection, Identification and Monitoring (DIM) officers, who receive an additional payment in return for 12 days' structured CPD per year. DIM officers currently receive a payment of £3,600.

The increase in the number of investigations undertaken by each officer will result in additional demands on officers' time, which the honorarium payment may mitigate. This payment will enable officers to complete the work during the currently held Rota days, similar to the system employed by the DIM team.

While investigators can share the workload during a physical investigation, a significant amount of a fire investigator's time is spent writing reports, a task typically performed by one person and cannot realistically be shared.

Associated additional cost to the Service above that of Option 1: £52,698

2.6 **Option 5, Tier 2 team that investigates or confirm accidental fires only**

SWFRS has no statutory duty to provide an FI function. The FI function serves numerous essential purposes, including assisting in the prevention of future fire deaths, supporting criminal prosecutions, and providing answers and closure to the relatives of those killed by fire.

Mid and West Wales Fire and Rescue Service (MWWFRS) has an FI team that consists of Tier 2 fire investigators who investigate the cause and origin of accidental fires only.

Due to the difficulties of the Service in complying with ISO 17020, they currently only lead fire investigations where the cause is presented as accidental or undetermined, in the first instance. Where one of their FIs suspects or has evidence to support that the fire's origin is malicious or deliberate, they cease the investigation and notify South Wales Police or Dyfed Powys Police Force, who in turn request the attendance of a Forensic Investigation Company, Prometheus.

Should such an option be considered, SWFRS would still require a means of initially determining the situation and referring it to the Police to investigate. It would also be contrary to our aims of identifying and reporting trends that improve public safety. The Service has significant value in maintaining an FI team.

Total annual cost to the service is as per option 1: £26,108

3 IMPLICATIONS.

3.1 Community and Environment.

3.1.1 Equality, Diversity and Inclusion.

There are no anticipated implications. The review's outcomes will maintain the ability to conduct FI in accordance with current practices and open opportunities for operational staff in other roles to undertake FI.

3.1.2 Welsh Language.

There are no implications for the Welsh language.

3.2 Regulatory, Strategy and Policy.

3.2.1 Legal.

The Service has no statutory duty under the Fire Services Act 2004 to conduct FI; however, Section 45 of the Act does confer a power which is regularly exercised.

3.2.2 Procurement.

Any training and Continuous Professional Development will be undertaken in line with current practices, based on an all-Wales procurement agreement.

3.2.3 Corporate Risk.

The FI management team have been developing better links with Joint Scientific Investigation Unit (JSIU) within South Wales Police. The aim of the partnership working is to improve and develop collaboration at FI with Crime Scene Investigators (CSI) to improve technical knowledge, evidence recognition, and gathering at fire scenes.

It is widely anticipated that Version 3 of the Forensic Science Regulator's Code of Practice (expected publication date June 2025) will include a requirement to comply with ISO17020. To achieve compliance, partnership working with JSIU will be important to meeting those criteria, and this applies regardless of which option is chosen.

3.2.4 Service Policy.

The Service is committed to performing FI where required. Whichever option is carried forward, it will support the current position of undertaking investigations.

3.2.5 National Policy.

The powers provided under Section 45, Fire and Rescue Services Act 2004, are being exercised nationally. NFCC anticipates guidance from the Forensic Science Regulator, which will be issued in 2025 and require Services to demonstrate compliance with ISO 17020.

3.2.6 Equality Impact Assessment.

An Equality Risk Assessment has been completed and in place for undertaking FI.

3.3 **Resources, Assets and Delivery.**

3.3.1 If option 2 is selected, a dedicated vehicle would be required to enable day duty officers to attend FI with suitable equipment. To ensure that a day duty FI officer can respond promptly, a dedicated vehicle must be kept at a central location and be accessible immediately. The most suitable place for day duty officers to gain access would be at FSHQ.

3.3.2 The initial cost of Tier 2 training for day duty staff, in addition to some Tactical Officers who are nominated or request development in this area, will be £ 3,250. The current cost of the "FI course at Vital Fire Solutions £3,250".

3.3.3 Should the Service maintain the current provision, course attendance will be ad-hoc.

4 Evaluation and Conclusions

- 4.1 Option 4, Reducing Team Size and Awarding Additional Payment is the preferred option.

5 RECOMMENDATIONS

- 5.1 That Commissioners endorse Option 4, which proposes the review of the FI team structure to reduce the current establishment of 24 officers to 16 competent fire investigators, supplemented by two further training positions. The report recommends implementing additional payments of £3,600 per competent officer in return for additional training sessions.

Contact Officer:		Mike Wyatt Area Manager, Head of Risk Reduction.
Background Papers	Date	Source / Contact
None		
Appendices		
Appendix 1 – ISO 17020 Summary		
Appendix 2 – Attendance at Incidents by Fire Investigation Officers		
Appendix 3 - Fire Investigation Team Structure Options		

THIS PAGE IS INTENTIONALLY BLANK

APPENDIX 1 – ISO 17020 Summary

- 6.1 ISO 17020 is the international standard that outlines the requirements for the competence, impartiality, and consistent operation of inspection bodies. It applies to organisations performing inspection activities in various sectors, such as safety, quality, legal compliance, or environmental management. It has been adopted by the Forensic Science Regulator, and it is expected that every FI Officer will need to demonstrate compliance with the standard when the next edition of the Forensic Science Regulator's Code of Practice is published.

APPENDIX 2 – Attendance at Incidents by Fire Investigation Officers

7.1 Attendance at incidents by Fire Investigation Officers

- 7.1.1 The following table provides information on attendances by competent fire investigation officers at fires across the SWFRS area, by year, (based upon a competent group of fourteen fire investigation officers with ten in development):

2021/2022	Dwelling Fires	Non Residential Fires	Deliberate	Acidental	Undetermined	Fatalities	Injuries
77	52	25	29	36	12	8	10
2022/2023	Dwelling Fires	Non Residential Fires	Deliberate	Acidental	Undetermined	Fatalities	Injuries
85	58	27	40	33	12	6	18
2023/2024	Dwelling Fires	Non Residential Fires	Deliberate	Acidental	Undetermined	Fatalities	Injuries
91	58	33	39	41	11	5	15
2024/2025	Dwelling Fires	Non Residential Fires	Deliberate	Acidental	Undetermined	Fatalities	Injuries
62(to date)	37	25	14	27	21	3	10

- 7.1.2 On average, each competent FI officer attended:

- 5.5 investigations in 2021/22
- 6.1 investigations in 2022/23
- 6.5 investigations in 2023/24

- 7.1.3 So far in 2024/25, each competent FI officer has attended 4.4 incidents, though this will rise as the year progresses.

- 7.1.4 This relatively small number of investigations per officer represents difficulties for officers in terms of maintenance of competencies and skills and confidence in role.

THIS PAGE IS INTENTIONALLY BLANK

APPENDIX 3 – Fire Investigation Team Structure Options

8 FI TEAM STRUCTURE OPTIONS

8.1 OPTION 1: MAINTAIN THE EXISTING TEAM STRUCTURE

8.1.1 Overview

SWFRS currently has 24 FI Officers, all holding other primary roles. FI duties are supplementary to their main responsibilities and the team operates under the current system of ad-hoc FI assignments.

8.1.2 Costs

- **Training Costs:** Moderate, as FI is not the primary role, but officers still need ongoing training to maintain competencies. SWFRS spent **£3,250** per person on initial FI training through Vital Fire Solutions in 2024. This is anticipated to be repeated year-on-year. The FI team is scheduled to commence accredited Continuing Professional Development (CPD) training with Vital at a cost of **£250** per investigator per year.
- **Equipment:** 24 full sets of equipment required. The total cost of 24 sets of equipment is **£40,582**. However, the equipment is only replaced and replenished as and when needed. In 2024/25, SWFRS spent **£6,408** on replacement items for initial allocation to new FI officers. On average, this equates to **£267** per team member in 2024/25.
- **Operational Costs:** There are inefficiencies when officers need to delay their primary duties to focus on FI calls. On average, each fire investigation requires a full day at scene with an additional two days to produce an FI report. As investigations vary in frequency and duration, it is difficult to attribute a figure to accurately reflect the opportunity cost to investigators, however, based upon 2024 call rate of 91 investigations, approximately 273 days were committed to fire investigations assuming each investigation required three days' work.

8.1.3 Benefits

- **Flexibility:** The current team structure offers a flexible workforce. When FI demand is low, members are fully engaged in their primary roles, minimising downtime.

- **Shared Expertise:** Officers bring a wealth of experience from other roles, which can enhance the investigation process. Additionally, the current establishment promotes mentoring and support across the FI team, drawing on expertise from a vast pool of officers.
- **Cost-Effective:** As FI is a secondary function, no additional staff are required, and there is no need for full-time Fire Investigation salaries.

8.1.4 Drawbacks

- **Skill Degradation:** Investigators may not gain enough exposure to investigations to develop or maintain high-level competencies, leading to skill deficiencies or atrophy over time. In the absence of sufficient incidents, there is a reliance on formal continuing professional development (CPD) activities for continued compliance. To address this issue, planned training and CPD is being programmed on an annual basis to deliver empirical learning and scenario-based training is being provided at Cardiff Airport's compartment fire behaviour training facility. This is being delivered at a cost of **£1,200** per session and 6 sessions are being planned from 2025/26 onwards, equating to a cost of **£300** per investigator. Accredited CPD is also being planned at a cost of **£250** per officer.
- **Compliance Risk:** Ad-hoc involvement in FI could risk non-compliance with national standards, leading to potential risk of corporate and professional reputational damage. The abovementioned Section 22A (Police Act) collaboration agreement seeks to mitigate these risks.
- **Workload Balance:** Officers may struggle to balance the demands of both their primary roles and FI, leading to potential burnout or lowered performance in one or both areas.

8.1.5 Summary

The current establishment of the FI team provides flexibility to the Service and individuals in the FI team, to respond to fire investigations during daytime and on call hours. The team has suffered from under resourcing and lack of appropriate training in recent years, however the newly formed FI Subcommittee and overarching governance structure has enabled significant progress in terms of training and CPD.

The annual cost for the provision of an FI officer is **£4,067** in the first year of their role, reducing to a maintenance level of **£817** annually thereafter, taking into account CPD and equipment.

Assuming an ongoing need to train two new officers per year to maintain a team of 24 officers, the total annual cost to the service for the current team structure is **£26,108** (comprising 2 x £4,067 plus 22 x £817).

9.0 OPTION 2: CREATION OF AN INCIDENT INVESTIGATION TEAM

9.1 Overview

The core team of current FI officers would be reduced to 12 competent officers, supported by 6 – 8, day duty operational personnel from OAST, ODRT and other departments. Utilising the Watch Manager (WM) and Crew Manager (CM) positions from OAST and ODRT, the composition of the team would comprise 3 x WM and 1 x CM. Further consideration would be given for including a WM from the Health and Safety and Community Safety teams.

This new structure would form the basis of a dedicated incident investigation team. The reduced team size would result in increased officer exposure and experience assisting individual development and improving competence and confidence. In addition, the day duty body of FI officers would support and eventually lead investigations, attending investigations during normal working hours, reducing the overall workload on team members. In addition to resilience and support, the introduction of 6 – 8 WMs would provide longevity and career paths into the role of our fire investigators, as well as the opportunity to review team structures in the future.

9.2. Costs

- **Training Costs:** An initial increased cost to the Service, when training day duty staff is expected. However, as new team members become embedded, the retention of the members is anticipated to improve (because of earlier entry into the team, resulting in increased longevity within the team), reducing the requirement to train for new vacancies.
- Initial training could be staggered over two to three years. At a cost of **£3,250** per officer, it would cost **£19,500 - £26,000** to train 6 - 8 officers. This would be in line with current training expenditure; however CM or WM fire investigators would likely serve in the team for a longer time as they will be starting the role earlier in their career; this represents better value for money in terms of training cost.
- **Equipment Costs:** The equipment costs are expected to reduce slightly in conjunction with the team size. Equipment costs for a team of 18 - 20 personnel (12 Tactical Officers and 6 – 8, day duty staff) would be anticipated to cost 75% to 83% of current equipment expenditure; **£4,800 to £5,300** as opposed to **£6,408** in Option 1.
However, for new day duty FIs to attend any investigation, they will require a vehicle fitted with suitable airwave radio and call sign.
- **Vehicle Costs.** A new team established from non-tactical officers would require a dedicated vehicle to attend investigations. A new Vauxhall Vivaro costs £21,000, as an example.

9.3 Benefits

- **Skill Retention:** A smaller team would conduct investigations more regularly, leading to higher competency and skill retention, reducing the risk of skill degradation.
- **Compliance:** Improved career progress within skillset that can be retained as officers are promoted into flexi duty roles.

9.4 Drawbacks

- **Capacity Constraints:** A smaller team of flexi-duty officers may struggle during periods of high demand; however, this team will be supplemented with day duty officers so this issue should not be a significant one.

9.5 Summary

A smaller team, supplemented by a cohort of day duty staff provides career development and growth opportunities within the FI role. However, this option would be expected to attract additional costs, such as vehicle/s, to allow the officers to function.

The additional cost to the Service for this option would be an estimated **£19,932**. This comprises the cost of a dedicated van (**£21,000**) minus the **£1,068** equipment cost saving achieved (20 sets of equipment at £267 each = **£5,340** as opposed to the current 24 sets at £267 each = **£6,408**).

10 OPTION 3: PROVISION OF A DEDICATED FIRE INVESTIGATION TEAM

10.1 Overview

This option involves the formation of a dedicated FI team, whose primary role is to undertake FI.

A dedicated team would provide the best opportunity for individual team members to achieve operational excellence in the field of Fire Investigation, through increased exposure and the ability to focus on the role. Team members would have capacity in their working day to develop their skills and knowledge through in-house and external training and collaboration, with the aim of becoming highly proficient experts in Fire Investigation.

Additional responsibilities such as Tier 1 FI training or accident investigation could be added-on as appropriate, to provide officers with suitable activities to undertake during periods of reduced FI demands.

10.2 Team Structure

A dedicated FI team would need to include, as a minimum:

1 x Flexi Duty Station Manager (Lead Fire Investigator).
 6 x Watch Manager B Fire Investigators working an On-Call duty system for out of hours, weekend and Bank Holiday investigations, with sufficient resilience for annual leave etc. This is in line with other UK Fire and Rescue Services.
 Each officer in this team would investigate 13 incidents per year, or 26 if two attend each incident, based on SWFRS call numbers of 91 calls per year.

10.3 Transitional Arrangement

Should a dedicated team be the preferred option for the Service, transitional arrangements would need to be established to provide support for the new team. This would provide oversight, mentoring, training and support for new team members. Any transitional support would need to be provided by the current FI officers on a 24-hour basis. The current team establishment should decrease in size as the new dedicated team develop their competence and skills. The transitional period should be no longer than **four years** (two years for new team to attain competence plus a minimum of two further years to gain suitable experience).

During transition from current practice 12 Flexi Duty Station Managers would be required for initial contingency and support.

10.4 Costs

- **Training:** Initial costs to train 6 new FI officers would cost **£19,500**. There would also be ongoing equipment, CPD and training costs each year of **£817** per person, **£4,902** in total.
- **Equipment:** Lower costs due to the need for smaller number of team members requiring kit. However, a dedicated team would require two dedicated vehicles to be able to respond to two incidents simultaneously. A mid-range vehicle, a Vauxhall Vivaro with crew cab, costs approximately **£21,000**. Two vehicles would therefore cost **£42,000**, plus costs to adapt the vehicle and provide Airwave radios.
- **Staffing:** Large increase in overall salary costs to the service, to account for full-time, dedicated roles. There would be an anticipated redeployment of 6 existing Watch Managers A, in addition there will be an uplift to Watch Manager B to account for the additional responsibility plus a 20% On-Call flexi-duty allowance. This is anticipated to be **£44,911** plus 20% on-costs. In total, the additional 6 roles would cost circa **£70,338**, excluding on-costs.

10.5 Benefits

- **Competence:** A dedicated team would develop deep expertise in FI, allowing for better compliance with industry standards and improved investigative outcomes.
- **Operational Assurance:** The team's additional functions would contribute to organisational learning and safety improvements by reviewing significant incidents and conducting accident investigations.
- **Effective Reporting:** A dedicated team would be able to provide a high-quality reporting mechanism to regulatory bodies and manufacturers relating to trends in causes of fire.
- **Workload Management:** Team members within a truly dedicated team with no other responsibilities would not be distracted by other duties, leading to quicker, more focused investigations.
- **Compliance:** This model offers the highest level of compliance with FI standards and regulatory bodies, as the team is fully devoted to the role and has regular exposure to investigations.

10.6 Drawbacks

- **Costly:** This is the most expensive option due to the need for dedicated salaries, training and additional vehicles.
- **Conflicting Workloads:** A dedicated team where officers have additional responsibilities (as in Surrey) could experience the same issues as the current SWFRS model where officers have primary roles with FI as an additional responsibility.
- **Competence and Confidence:** A dedicated team of 7 officers would only attend 13 incidents per year each which would be in line with the rate experienced in Option 1, whilst being far more costly.
- **Rotas and On-Call duties:** The team members would be required to follow a rota system to ensure the provision during weekends and bank holidays.
- **Underutilisation Risk:** FI may not always provide a steady workload, so there may be periods of downtime unless additional responsibilities are consistently available.
- **Team Size Management:** Determining the optimal size of the team is critical to avoid overstaffing during quiet periods and understaffing during busy times.

10.7 Summary

A dedicated FI team would offer higher levels of expertise and compliance. However, this option is also the costliest and runs the risk of underutilisation if FI demand fluctuates significantly.

The anticipated initial cost for a new dedicated team with two vehicles and associated training is **£131,838** for the first year (**£70,338** WMB and 20%, **£42,000** for vans; plus **£19,500** - for initial training).

The anticipated ongoing annual cost for a dedicated team is **£75,240 (£4,902** - equipment, CPD and annual training costs, plus **£70,338** in salary costs). Additionally these would be costs incurred training new staff as existing officers move on, and periodic replacement of vehicles.

On-costs are not included in the above salary calculations.

11 OPTION 4: REDUCE TEAM SIZE AND AWARDING ADDITIONAL PAYMENT

11.1 Overview

This option involves reducing the team size to 16 officers. This smaller team would, as now, provide FI as a secondary function but with increased frequency of exposure to FI duties due to the reduced team size. This would help to maintain officers' competence and confidence in the area of fire investigation.

Achieving a reduced team size will require the selection of appropriate competent personnel from the existing cadre, so initially the team would comprise only competent officers with none in development.

As team members retire or progress, an eventual 60:40 competent to development ratio can be expected, in-line with the current rate of 10 development officers in a team of 24, therefore a team of 16 is likely to comprise 10 competent and 6 development officers at any one time. Based on the 2024/25 figure of 91 investigations per year, each competent officer would then attend 10 investigations per year, which is a 54% increase on the current rate of 6.5 investigations per year – a significant increase in exposure.

11.2 Costs

- **Vehicles:** There would be no increased costs for vehicles or communications, as these are already allocated to Tactical Officers at the time of appointment.

- **Training and Equipment Costs:** There would initially be reduced associated costs due to fewer officers requiring FI training. In the short term, over the initial four years, expenditure on initial training would cease as there would be no requirement to train new fire investigators. After this initial period, it would be anticipated that two officers per year would cost **£8,134** (based on 2025 prices for initial training, kit and maintenance CPD). Ongoing CPD training for competent officers, based upon 2025 figures would be reduced to **£13,072** per year in total for all the above training planned in Option 1, based on a team of 16 resulting in a total annual cost to the service of **£21,206** – a 19% reduction (saving **£4,902**) in the **£26,108** figure outlined in Option 1.
- **Personnel:** A reduced team would place greater onus on the remaining team members to provide an investigative response and cover during on-call periods. There would be a significant workload placed upon each member of a 12-person team, and this is likely to require additional work during their Rota days. This would need to be appropriately reflected with a suitable additional payment in a similar manner to that adopted by the other main Flexi-Officer role – National Resilience Detection, Identification and Monitoring (DIM) officers, who receive an additional payment in return for 12 days' structured CPD per year. This would provide parity for these specialised roles across the Service. Currently DIM officers receive **£3,600** per year.
- Based on similar figures it would be anticipated that 16 officers' retaining fee would cost **£57,600** per year. This would be partially mitigated by the abovementioned **£4,902** saving, resulting in a cost of **£52,698**.

11.3 Benefits

- **Skill Retention:** A smaller team would conduct investigations more regularly, leading to higher competency and skill retention, reducing the risk of skill degradation.
- **Compliance:** Fewer officers will need CPD, making it easier to comply with national standards and regulatory requirements. Also, a smaller team size would allow for additional training opportunities.
- **Increased Attraction and Improved Reward:** Presently, Fire Investigation is seen as a very unattractive option, as it requires a great deal more work than the Hazmat/DIM route whilst offering none of the financial incentives. Providing suitable remuneration in recognition of the additional commitment would rectify this.

11.4 Drawbacks

- **Capacity Constraints:** A smaller team may struggle during periods of high demand, leading to bottlenecks or longer investigation times.
- **Workload Management:** Officers will still balance FI with their primary responsibilities, which could limit their ability to respond to multiple or complex investigations. Work tasks will be displaced by commitment at investigations which may have an impact on departmental roles. This will have a greater impact on the workload of current investigators than what is reported presently.

This concern could be mitigated by a limit on additional remits (such as Water Incident Manager or Wildfire Officer) that FI officers would be able to take on.

- **Lack of Flexibility:** Reducing the team size may reduce the ability to cover FI responsibilities if key personnel are unavailable (e.g., due to leave, illness, or other emergencies). Reducing the team size to a group of 12 officers may impact on the ability of the Service to grant leave outside of office hours due to the need to maintain an investigative response. This concern could be mitigated during on call periods (17:00 – 09:00 by ensuring that a single FI officer is maintained on each rota for investigation response, in the same way which DIM officers are. However, each rota group would need to be managed to ensure that there would be a fair distribution of FI officers to each rota group and should any FI officer move groups, this would need to be immediately filled.

11.5 Team Selection

- The establishment of any new Fire Investigation (FI) team of 16 personnel will require a reduction from the current team and may necessitate a formal selection process. While natural attrition such as individuals voluntarily stepping down may facilitate some of this change, team management may need to actively select personnel to form the new establishment. The two principal approaches that can be adopted are:

11.6 Team Establishment Option 1 – Station Manager (SM) Selection

This approach involves forming the new team exclusively from Station Manager-level personnel within the current team.

- The current team comprises 24 personnel:
 - 16 are fully competent investigators
 - 8 are still in development
 - 5 are substantive Group Managers (GMs)
- Limiting selection to SMs only may result in a significant loss of valuable skillsets, operational knowledge, and team experience. This could negatively affect the capability and resilience of the new team.

11.7 Team Establishment Option 2 – Open Selection from All Current FI Members (Preferred Option)

This approach allows any current member of the FI team to be considered for the new team.

- This method supports the continuity and transfer of skills, knowledge, and operational experience.
- It also enhances team resilience by ensuring skill coverage across all roles and levels.
- By maintaining a diverse and experienced team structure, this option is better suited to the demands of fire investigation and is the **preferred approach**.

11.8 Selection Process

A **competitive selection process** should be conducted to determine the members of the new team. Candidates should be required to:

- Demonstrate their positive contributions and commitment to the FI team during their tenure.
- Show evidence of ongoing professional development and skill enhancement within the field of fire investigation.
- Reflect a clear understanding of the strategic needs of the FI team and the operational standards expected.

This approach will help ensure that the newly formed team is balanced, capable, and fit for purpose.

11.9 Summary

A smaller team would provide greater competency and efficiency and would better utilise the current competencies of investigative officers in role, however, adequate measures would need to be taken to address risks of officers being overstretched during peak periods and losing flexibility across the broader workforce. There is less out of hours contingency than currently exists within the group and the Service should anticipate the possibility of impact upon the day-to-day roles of individual officers. This is because the team would be reducing the FI establishment, which would result in more investigations per officer.

The additional cost to the service for this option would be **£52,698** per year.

12 Option 5, Tier 2 team that investigates or confirm accidental fires only

The requirements would be as per option 1. Ongoing training and equipment requirements would need to be maintained in order to still determine the cause and origin of accidental fires.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7
18 JULY 2025

FINANCE & AUDIT COMMITTEE

REPORT OF THE HEAD OF FINANCE, PROCUREMENT & PROPERTY

INTERNAL AUDIT UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

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

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

SUMMARY

This report updates Commissioners on progress being made against the Internal Audit Plans for 2023/24 and 2024/2025

RECOMMENDATIONS

Commissioners are asked to note the internal audit recommendations and work completed to date on the Internal Audit Plan.

1 BACKGROUND

- 1.1 TIAA Limited have been appointed as the Authority's Internal Auditors to undertake work covered in the Internal Audit Plan as approved by the Board of Commissioners (BoC) on 28 March 2024.
- 1.2 The agreed process is to report recommendations for final audit reports with an assurance level of substantial or reasonable and detailed reports are provided where there is a limited assurance level or no assurance.

2. ISSUES

- 2.1 Three audits from the annual plan have been completed since previous reporting, as follows:-
 - Assurance Review of Risk Management – Mitigating Controls (24/25)
 - Assurance Review of Airwave / Emergency Services Network (24/25)

- Assurance Review of Estates Strategy – Planned and Preventative Maintenance (24/25)

2.2 Assurance Review of Risk Management – Mitigating Controls

2.2.1 The review assessed the quality and accuracy of the information provided to the Authority for providing assurance. Four risks were selected from the Service's strategic risk register and the effectiveness of the identified assurance was reviewed.

2.2.2 There were no Urgent, Important or Routine recommendations made.

2.3 Assurance Review of Airwave / Emergency Services Network

2.3.1 The review considered the arrangements to identify and mitigate against the risks associated with continuation of Airwave and the delayed Emergency Services Network programme.

2.3.2 There were no Urgent, Important or Routine recommendations made.

2.4 Assurance Review of Estates Strategy – Planned and Preventative Maintenance

2.4.1 The review considered the arrangements for development and delivery of the Service's planned and preventative maintenance programmes including the identification of needs and priorities, delivery of programmes including selection of contractors, planning and scheduling of work, monitoring and reporting and the checking and authorisation of payments to contractors.

2.4.2 The key findings are as follows:

- There are no strategy or policy documents in place relating to planned and cyclical arrangements. The Maintenance and Project Procedure and the Property Asset Management Plan are in draft format.
- Formal contractors progress meetings should be held in relation to contracts for planned preventative maintenance work.
- Stock Conditions surveys be updated to reflect the condition of sites and identify any deterioration.
- The Property Steering Group Terms of Reference be reviewed and updated.

3. IMPLICATIONS

- 3.1 The auditors' findings and recommendations have been provided in individual audit reports. A mandatory response is required from management outlining how, when and who is responsible for improvements arising.

4. EVALUATION & CONCLUSIONS

- 4.1 The issues raised within this report have no adverse impact on the protected characteristics and would have been considered during the audit process.

5. RECOMMENDATIONS

- 5.1 Commissioners are asked to note the internal audit recommendations and work completed to date on the Internal Audit Annual Plan.

Contact Officer: Lisa Mullan Head of Finance, Procurement & Property		
Background Papers	Date	Source / Contact
Title: Internal Audit Plan 2023/2024	13/03/2023	Lisa Mullan
Title: Internal Audit Plan 2024/2025	28/03/2024	

Appendices	
Appendix 1	Assurance Review of Risk Management – Mitigating Controls
Appendix 2	Assurance Review of Airwave / Emergency Services Network
Appendix 3	Assurance Review of Estates Strategy – Planned and Preventative Maintenance

THIS PAGE IS INTENTIONALLY BLANK




South Wales Fire and Rescue Service

Assurance Review of Risk Management – Mitigating Controls





April 2025

Final

Executive Summary

OVERALL ASSESSMENT

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE
<p>The risks selected were:</p> <p>110 – Information Management.</p> <p>220 – High Rise.</p> <p>221 – JFC Command and Control System.</p> <p>260 – Culture.</p>

SCOPE
<p>The review assessed the quality and accuracy of the information provided to the Authority for providing assurance. Four risks were selected from South Wales Fire and Rescue Service’s strategic risks and business plan risks, and the effectiveness of the identified assurance was reviewed. The scope of the review did not include consideration of all potential mitigating arrangements or their effectiveness in minimising the opportunities for the identified risks to occur.</p>

KEY STRATEGIC FINDINGS
 <p>South Wales Fire and Rescue Service has an established system for recording and managing risk through the Business Management Information System (BMIS) which links risk management to business planning and operational activity.</p>
 <p>Evidence was provided to confirm that Control Risk Tasks listed against each risk were in place and operating effectively.</p>
 <p>No Urgent, Important or Routine recommendations are made.</p>
GOOD PRACTICE IDENTIFIED
 <p>Detailed reports on the status of risks were found to have been provided to the Board of Commissioners on a quarterly basis.</p>

ACTION POINTS			
Urgent	Important	Routine	Operational
0	0	0	0

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
No Urgent, Important or Routine recommendations are made.							

PRIORITY GRADINGS

1

URGENT

Fundamental control issue on which action should be taken immediately.

2

IMPORTANT

Control issue on which action should be taken at the earliest opportunity.

3

ROUTINE

Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational-Effectiveness Matter recommendations are made.				

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings



Directed Risk:

Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework	There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	In place	-	-
RM	Risk Mitigation	The documented process aligns with the mitigating arrangements set out in the corporate risk register.	In place	-	-
C	Compliance	Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	In place	-	-

Other Findings



This is the fifth risk mitigations review undertaken by TIAA since the introduction of the Business Management Information System (BMIS) for recording and managing risks with internal audits taking place in 2019/20, 2020/21, 2021/22 and 2022/23 previously. In 2022/23, the review provided Substantial Assurance and made one Routine recommendation that: "Actions arising from the Risk Reduction Business Plan be added to BMIS to enable oversight and monitoring." It was noted during discussions with the Temporary Head of Corporate Support that the strategic risk relating to this recommendation was closed. The Strategic Risks Report issued to the Board of Commissioners for Quarter 1 of 2024/25 was provided for review that demonstrated that this risk had been closed and so the recommendation is found to no longer be relevant.

Other Findings



The South Wales Fire and Rescue Service (SWFRS) has in place Guidance for Managing Strategic and Departmental Risks, most recently reviewed in August 2022, which provides instruction for managing strategic and departmental risks within SWFRS. The Guidance aims to help all personnel understand their roles in risk management, distinguishing between strategic risks, which affect the entire service, and departmental risks, which are specific to individual departments.

The Guidance states that strategic risk management involves identifying and managing risks related to the achievement of strategic themes and objectives, focusing on both threats and opportunities. Departmental risk management, on the other hand, deals with significant risks within a particular department, categorised to enhance information quality and inter-departmental communication.

The Guidance outlines the definition of risk as an event with the potential to either help or hinder the achievement of an objective, emphasising the importance of uncertainty in outcomes. The Guidance provides a structured approach to risk assessment, starting with clear objectives and proposed outcomes, followed by identifying risks and necessary control tasks.

Roles in risk management are clearly defined. Directors are responsible for identifying and assessing strategic risks, assigning risk owners, and setting control tasks with target dates. Departmental managers are responsible for departmental risks similarly, overseeing scoring and management. Risk owners and control task owners are tasked with monitoring and updating risk scores and progress, while the Planning, Performance, and Risk (PPR) team provides advice, scrutinises risks and maintains documentation.

The Guidance states that the risk management process at SWFRS is cyclical, beginning with risk identification, followed by assessment using a scoring system for likelihood and impact. Risks are then managed through control tasks, which are regularly reviewed and updated. The Guidance stresses the importance of clear and concise quarterly commentary on risk progress, using a Red, Amber, Green (RAG) status system to indicate task progress.

Risk auditing and reporting are integral parts of the framework, with annual audits and regular reports to senior management and Commissioners. The Guidance concludes with a summary of the risk management process, highlighting the importance of continuous scrutiny and challenge to ensure effective risk management.



SWFRS also has in place a guidance document on “Getting Started with BMIS” which introduces the Business Management Information System (BMIS) and provides guidance on the use of the BMIS for the use of amending and providing updates to risks and control tasks.

Also available is a process document for “BMIS Best Practice for Task Updates” which outlines the importance of providing detailed and consistent updates for business, risk, audit and project tasks. The guidance emphasises that task updates should build upon previous ones to create a clear narrative of progress, challenges and successes. The guidance states that effective and regular updates are crucial for transparency, planning and service development, both current and future. Examples of task updates for different progress statuses (Green, Amber, Red) are provided. The guidance also advises against vague phrases that can lead to confusion and suggests that parked tasks should be regularly reviewed and updated. The guidance aims to promote consistency and efficiency in task management.



SWFRS’s risk assessment scoring process is summarised as follows. The likelihood of the risk occurring is calculated by using a score of 1 to 5 with categories of ‘Low’, ‘Low / Medium’, ‘Medium’, ‘Medium / High’ and ‘High’. The potential impact to the objective should the risk happen is then calculated using scores 1,2,4,8 or 16 with categories of ‘Minimal’, ‘Minor’, ‘Moderate’, ‘Major’ and ‘Severe’. The two scores are then multiplied together, and the resultant score is known as the original risk score with the score initially entered onto BMIS and constitutes the ‘inherent risk’ score in risk management terminology. The process is then repeated but the likelihood and impact scores are then revised taking into account the completed control tasks in place. These revised scores are then multiplied together to develop a new Risk Score known as the current risk score which constitutes the ‘residual risk’ score in risk management terminology.

Other Findings



The risks selected for review, the Risk Owner and Current Risk Score and associated ‘RAG’ rating were as follows:

Risk Name	Risk Owner	Current Risk Score	RAG-Rating
110 – Information Management	Head of Corporate Support	8	Amber
220 – High Rise	Area Manager – Head of Risk Reduction	16	Red
221 – JFC Command and Control System	Assistant Chief Fire Officer – Director for Service Delivery	16	Red
260 – Culture	Director of Strategic Change and Transformation	48	Red



Each risk was identified as being considered at various fora including Senior Management Team and the relevant committee within the SWFRS Governance Structure.



Strategic risks and risk control tasks are updated quarterly, from the last day of each financial quarter for the previous three months. The period reported is indicated by the date in the heading of the BMIS report – information provided for this audit was for Q2 2023/24, that is, the period ending 30th September 2024.



Discussions were held with each risk owner and evidence obtained to confirm that each Control Risk Task and the activities described were in place or were being implemented as planned. See Appendix B for full details.



Delivery Risk:
Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring	There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	In place	-	-
S	Sustainability	The impact on the organisation's sustainability agenda has been considered.	In place	-	-
R	Resilience	Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	In place	-	-

Other Findings	
	The Service has a Planning, Performance and Risk Team whose responsibilities include advising Directors and Managers about potential new risks and opportunities and maintaining the Risk Guidelines documentation; providing risk training and advice to Risk Representatives across the service as necessary; and, loading all risks and agreed risk control tasks onto the Risk Registers within BMIS. The Team also performs a role in challenging risk scores and assessments and ensuring updates take place as planned.
	Strategic Risk Reports are provided to the Board of Commissioners on a quarterly basis. A report on the risks issued to the August 2024 meeting of the Board of Commissioners was provided for review as an example. It was found that the information provided to the Board of Commissioners on the risks listed on BMIS is thorough, providing a current assessment of the risk, a justification for why the risk has been listed on the risk register and examples of current risk control tasks.

EXPLANATORY INFORMATION

Appendix A

Scope and Limitations of the Review

1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of Arrangements

3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

5. We would like to thank staff for their co-operation and assistance during the course of our work.


Release of Report

6. The table below sets out the history of this report:

Stage	Issued	Response Received
Audit Planning Memorandum:	25 th July 2024	25 th July 2024
Draft Report:	1 st April 2025	2 nd April 2025
Final Report:	2 nd April 2025	

ADDITIONAL DETAIL IN RELATION TO FINDINGS

The following narrative provides additional detail in relation to the findings. The purpose of this section is only to provide detail on those matters where it is felt that further explanation is required; not all control issues, findings or recommendations are expanded on in this section.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
C	Compliance	The management monitoring arrangements identify and action any non-compliance with the documented process.	In place	-	-
<div><div></div><div><p>Risk 110 – Information Management</p><p>The first risk selected was 110 Information Management: "IF there is a lack of effective Information management THEN there may be a breach of data protection / freedom of information or a loss of sensitive / personal information."</p><p>The risk had a Likelihood score of two and Impact score of four. (Current Risk Score: 8). The risk rating has decreased from the inherent risk rating of 16 to reflect the implementation of control tasks over time. The medium risk score is reflective of the work completed by the Information Governance and ICT departments.</p><p>At the time of the review, the risk had 50 risk control actions, 33 of which were completed and 17 were in progress. Of the 17 control actions that were in progress, seven were 'Green' RAG-rated and ten were 'Amber' RAG-rated.</p><p>The Risk Owner is the Head of Corporate Support.</p><p>The Risk Control Tasks on BMIS are reviewed on a quarterly basis. The most recent update at the time of the review as of September 2024: " The Service's Information Governance and ICT departments work closely to ensure that robust procedures, processes and systems are in place to ensure the effective management of information. The ICT team ensure that effective provisions are in place to protect digital information within systems. Information Governance provide guidance, training and advice to members of staff around how to handle information appropriately."</p><p>Responsibility for control tasks is allocated to individuals and to departments, including Corporate Services, Finance and Procurement and ICT. Discussions with the Head of Corporate Support confirmed that all current control tasks are either in place or being undertaken and that updates are provided on BMIS.</p><p>A sample of 15 of the 50 control tasks for Risk 110 was selected for review. Evidence was provided for each of the control tasks, including some that have been in place for a considerable period. It was noted that some tasks have been closed, however, discussions with the Head of Corporate Support identified that the Service is reluctant to remove the control tasks from BMIS as they remain a record of the actions completed to mitigate the risk.</p></div></div>					

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
C	Compliance	The management monitoring arrangements identify and action any non-compliance with the documented process.	In place	-	-



Risk 220 – High Rise

The second risk selected was 220 High Rise: “IF the outcomes of the Grenfell Tower Inquiry (GTI) are not embedded into service planning THEN persons who live and work in High Rise premises may be at greater risk of being affected by fire.”

The risk had a Likelihood score of two and Impact score of eight. (Current Risk Score: 16). The risk rating has increased from the inherent risk rating of 8 to reflect the increase in likelihood of the risk occurring.

At the time of the review, the risk had 84 risk control actions, 61 of which were completed. Ten controls tasks were in progress, 12 were parked, awaiting changes in legislation, and one control task was cancelled as it was superseded by another control task. Five of the in-progress control tasks were ‘Green’ Rag-rated, and five were ‘Amber’ RAG-rated.

The Risk Owner is the Area Manager – Head of Risk Reduction. The risk was previously reviewed in the 2022/23 TIAA review of risk mitigation.

The Risk Control Tasks on BMIS are reviewed on a quarterly basis. The most recent update at the time of the review as of September 2024: " A new monthly action tracker has been created with all outstanding actions listed from Phase 1 and 2 of the inquiry and the Welsh Thematic review. This is a live document that shows current progress against department and individual names. There has been limited progress since the last update."

Responsibility for control tasks is allocated to individuals and to departments, including Corporate Services, Finance and Procurement and ICT. Discussions with the Area Manager – Head of Risk Reduction confirmed that, other than the control tasks that are parked, all current control tasks are either in place or being undertaken and that updates are provided on BMIS.

A sample of 15 of the 84 control tasks for Risk 220 was selected for review. Evidence was provided for each of the control tasks.



Risk 221 – Joint Forces Command (JFC) Command and Control System

The third risk selected was 221 Joint Forces Command (JFC) Command and Control System: “IF South Wales Police procure a new command and control system that is not compatible with the needs of the Fire and Rescue Services in mobilising resources in the most efficient manner THEN our ability to mobilise fire and rescue resources will be affected and there will be a significant resource and budgetary impact.”

The risk had a Likelihood score of four and an Impact score of four. (Current Risk Score: 16). The risk rating has increased from the inherent risk rating of 12 to reflect the increase in likelihood of the risk occurring.

At the time of the review, the risk had seven risk control actions, one of which was completed. The remaining six controls tasks were in progress at the time of the review, with five ‘Green’ Rag-rated tasks, and two ‘Amber’ RAG-rated control tasks.


The Risk Owner is the Assistant Chief Fire Officer – Director for Service Delivery.

The Risk Control Tasks on BMIS are reviewed on a quarterly basis. The most recent update at the time of the review as of September 2024: " The police procurement of a command and control system is delayed until further notice, there is no identified issues at present but will be continually monitored".

Responsibility for control tasks is allocated to individuals across the Service Delivery, Fire Control and ICT departments. Discussions with the Assistant Chief Fire Officer – Director for Service Delivery confirmed that all current control tasks are either in place or being undertaken and that updates are provided on BMIS.

Evidence was provided for each of the seven control tasks listed against Risk 221.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
C	Compliance	The management monitoring arrangements identify and action any non-compliance with the documented process.	In place	-	-



Risk 260 – Culture

The fourth risk selected was 260 Culture: “IF we do not adequately nurture an inclusive, psychologically safe and discriminatory free culture THEN we will not be able to respond to future challenges but experience negative effects impacting our workforce, stakeholders and communities, including damage to our reputation, poor staff retention, poor well-being for staff and loss of trust.”

The risk had a Likelihood score of three and an Impact score of sixteen. (Current Risk Score: 48). The risk rating has increased from the inherent risk rating of 32, established in June 2024, following the publication of an independent culture review in January 2024.

At the time of the review, the risk had 20 risk control actions. At the time of the review, the second quarterly update was being provided on the risk and, as such, no control actions were yet completed. 14 recommendations were in progress and six were parked ahead of the appointment of staff in key positions.

The Risk Owner is the Director of Strategic Change and Transformation, appointed in April 2024.

The Risk Control Tasks on BMIS are reviewed on a quarterly basis. The most recent update at the time of the review as of September 2024: " The Transformation Programme covers nine key areas that all feed into cultural improvement. This is now being monitored through an improvement board - individual project risks have been highlighted. The projects include key deliverables that address recommendations from the cultural review and wider service improvement. This feeds into reporting to WG and our improved governance structure.”

Responsibility for control tasks is allocated to individuals across departments including Human Resources, People Services and the Executive Leadership Team. Discussions with the Director of Strategic Change and Transformation and a review of BMIS confirmed that updates are provided by control actions owners.

Of the 14 control actions listed as in progress on BMIS, nine had reached a point of progression where evidence could be provided of the control tasks.



South Wales Fire and Rescue Service

Assurance Review of Airwave / Emergency Services Network

February 2025

Final

Executive Summary

OVERALL ASSESSMENT



ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Risk 101: The Emergency Services Network does not deliver a replacement for Airwave in a suitable timescale.

SCOPE

The review considered the arrangements to identify and mitigate against the risks associated with continuation of Airwave and the delayed Emergency Services Network programme.

KEY STRATEGIC FINDINGS



Delays persist with the replacement of Airwave with the Emergency Services Network (ESN), however, contract for award of the Emergency Services Network has now been awarded.



There are currently deemed to be no risks relating to the ongoing use of Airwave which remains fit for purpose.



Arrangements are in place for South Wales Fire and Rescue to be sighted on progress of ESN implementation through existing governance networks.



Financial provision for ESN has been included with the Service's budgets.



No Urgent, Important or Routine recommendations are made.

GOOD PRACTICE IDENTIFIED



There is a Change Request process (24/7) to provide resilience with good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery.

ACTION POINTS

Urgent	Important	Routine	Operational
0	0	0	0

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
No Urgent, Important or Routine recommendations are made.							

PRIORITY GRADINGS

1

URGENT

Fundamental control issue on which action should be taken immediately.

2

IMPORTANT

Control issue on which action should be taken at the earliest opportunity.

3

ROUTINE

Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational Effectiveness Matter recommendations are made.				

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings



Directed Risk:









Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework	There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	In place	-	-
RM	Risk Mitigation	The documented process aligns with the mitigating arrangements set out in the corporate risk register.	In place	-	-
C	Compliance	Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	In place	-	-

Other Findings

-  The contract for award of the Emergency Services Network has now been awarded. The Head of ICT on 16th January 2025 provided an update "On 16 December 2024, the Home Office awarded the User Services (Lot 2) contract for the Emergency Services Network (ESN) to IBM and partners. As of the 1st of December, Mobile Services (Lot 3) was awarded to EE / BT. The ESN implementation consortium will therefore be headed by IBM with partners Ericsson (communications), Salesforce (finance/admin), Samsung (android phones) and Amazon (cloud storage).
-  Further to this, a Government Spokesperson has indicated implementation will now be in 2026, but the South Wales Fire and Rescues Service ICT Service Manager considers 2028 is a more realistic target. The ESN project was first discussed in 2012 and now the consortium has been confirmed there will be a considerable amount of infrastructure to put in place.
-  Discussion with staff found that Airwave remains fit for purpose. However, Motorola the supplier have increased the costs, and coupled with ESN being able to provide an enhanced product, the Government has chosen to change software. ESN will incorporate functionality for pictures from Body Worn Video and drones to be instantly show a visual image of a site to all the emergency services to speed up assessment and response. Currently, Airwave relies on verbal communication between responders and the command centres for co-ordination and assessment which causes a bottleneck with communication.

Other Findings

-  Until ESN is implemented, confirmation was obtained that the Airwave platform will have regular version updates.
-  There is relevant regulatory guidance from the Home Office which outlines that South Wales Fire and Rescues Service must comply with undertaking a “Code of Connection” review annually. This has been undertaken. The Airwave Service Code of Connection Re-Approval Certificate refers to the Renewal Confirmation Letter dated 22nd August 2024, and confirms the certificate is valid until 30th August 2025.
-  Before an organisation can procure, use or handle any Airwave Service radios, it must hold a valid TEA2 regulations Sub-Licence, a ‘confidentiality and restricted usage undertaking’. South Wales Fire and Rescues Service have this licence. The most recent confirmation of this full Device Audit was in July 2024 and the review was signed off by the Home Office.
-  Governance in relation to Airwave and ESN is provided by the Home Office (UK wide) and regionally (in Wales) by the Joint Emergency Services Group (JESG) and ESN User Group. Review of the latest update in the Welsh ESN User Group minutes (November 2024) noted that Kent Police lead on ESN and an update pack on the cascading of information which will be forwarded to members with meeting minutes.
-  There is a risk on the risk register concerning ESN - Risk 101: The Emergency Services Network does not deliver a replacement for Airwave in a suitable timescale. The continuation of Airwave is not considered a risk as it remains fit for purpose.
-  Overall project figures are not available as it is a National Project delivered by the Home Office (for Airwave) and ESMCP (ESN). However, costs have been considered within South Wales Fire and Rescues Service budget setting for 2023/24 and 2024/25, the latter is £3.4m.
-  As noted, South Wales Fire and Rescues Service demonstrates compliance through the Airwave Code of Connection, renewed annually, and the Airwave Device TEA2 Audit, audited annually, by the Home Office). Annual asset database checks are also performed to reconcile South Wales Fire and Rescues Service Airwave equipment to the Home Office's asset database.
-  Discussion with staff confirmed that when switchover happens, South Wales Fire and Rescues Service will run tests in a test environment before the new system goes live.








Delivery Risk:

Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring	There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	In place	-	-
S	Sustainability	The impact on the organisation's sustainability agenda has been considered.	Out of scope	-	-
R	Resilience	Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	In place	-	-

Other Findings

-  Performance monitoring is provided centrally by the Home Office (not SWFRS), and Airwave are measured against that performance on a monthly basis across a wide range of metrics as part of customer satisfaction feedback.
-  Discussions are also conducted internally between the ICT Service Manager, Communications Manager, and Senior Communications Engineer, and discussed with the wider management Team (when relevant) at the monthly ICT Managers Meeting (ICTMM).
-  There is a Change Request process (24/7) to provide resilience with good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery:
 - There is a robust, secure, Change Management programme implemented by Airwave, provided by secure Portal access (SMT).
 - South Wales Fire and Rescues Service ICT team has a robust internal process for dealing with Change Requests, managed through the ICT Service Desk and the Systems Team at Joint Fire Control.
-  The South Wales Fire and Rescues Service Control Room is in the process of being upgraded and confirmation was obtained this will be implemented in consideration with incoming ESN.
-  As the ESN project progresses and more definite milestones are provided, it is expected that resources will be called in from other departments to ensure implementation takes place effectively.

Scope and Limitations of the Review

- 1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

- 2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of Arrangements

- 3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

- 4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

- 5. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

- 6. The table below sets out the history of this report:

Stage	Issued	Response Received
Audit Planning Memorandum:	16 th January 2025	16 th January 2025
Draft Report:	17 th February 2025	18 th February 2025
Final Report:	27 th February 2025	



South Wales Fire and Rescue Service

Assurance Review of Estates Strategy – Planned and Preventative Maintenance

April 2025

Final

Executive Summary

OVERALL ASSESSMENT

SUBSTANTIAL ASSURANCE

REASONABLE ASSURANCE

LIMITED ASSURANCE

NO ASSURANCE

ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Risk Register notes risk PROP001 'Maintenance of Building' and PROP002 Building Compliance as relevant to this review.

SCOPE

The review considered the arrangements for development and delivery of the Service’s planned and preventative maintenance programmes including the identification of needs and priorities, delivery of programmes including selection of contractors, planning and scheduling of work, monitoring and reporting, and checking and authorisation payments to contractors. The scope of the review did not include tendering arrangements, the appropriateness of the forms of contract, payment, Health and Safety, the specification of works or the contractor’s insurance cover.

KEY STRATEGIC FINDINGS

The Maintenance and Project Procedure and the Property Asset Management Plan needs to be developed, approved and communicated.

Formal progress meetings need to be introduced for planned preventative maintenance work and maintenance activities and actions arising recorded.

The programme of in-house Condition Surveys needs to be completed.

GOOD PRACTICE IDENTIFIED

No additional areas of good practice were identified.

ACTION POINTS

Urgent	Important	Routine	Operational
0	3	2	1

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	There are no strategy or policy documents in place relating to planned and cyclical arrangements. The Service Asset Management Plan has been in place historically; however, it is not specific to the Property Department. A Maintenance and Project Procedure and the Property Asset Management Plan are in draft format. Not having appropriate current policy and procedures in place introduces several risks including unclear, contradictory, or inconsistencies in employee practice.	The Maintenance and Project Procedure and the Property Asset Management Plan be developed, approved and communicated.	2	Property Strategy Manager has started to draft a specific AMP for Property. Need to have the information from an updated stock condition survey before completing.	31/12/25	Property Strategy Manager
2	Directed	Formal contractors progress meetings are held in relation to project work; however, they are not held in relation to contracts for planned preventative maintenance work. Without appropriately reporting and monitoring, the organisation's governance structure at all levels will be unable to make correct decisions and/or react to rectify issues as they arise.	Formal progress meetings be introduced for planned preventative maintenance work and maintenance activities and actions arising recorded.	2	Progress Meeting for P&P maintenance already take place, although are informal. Will formalise and document with minutes and actions.	30/09/25	Facilities/Building Managers

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
3	Directed	The Property Strategy Manager noted that maintenance is prioritised from condition surveys. South Wales Fire and Rescue Service are currently updating their in-house surveys. Surveys are a fundamental way of identifying the condition and any deterioration of a building, the results of which are necessary to prioritise work.	Condition Surveys be updated to identify the condition and identify any deterioration. Works arising from the surveys to be scheduled and undertaken on a priority basis.	2	<i>Stock condition surveys will be updated in this financial year. Budgets will not allow for all scheduled works to be undertaken but will prioritise accordingly. This is also needed to feed into the AMP.</i>	31/12/25	Property Strategy Manager
4	Delivery	The Property Steering Group is noted to meet quarterly. The current Terms of Reference (TOR) is out of date. The name of the Group has changed from the Project Review Group to Property Steering Group. The TOR refers to the Group's previous name.	The Property Steering Group Terms of Reference be reviewed and updated.	3	<i>Will draft new terms of reference and circulate for comment and approval.</i>	30/09/25	Property Strategy Manager
5	Delivery	There are no Key Performance Indicators (KPIs) in place relating to monitoring the compliance at Fire Stations. Without operational Key Performance Indicators (KPIs) in place and being reported and discussed, the organisation's ability to monitor its activities and take corrective action where performance is below expectations is diminished.	Appropriate Key Performance Indicators (KPIs) be implemented to monitor and improve compliance at the Stations.	3	<i>KPIs have started to be introduced to contracts recently. Will relay information to the team and formalise as part of the Progress Meetings with contractors.</i>	31/10/25	Facilities Manager

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
1	Directed	The Facilities Manager noted that there is no drop-down option on the helpdesk status to show that the work has been completed. The invoice has to be received before the request can be closed. Adding an additional category to the drop-down menu would enable the request to be closed once the contractor has left site.	Consideration be given to adding another option to the status drop down box on the helpdesk enabling the request to be closed once the work is completed rather than waiting for receipt of the invoice.	<i>Will action this via IT Department.</i>

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings












Directed Risk:
Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework	There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	Partially in place	1	-
RM	Risk Mitigation	The documented process aligns with the mitigating arrangements set out in the corporate risk register.	In place	-	-
C	Compliance	Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	Partially in place	2 & 3	1

Other Findings	
	This is the first review of Estates Strategy - Planned Preventative Maintenance undertaken by TIAA at South Wales Fire and Rescue Services. An Estates Strategy- Property Compliance review was undertaken in 2023/24 which provided a Limited Assurance assessment.
	<p>The Business Management Information System (BMIS) Risk Register notes risk PROP001: 'Maintenance of Building', 'If we do not maintain our buildings to a reasonable standard, as required by the Fire Authority, then there is a risk of not being able to provide fit for purpose safe property assets from which to deliver an emergency service', and PROP002 Building Compliance' 'If we do not have adequate measures in place for the strategic monitoring of building compliance areas, then we will be in breach of our statutory requirements in a number of priority risk areas, such as: fire safety, gas safety, legionella, electrical and asbestos. Failure to comply adequately may result in fines and or legal action' as relevant to this review. Mitigating controls are included.</p> <p>The risk register is updated quarterly with narrative and the RAG (Red, amber and green) status of the task. The risk register was most recently updated in June 2024. The score for June 2024 is stated as 16. PROP001 is noted to be making good progress in updating the building in line with the five-year capital programme. PROP002 is noted to be on hold until the appointment of a permanent Facilities Manager. The risk register is currently being updated to reflect activity over the last quarter.</p>
	South Wales Fire and Rescue Service use e-Financials for the purchase order process and supplier enquiries. Helpdesk queries are recorded on the 24/7 platform, accessed through the South Wales Fire and Rescue Service's intranet.

Other Findings

-  South Wales Fire and Rescue Service has a Property Estate Team that manages the compliance maintenance at Stations. The Team is managed by the Property Strategy Manager and includes two Building and Maintenance Managers, one Facilities Manager, a Sustainability Manager, a Sustainability Coordinator, and a Building and Maintenance Assistant.
-  South Wales Fire and Rescue Service have an Estate Assets List that details the names of Stations. There are 50 properties in SWFR portfolio, 47 fire stations and three corporate buildings. Five stations were selected for testing, Abercarn, Abergavenny, Llantwit Major, Porthcawl and Whitchurch.
-  There are nine contracts in place for planned and preventative works at the selected sites. Records for Boiler Maintenance, Fire and Security, Electrical, Legionella and Asbestos were selected for testing. The Procure to Pay team review invoices and make any price changes. Prior to signing off invoices on the e-Financials system, staff visit the station to make sure the work has been completed to the right standard.
-  A Compliance Report Spreadsheet is maintained which lists the names of each site and the service area recording the test dates and the validation date (the next test date). The Estates Team rely on the dates of previous certificates to plan in the next test or inspection. Discussion has taken place between the Property Strategy Manager and the Facilities Manager regarding the utilisation of a Computer Aided Facilities Management (CAFM) system, however, this would have resource implications, so it is not something that is being progressed at the moment.
-  Records of compliance testing and inspection are stored in folders and uploaded to SharePoint. On sample testing 25 tests and inspections certificates, 23 out of 25 records were noted to be correct. One entry on the system for boiler maintenance was noted incorrect compared to the date of the certificate. This was an error and has now been updated on their system. At Whitchurch, one boiler maintenance service had not been completed due to work currently being undertaken at site.
-  Reactive work requests are recorded on the 24/7 Helpdesk. The user completes the request which is emailed straight to the relevant contractor. Once completed, the Station confirms that the contractor has attended, the contractor is paid, and the job is closed. The invoice has to be received before the job status on the dashboard can be changed to closed. During a walkthrough of the 24/7 helpdesk the Facilities Manager and the Building Maintenance Coordinator it was noted that the dashboard outlines a summary of requests that are currently 'open', 'on hold', 'overdue today' and 'overdue'.
-  The Facilities Manager noted that there is no drop-down option on the status to show that the work has been completed. The invoice needs to be received before the request can be closed. Adding an additional category to the drop-down menu would enable the request to be closed once the contractor has left site.
-  South Wales Fire and Rescue Service's most recent tender process for General Building Maintenance Services was undertaken in January 2021. The scope from the original advertisement and specification was processed through 'Sell to Wales'. Initially a Pre-Qualification Questionnaire (PQQ) is completed and then the Invitation to Tender (ITT). The ITT document was issued on 19th January 2021 with a contract start date of 1st April 2021. Four 'lots' were included in the tender. A contract was put in place for two years with an option to extend for up to two years. Emails confirming the agreed extended period were found to be in place.
-  The Property Strategy Manager noted that maintenance is prioritised from conditioning surveys. South Wales Fire and Rescue Service are currently updating their in-house surveys. Surveys are a fundamental way of identifying the condition and any deterioration of a building, the results of which are necessary to prioritise work.



Delivery Risk:

Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation		Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring	There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	Not in place	4 & 5	-
S	Sustainability	The impact on the organisation's sustainability agenda has been considered.	In place	-	-
R	Resilience	Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	In place	-	-

Other Findings



The Property Steering Group review property related projects at a strategic level to ensure a consistent approach in decision making which reflects the wider organisational objectives and strategic direction. The Property Strategy Manager, Property Finance and Procurement Manager, Director for Corporate, Head of Operations and Assistant Chief Officer for Operations attend. The last meeting for the Property Steering Group was noted to be held on Thursday 5th January 2023. An agenda was prepared for the subsequent meeting on 22nd April 2024; however, the Director was on sickness absence, so the meeting did not go ahead. The Property Strategy Manager noted that there has been a lot of change of personnel who attend this meeting over the last 12 months.



The Project Review Group Terms of Reference (TOR) outlines the aims and key objectives of the group and role and responsibilities. The Property Steering Group is noted to meet quarterly; however, the TOR is out of date. The name of the Group has changed from the Project Review Group to Property Steering Group, this is not reflected in the TOR. The TOR also refers to the capital programme being on hold, which is incorrect.



Currently there are no established Key Performance Indicators (KPI's) related to the estate property team for monitoring compliance at Stations. The Property Strategy Manager noted that discussion has taken place regarding the turn out time when responding to out of hours calls, however, this has not been progressed to date. Without operational Key Performance Indicators (KPIs) in place and being reported and discussed, the organisation's ability to monitor its activities and performance is diminished.

EXPLANATORY INFORMATION

Appendix A

Scope and Limitations of the Review

- 1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

- 2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of Arrangements

- 3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

- 4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

- 5. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

- 6. The table below sets out the history of this report:

Stage	Issued	Response Received
Audit Planning Memorandum:	24 th September 2024	24 th September 2024
Draft Report:	3 rd April 2025	8 th April 2025
Final Report:	8 th April 2025	

THIS PAGE IS INTENTIONALLY BLANK

AGENDA ITEM NO 8

Internal Audit Annual Plan

-

'Update to be provided on the day'

-

Presented by – Head of Finance, Property and Procurement – Lisa Mullan.

THIS PAGE IS INTENTIONALLY BLANK

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

FINANCE AND AUDIT COMMITTEE

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER OF SERVICE DELIVERY

**PERFORMANCE REPORT - STRATEGIC PERFORMANCE INDICATORS
QUARTER 1 2025/2026****THIS REPORT IS FOR INFORMATION AND ASSURANCE**REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER OF
SERVICE DELIVERY.REPORT PRESENTED BY - ASSISTANT CHIEF FIRE OFFICER OF SERVICE
DELIVERY, DEAN LOADER.**SUMMARY**

To consider the organisation's performance against the Strategic Performance Indicators compared to the projected outcomes for Q1 2025/2026.

RECOMMENDATIONS

That Commissioners note the Service's Strategic Performance Indicator totals for Q1 2025/2026.

1. BACKGROUND

- 1.1 To support performance monitoring and continuous improvement activity within the Service, Strategic Performance Indicator data is compared against projected outcomes that are implemented at the start of the year. The Service's ongoing performance against these Strategic Performance Indicators is reviewed at public-facing Committee meetings and these indicators are referenced within corporate documents produced and published by the Service. They provide a point of reference for projected demand and outcomes, against which more detailed incident data can be analysed.

- 1.2 There is a requirement under the Local Government (Wales) Measure 2009 to report our performance against seven Strategic Performance Indicators annually to Welsh Government (WG). There are four incident-based indicators, two fatality and injury indicators and one effective response indicator.
- 1.3 The projected outcomes for 2025/2026 were proposed prior to the start of the reporting year, utilising a profiling process that considered five years of historic incident data to provide a baseline figure.
- 1.4 Factors that may influence the Service's ability to meet projected outcomes include planned reduction strategies and changes in legislation that may change the call profile of the Service.

2. ISSUE / PROPOSAL

- 2.1 The purpose of these indicators is to measure activity that has a direct or significant impact on desired outcomes.

The indicators are:

- The number of incidents attended (made up of four separate indicators, which are for Total Fires Attended, Total False Alarms Attended, Total Road Traffic Collisions (RTCs) Attended, and Total Other Special Service Calls (SSCs) Attended).
 - The number of deaths and injuries caused by all fires and accidental fires (two indicators).
 - The percentage of dwelling fires which were confined within the room they originated (one indicator).
- 2.2 Appendix 1 provides full details of the six-year trend performance against the Strategic Performance Indicators.
 - 2.3 The total number of fires attended in Q1 2025/2026 (2,194) was higher than the number attended during the same period last year (1,362) and higher than the projected outcome (1,997).
 - 2.4 The total number of false alarms attended in Q1 2025/2026 (1,883) was lower than the number attended during the same period last year (2,321) but was higher than the projected outcome (1,634). The change to our AFA attendance policy commenced in January 2025.
 - 2.5 The total number of Road Traffic Collisions (RTCs) attended in Q1 2025/2026 (209) was lower than the number attended during the same period last year (222) and was equal to the projected outcome (209).

- 2.6 The total number of Other Special Service Calls (SSCs) attended in Q1 2025/2026 (833) was higher than the number attended during the same period last year (768) and higher than the projected outcome (703).
- 2.7 The total number of deaths and injuries arising from all fires in Q1 2025/2026 (25) was higher than the number recorded during the same period last year (15) and higher than the projected outcome (13).
- 2.8 The total number of deaths and injuries arising from all fires which were started accidentally in Q1 2025/2026 (20) was higher than the number recorded during the same period last year (14) and higher the projected outcome (12).
- 2.9 The percentage of dwelling fires which were confined within the room they originated in Q1 2025/2026 (83.5%) was lower than during the same period last year (84.5%) and lower than the projected outcome (85.0%).

3. IMPLICATIONS

3.1 Community and Environment

- 3.1.1 - Well-Being Of Future Generations (Wales) Act – Monitoring our performance against these Strategic Performance Indicators, and effectively implementing planned improvement strategies as necessary, enable us to continue to reduce the number of non-emergency incidents we attend. This contributes to the well-being goal of “A prosperous Wales”.
- 3.1.2 - Sustainability / Environment / Carbon Reduction – Reducing the number of incidents that we attend and the number of fire appliances that attend these incidents will ensure that we reduce our impact on the environment.

3.2 Regulatory, Strategy and Policy

- 3.2.1 - Legal – There is a requirement under the Local Government (Wales) Measure 2009 to report our performance against seven Strategic Performance Indicators annually to WG. Our annual return for the financial year 2024/2025 was compiled and returned to WG during June 2025 as required.

3.3 Resources, Assets and Delivery

3.3.1 Service Delivery – Monitoring our ongoing performance against these seven Strategic Performance Indicators enables us to review the effectiveness of our service delivery, and to implement improvements wherever possible.

4 EVALUATION & CONCLUSIONS

- 4.1 One Strategic Performance Indicator performed better than the previous year and was lower than the projection set at the beginning of the year (Total Number of Road Traffic Collisions).
- 4.2 One Strategic Performance Indicator performed worse than the previous year and was within 5% of meeting the projection set at the beginning of the year (The percentage of dwelling fires which were confined within the room they originated).
- 4.3 One Strategic Performance Indicator performed better than the previous year but did not meet the projection set at the beginning of the year by over 5% (Total Number of False Alarms).
- 4.4 Four Strategic Performance Indicator performed worse than the previous year and did not meet the projection set at the beginning of the year by over 5% (Total Fires Attended, Total Number of Other Special Service Calls, Total Number of Fire Deaths and Injuries and the Total Number of Accidental Fire Deaths and Injuries).
- 4.5 The Service will continue to monitor and report its ongoing performance against these Strategic Performance Indicators.

5 RECOMMENDATIONS

- 5.1 That Commissioners note the Service's Strategic Performance Indicator totals for Q1 2025/2026.

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

Appendices	
Appendix 1	Strategic Performance Indicators – Q1 2025/2026

THIS PAGE IS INTENTIONALLY BLANK



Strategic Performance Indicators

Q1 2025/2026

Introduction








Welsh Government require Fire and Rescue Services in Wales to report annually on a series of measures, which include seven Strategic Performance Indicators of service delivery. Section 1 of this report provides an overview of how the Service has performed and Section 2 provides additional detail and analysis.

Data

Incident data extracted from IRS on 10th July 2025 and is subject to change.

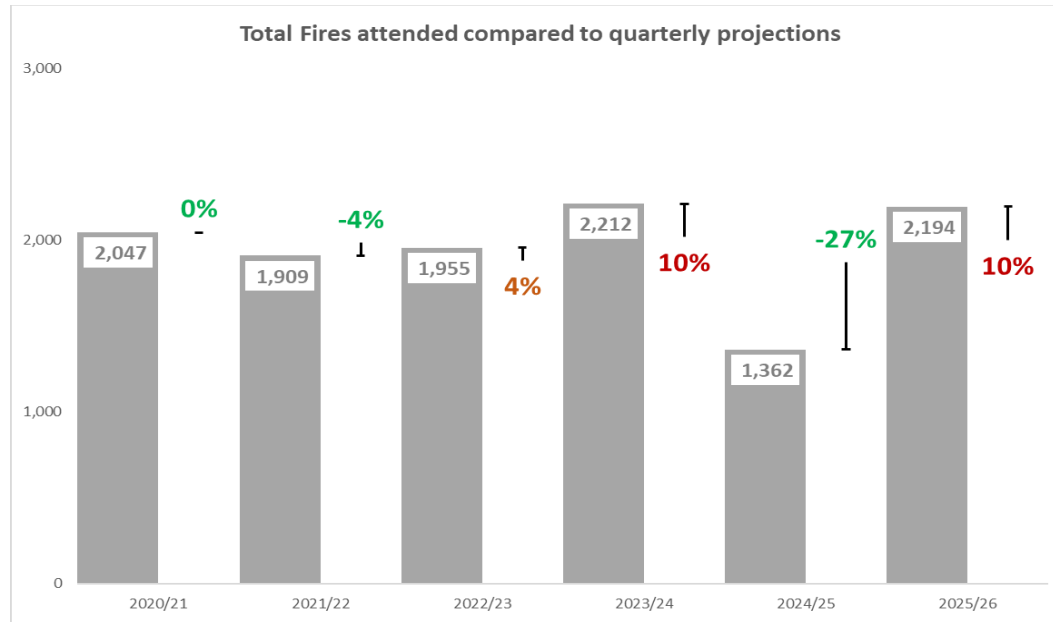
Section 1 – Overview of Strategic Performance Indicators - Q1 2025/2026

The table below displays the progress of each Strategic Performance Indicator based on its performance against the projected outcome set by analysis at the start of the year.

	Q1 2024/2025 Performance	Q1 2025/2026 Performance	Q1 2025/2026 Projection	Year on Year Performance Difference # (%)	Q1 2025/2026 Performance v Projection
Total Fires Attended	1,362	2,194	1,997	+832 (+61%)	
Total False Alarms Attended	2,321	1,883	1,634	-438 (-19%)	
Total RTCs Attended	222	209	209	-13 (-6%)	
Total Other SSCs Attended	768	833	703	+65 (+9%)	
Total Deaths and Injuries Arising from All Fires	15	25	13	+10 (+67%)	
Total Deaths and Injuries Arising from Accidental Fires	14	20	12	+6 (+43%)	
% of Dwelling Fires Confined to Room of Origin	84.5%	83.5%	85.0%	-1.0%	

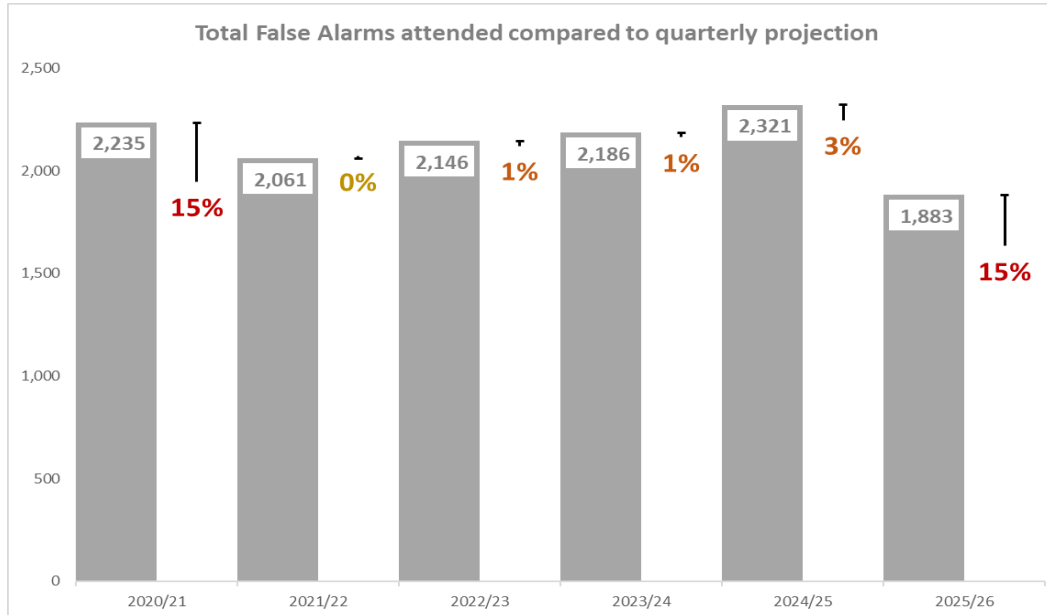
Performance Key	 Better than or equal to projection	 Up to 5% worse than projection	 Over 5% worse than projection
-----------------	--	--	---

Section 2 – Strategic Performance Indicators – analysis



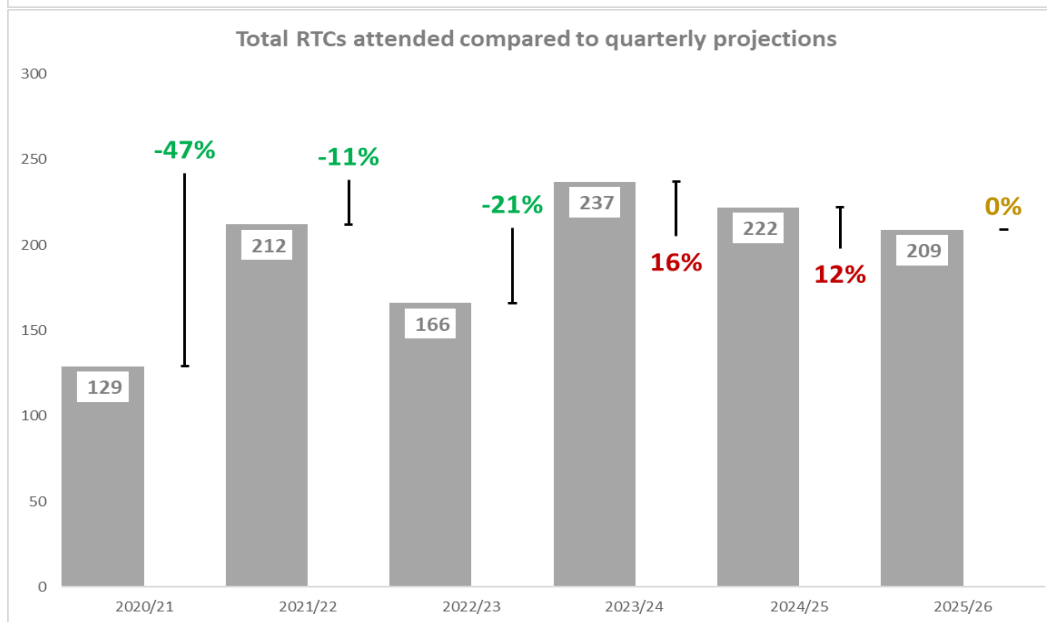
Q1 2025/2026 performance vs Q1 2024/2025

- ↑ Total Fires in Q1 2025/2026 were +61% above the total for the previous year (1,362 – 2,194)
- Large increase on the previous year but comparable to Q1 2023/2024
- ↑ 10% above the projection of 1,997
- ↑ Accidental fires (428 – 521) +22%
- ↑ Deliberate fires (934 – 1673) +79%
- ↑ Deliberate refuse fires (567 – 813) +43%
- ↑ Deliberate grass fires (165 – 614) +272% compared to Q1 2024/2025 but nearly equal to Q1 2023/2024 (612 – 614)
- ↑ Deliberate vehicle fires (95 – 101) +6%
- Deliberate Fires accounted for 76% of all fires



Q1 2025/2026 performance vs Q1 2024/2025

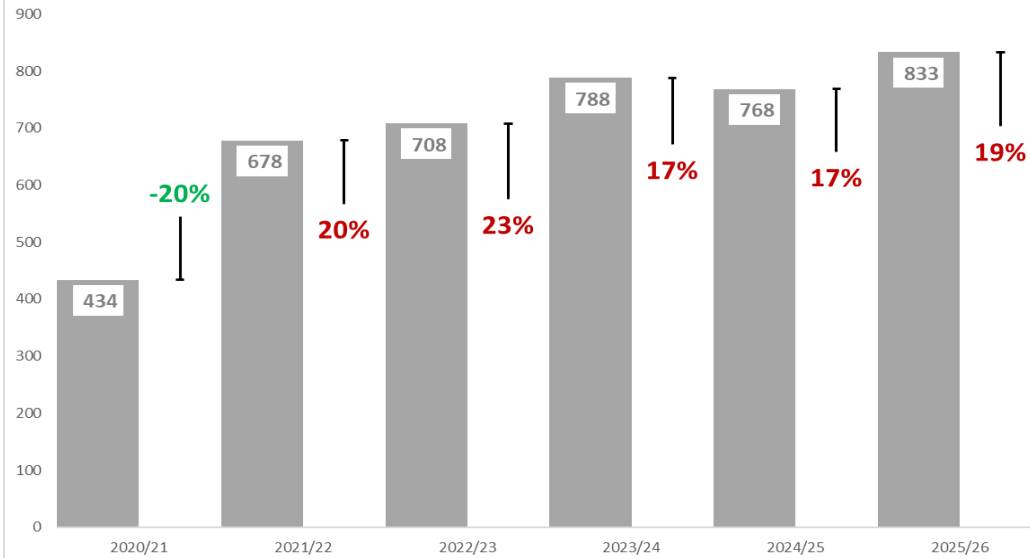
- ↓ Total False Alarms (2,321 – 1,883) -19%
- ↑ 15% above the projection of 1,634 for Q1 2025/2026
- ↓ Fire Alarm due to Apparatus (1,511 – 792) -48%
- ↑ False Alarm Good Intent (756 – 1,027) +36%
- ↑ False Alarm Malicious (54 – 61) +13%
- ↓ Education premises (135 – 127) -6%
- ↓ Purpose built flats (281 – 263) -6%
- ↓ Hospitals and medical care (191 – 27) -86%
- ↓ Residential homes (149 – 102) -32%



Q1 2025/2026 performance vs Q1 2024/2025

- ↓ Total RTCs (222 – 209) -6%
- ↔ Equal to projection of 209 for Q1 2025/2026
- ↑ Extrications/release of persons (28 – 31) +11%
- ↓ Fatalities (3 – 2)
- ↓ Serious Injuries (27 – 14) -48%
- ↑ Slight Injuries (44 – 50) +14%
- ↓ RTCs involving cars (160 – 138) -14%
- ↓ Proportion of car RTCs resulting in casualties (23% – 20%) -3%
- ↓ RTCs involving motorcycles (9 – 4) -56%
- ↑ Proportion of motorcycle RTCs resulting in casualties (44% - 50%) +6%
- ↑ Proportion of RTC's involved Extrications, Releases or Medical assistance this year than was the case last year (21% - 25%) +4%

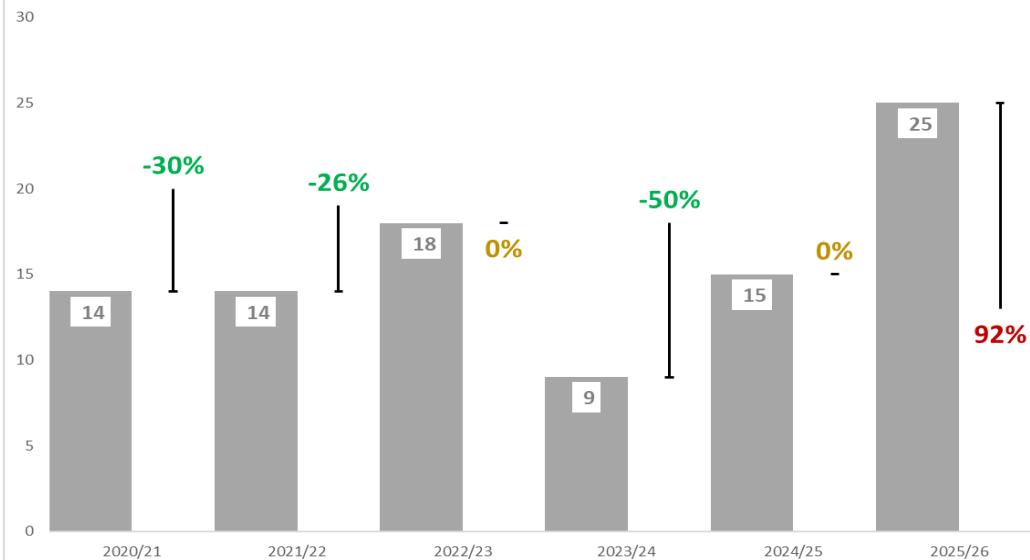
Total Other SSCs attended compared to quarterly projections



Q1 2025/2026 performance vs Q1 2024/2025

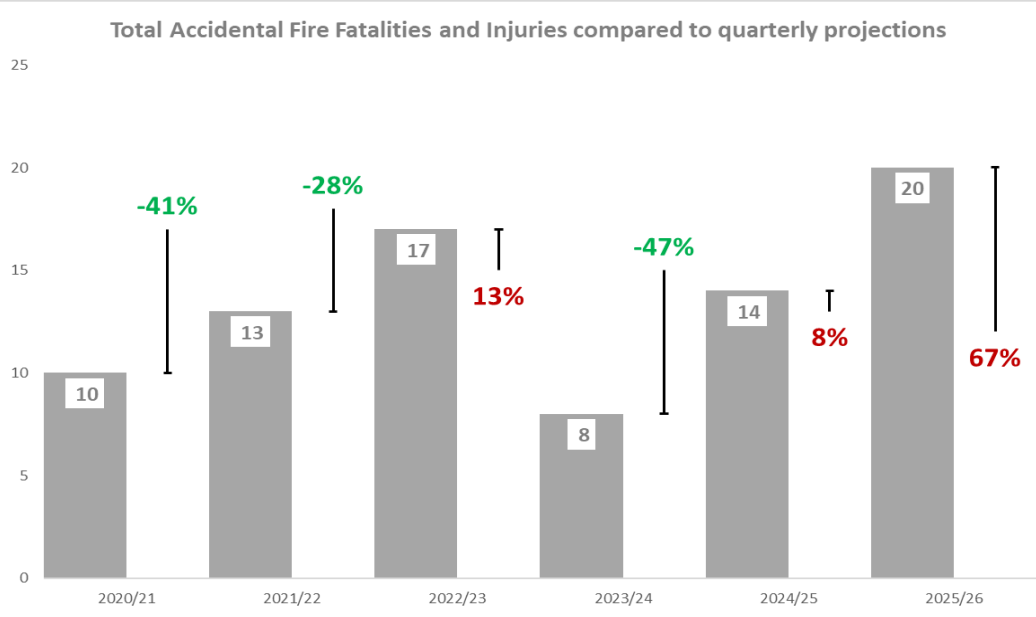
- ↑ Other SSCs (768 – 833) +9%
- ↑ 19% above the projection of 703
- ↑ Flooding incidents (36 – 60) +67%
- ↑ Water rescues (6 – 14) +133%
- ↑ Assisting other agencies/Medical Incident/other Special Service Calls where the call originated from either the Ambulance Service, Police or Coastguard (301 – 310) +3%
- ↓ Bariatric (61 - 45) -26%
- ↑ Other rescue/release of persons (35 – 59) +69%
- ↑ Hazardous Materials (27 – 29) +7%

Total Fire Fatalities and Injuries compared to quarterly projections



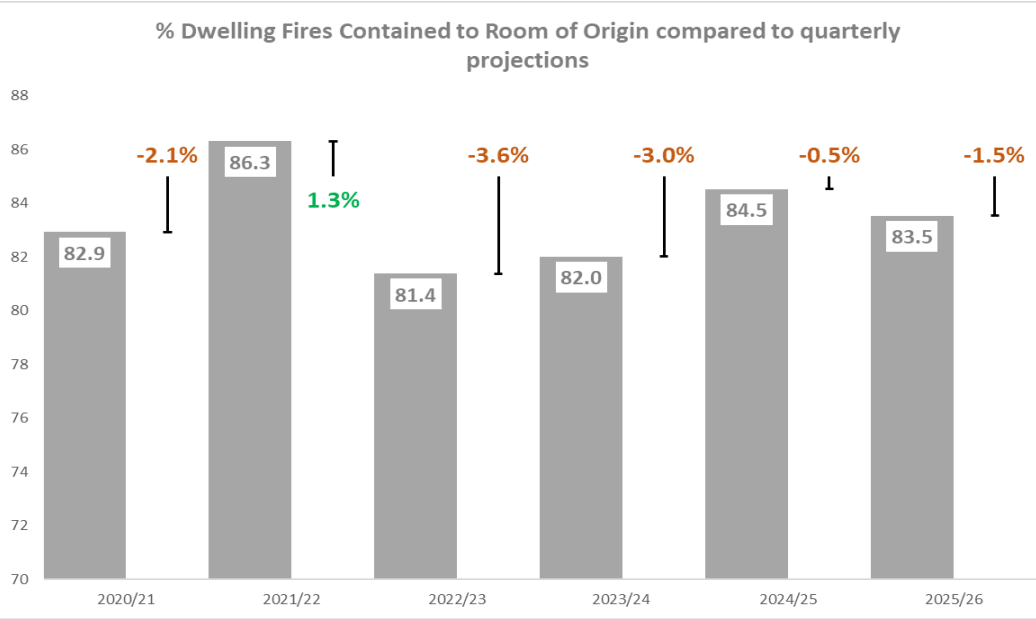
Q1 2025/2026 performance vs Q1 2024/2025

- ↑ Total fatalities and injuries (15 – 25) +67%
- ↑ 92% above the projection of 13
- ↑ Fire fatalities (0 – 2):
 - 1 lone male under pensionable age caused by careless disposal of smoking related materials
 - 1 lone female over pensionable age caused by faulty leads to equipment or appliance
- ↑ Serious fire injuries (1 – 5)
- ↑ Slight fire injuries (14 – 18)
- 9 of 23 non-fatal fire injuries in Q1 2025/2026 occurred at just 2 incidents



Q1 2025/2026 performance vs Q1 2024/2025

- ↑ Fatalities and injuries in accidental fires (14 - 20) +43%
- ↑ 67% above projection of 12



Q1 2025/2026 performance vs Q1 2024/2025

- ↓ % Dwelling Fires Confined to Room of Origin -1.0% (84.5% - 83.5%),
- 142 of 170 dwelling fires Q1 2025/2026 compared to 142 of 168 dwelling fires Q1 2024/2025
- ↓ 1.5% below the projection of 85%
- ↑ Rhondda Cynon Taf (82.8% - 95.5%) +12.7% was the UA with the highest percentage
- Vale of Glamorgan (93.3%) and Merthyr Tydfil (85.7%) also had percentages above the projection of 85%
- Blaenau Gwent (72.7%) had the lowest percentage. Caerphilly (78.6%) was the only other UA below 80%
- ↑ Monmouthshire (70.0% - 83.3%) +13.3% saw the greatest improvement from Q1 2024/2025 to Q2 2025/2026

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 10
18 JULY 2025

FINANCE AND AUDIT COMMITTEE

REPORT OF THE HEAD OF FLEET & ENGINEERING

**REVIEW OF FLEET & VEHICLES STRATEGY, BUDGET & PLANNING
ASSUMPTIONS & PROGRESS AGAINST THE PLAN TO INCLUDE CAPITAL**

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY HEAD OF FLEET & ENGINEERING

REPORT PRESENTED BY HEAD OF FLEET & ENGINEERING,
CHRISTOPHER TEMBY

SUMMARY

This report supports the presentation of the 2025 Financial Year Plan to the Finance & Audit Committee.

RECOMMENDATION

That Commissioners note the content of the report.

1. BACKGROUND

- 1.1 Commissioners will be aware that the Authority's Asset Management Strategy places a requirement on the Service to maintain a Fleet Asset Management Plan. The Plan outlines how the Fleet Department and its assets support our corporate objectives and how the management of the fleet helps to achieve wider reaching objectives around safe and fit for purpose vehicular and plant resources and a sustainable around-the-clock support of the organisation's activities. The Fleet Asset Management Plan 2022/2026 is available from the Head of Fleet on request. However, the briefing attached covers all major points in a concise document.

2. ISSUE

2.1 Development of the Fleet Asset Plan 2022/26

- 2.1.1 The format used in producing the Fleet Asset Management Plan is as per the recommendation of the NFCC Best Practice Manual and as agreed by The National Issues Committee (NIC).

2.2 The Vehicle Replacement Program (VRP)

- 2.2.1 The Vehicle Replacement Programme (VRP) is a live document mapping the planned replacement of fleet assets over a rolling 15-year period. The document outlines the planned service life of each vehicle according to group, type and use profile providing an essential tool for Capital budget planning.

2.3 Capital Budget

- 2.3.1 The Capital Budget, as supported by Members, funds the VRP and to this end bids are submitted to this Group annually indicating all vehicles scheduled for replacement during the forthcoming financial year. Member support is vital to the effectiveness of the VRP and the Services pursuit of sustainability, reduced carbon footprint and environmental impact. Likewise, on-going assurance of a technically relevant fleet of vehicles and equipment that provides our crews with the best tools in support of their duties in protecting the people and properties of South Wales.

2.3.2 Wildfire Response Units

South Wales FRS is pioneering a new approach to wildfire response with the introduction of four specialised Wildfire Response Units. The cornerstone of this initiative is a robust 7.5-ton Mercedes Atego box lorry, meticulously designed to tackle the unique challenges posed by wildfires. This vehicle boasts the capability to load and transport a fully equipped All-Terrain Vehicle (ATV), complete with a high-pressure suppression pump and a 350-litre water tank, allowing for rapid deployment and targeted fire suppression in difficult-to-reach areas. Crucially, these units are also equipped with comprehensive welfare facilities, including a toilet, hot and cold water, a hand wash station, a microwave, and a fridge, ensuring the comfort and well-being of the firefighting crews during prolonged incidents. These features allow response teams to stay self-sufficient and on-site longer, improving efficiency and effectiveness in combating wildfires.

Total cost £500,000

2.3.3 Water Ladder Fire Appliances

South Wales Fire and Rescue Service has placed an order with body builder Emergency One for six new 18-ton Scania fire appliances, scheduled for delivery in 2025/26. Each appliance boasts a substantial 1800 litre water tank and a powerful 3000 litre per minute water pump, significantly enhancing their ability to tackle blazes swiftly and effectively. This investment will replace ageing appliances that have served the community for 15 years, ensuring the fleet remains modern and reliable. The Scania appliances are equipped with a clear crew cab designed to comfortably accommodate five firefighters, featuring an advanced extraction system to minimise exposure to harmful contaminants encountered at fire scenes. Each state-of-the-art appliance represents a £320,000 investment per appliance.

Total cost £1,920,000

2.3.4 Water Carriers

In a move to modernise its firefighting capabilities, the organisation has placed an order for three new water carriers for delivery in 2025/26. These vehicles will replace existing water carriers that have been in service for the past 15 years, representing a significant upgrade in technology and capacity. Each unit comes with a price tag of £315,000 and boasts a substantial 12,000-litre water carrying capacity. Built on a three-axle chassis with rear steering for enhanced manoeuvrability, the carriers are equipped with a powerful 4000-litre per minute water pump. Furthermore, the vehicles are designed with familiar operating systems to ensure a smooth transition for personnel. Each carrier is also equipped to transport two 10,000-litre dams, further extending their on-scene water supply. Functionality is enhanced by strategically placed side and rear water outlets, enabling efficient filling and water deployment.

Total cost £945,000

2.3.5 **Special Rescue Units**

South Wales Fire and Rescue Service are preparing to put out a tender in the coming months for new Special Rescue Units. This procurement process follows significant engagement with firefighters to ensure the units are truly fit for purpose. The core of the requirement is a 7.5-ton chassis equipped with towing capability, allowing for the transport of additional equipment. These units will be outfitted with specialist gear for both rope and water rescue scenarios, reflecting the diverse range of emergencies they will be called upon to handle. Intended as a smaller, more compact fire engine design, the units will comfortably accommodate a crew of five. The expected cost for each bespoke unit is estimated to be in the region of £225,000.

Total estimated cost £675,000

2.3.6 **Operational Ladders**

The Fleet & Engineering department is initiating a purchase order to replace a number of ladders nearing the end of their useful life. The current purchase consisting of five 13.5-metre ladders, two 7-metre ladders, fifteen triple extension ladders, and six roof ladders, has served for 18 years. This replacement is crucial to ensure the continued safety and efficiency of operations, mitigating risks associated with using aging and potentially compromised ladders. The new ladder specifications should prioritise durability, safety features, and adherence to current industry standards.

Total cost £58,000

Total Expenditure Capital

Wildfire response units	carried over	2024/25	£ 500,000
Fire appliances		2025/26	£1,920,000
Water carriers		2025/26	£ 945,000
Special rescue units		2025/26	£ 675,000
Ladders		2025/26	£ 58,000

Total cost £4,098,000

2.3.7 **Adjustment To the Vehicle Replacement Programme**

The Vehicle Replacement Programme has been modified to prioritise the urgent acquisition of the water carriers, by reducing the purchase of a water ladder by one unit. This reallocation of funds is intended to enhance water delivery capabilities. However, the procurement tender process revealed an unforeseen £245,000 cost increase for the water carriers, requiring a re-evaluation of the program's budget and potential adjustments to other planned vehicle acquisitions.

The Vehicle Replacement Programme (VRP) has also yielded significant cost savings through strategic extensions of the operational lives of existing vehicles. By extending the lifespan of three Rescue Tenders by five years, the program has effectively delayed a substantial expenditure of approximately £900,000, a decision justified by the favourable condition and low mileage of the current fleet. Similarly, the lives of four light four-wheel drive vehicles have been extended from 10 to 15 years, postponing a £260,000 spend. Furthermore, the VRP has enabled the extension of the service life of two minibuses, thereby delaying a £120,000 investment. These extensions, based on careful assessments of condition and mileage, represent significant savings and demonstrate the effectiveness of proactive fleet management within the organisation.

Reduction in cost total £1,280,000

2.4 **Revenue Budget**

The revenue budget for 2025/26 is projected at £728,250, representing a notable increase of £42,759 compared to the previous year. This growth in revenue is unfortunately offset by rising operational costs. Specifically, increases are anticipated in essential areas like parts, tyres, batteries, and subcontractor services, all crucial for maintaining service delivery. Furthermore, Health and Safety subscriptions contribute to the overall increase in expenditure, reflecting a commitment to maintaining a safe and compliant working environment. The challenge will be to effectively manage these rising costs while ensuring that all legal and safety legislation is maintained.

2.5 Employment and Retention of Staff

The Fleet and Engineering department faces significant staffing challenges. A considerable portion of the workforce is nearing retirement age, creating a potential experience gap. This situation is further complicated by the private sector's aggressive recruitment strategies, including higher salaries and enticing sign-on bonuses, drawing potential candidates away from public service. Moreover, recent changes in the NFCC best practice manual, aligning with the DVSA guide for roadworthiness, has introduced mandatory brake tests. This has led to a substantial increase in travel time, estimated at 353 hours, just to fulfil these new testing requirements, impacting overall operational efficiency. To mitigate the loss of experienced personnel, the department is exploring innovative solutions such as job sharing, enabling seasoned firefighters to remain engaged and share their expertise while accommodating their changing needs and potentially delaying full retirement.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Well-Being Of Future Generations (Wales) Act 2015 – Developing and delivering an effective Asset Management Strategy contributes directly to the well-being goal of “A Prosperous Wales”, which aspires to create an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately.

3.2 Regulatory, Strategy and Policy

3.2.1 Financial – The Service’s Fleet is a significant expenditure. The Asset Management Plan details key areas of upcoming investment in the Service’s fleet, to ensure that our crews can safely provide an effective response to emergency calls. The strategy also looks to realise efficiencies wherever possible.

3.3 Resources, Assets and Delivery

3.3.1 The Asset Management Plan provides an overview of key assets and resources that will ensure that the Service can effectively undertake its key duties and responsibilities.

4. EVALUATION & CONCLUSIONS

- 4.1 The Authority's Asset Management Strategy places a requirement on the Service to maintain a Fleet Asset Management Plan. The format used in producing the Fleet Asset Management Plan is as per the recommendation of the NFCC Best Practice Manual and as agreed by The National Issues Committee (NIC).
- 4.2 The Vehicle Replacement Programme (VRP) is a live document mapping the planned replacement of fleet assets over a rolling 15-year period. Proposed capital and revenue budget expenditure is utilised to deliver the proposals outlined within the programme.

5. RECOMMENDATIONS

- 5.1 That Commissioners note the content of the report.

Contact Officer:	Christopher Temby, Head of Fleet & Engineering Services.
Background Papers:	None
Appendices:	Appendix 1 – Fleet and Engineering Briefing Paper

THIS PAGE IS INTENTIONALLY BLANK

Fleet & Engineering

Financial & Audit Committee Meeting Briefing Paper

**REPORT TITLE : FLEET & ENGINEERING
BRIEFING PAPER**

RELEASE DATE: July 2025

REFERENCE: FLEET & ENGINEERING

AUTHOR: CHRIS TEMBY



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



1. INTRODUCTION

The Fleet & Engineering Services Department's (F&Eng) aim is to provide the organisation with cost effective proactive and reactive technical support around-the-clock 365 days per year in direct support of the Organisations 24/7 activity with regard vehicular fleet, plant, and small equipment.

The F&Eng Department aims to provide fit for purpose, safe, reliable, and cost-effective vehicle fleet and its associated plant and equipment enabling South Wales Fire & Rescue Service (SWFRS) to deliver its service to the public of South Wales.

The department pays due deference to the guidance provided in the NFCC Best Practice Manual, complies with the requirements of Road Transport Legislation, Construction & Use Regulations and Joint Committee on Design and Development (JCDD) along with application of relevant Vehicle and Operator Services Agency (VOSA) and Freight Transport Association (FTA) guidance where these can be applied to a highly specialist and diverse Emergency Service Fleet of vehicles and ancillary plant equipment.

2. SERVICE PROVISION

This section provides a generic overview of the service that the F&Eng Services Department provides the wider organisation with regards to its fleet provision and the safe operation of its vehicles and equipment in compliance with legislation. The key elements of the department's provision to the organisation are 'Legislative', 'Management & Administrative' and the 'Workshops function'.

Legislative Function

The F&Eng Department is responsible for all fleet matters including compliance with the following legislation i.e.: -

- Road Traffic Act 1974
- Road Vehicle Construction & Use Regulations 1968
- Road Vehicle Lighting Regulations 1984
- Road Vehicle Plating & Testing Regulations 1968
- JCDD compliance
- VCA compliance
- Vehicle Licensing & Documentation
- Health & Safety At Work Act 1974
- COSHH
- LOLER
- PUWER

Management & Administrative Function

- Maintain full and detailed records of each vehicle's history
- Management & administration of fleet operations
- Market research
- Procuring and disposing of vehicles and equipment in a timely and cost-effective manner using regional or national contracts or frameworks where appropriate
- Production of vehicle and equipment technical specifications
- Vehicle specification in compliance with Anthropometric Study ref – Use by a Diverse Workforce
- Assessment and evaluation of tenders
- Management of purchasing contracts
- Management and administration of contract hire provisions and road tax
- Ensuring legal operation of the fleet in accordance with the Road Traffic Act and Construction & Use Regulations
- Producing Risk Assessments and Safe Systems of Work

Workshops Function

The following list provides an indication of the nature of the service provided and the capabilities of the Fleet and Engineering staff.

- Safety inspection of vehicles, plant, and equipment
- Schedules preventative maintenance of vehicles, plant, and equipment
- Repair of vehicles, plant, and equipment where the cause is fair wear and tear
- Avoidable repair and avoidable breakdown
- Accident repair
- Breakdown recovery
- Major bodywork repair and modification
- Commissioning of fleet items
- Decommissioning of fleet items
- Supply the replacement parts, material, and consumables fluids
- Arranging for the supply, repair, and replacement of tyres from the approved contractor
- Cleaning of vehicle, bodywork, and interior trim
- Installation and maintenance of specialist equipment
- Replacement of bulbs, lamps, and lenses as necessary
- Repainting and applying livery markings
- Preparing and submitting vehicles for annual statutory tests
- Ad-hoc support to incidents
- Fitting the power supplies for Service radios and other electronic equipment
- Manufacture of items of equipment e.g. stowage items monitor, etc
- Responding and attending to defects and minor repairs to vehicles, plant, and equipment

3. RESPONSE TIME TO DEFECTS OR NON-SCHEDULED REPAIRS

The Service requires the Fleet and Engineering Department to provide 24/7 support for fleet vehicles, plant, and equipment 365 days per year.

The support required by SWFRS can be summarised as the provision of on-site repair and maintenance and off-site repair and maintenance in the case of either breakdown or non-start of a fleet item or a fleet item not capable of being driven safely.

Out of hours service is provided by two technicians on a standby rota system.

The on-duty supervisor will evaluate if the defect:

- Requires a response time of within 3 hours
- Will be responded to within the next working day

Out of hours, Fleet and Engineering technicians aim to arrive at the off-site location to attend to a reported defect within 3 hours. (This is subject to exceptional circumstances such as inclement weather, or the breakdown is outside SWFRS area)

Where there is an increase in operational activity or limited resources, the on-duty supervisor will use the following criteria to prioritise defects:

Priority	Vehicle and Associated Plant and Equipment
Priority 1	Fire appliance Rescue tender Aerial ladder platform Bulk water carrier Special rescue unit Lease vehicle (where officer is on 24 hours)
Priority 2	Chemical incident unit Incident control unit Foam tender Rescue boat Wildfire ATV Environmental protection unit Lease vehicle (where officer is on 8 hours)
Priority 3	Operational 4x4

Priority 4	Lease car (where officer / keeper is not on operational duty) Pool vehicles Utility vehicles Minibus
------------	---

4. THE VEHICLE REPLACEMENT PROGRAMME

The Vehicle Replacement Program (VRP) is a document that is imbedded in the F&Eng service provision to the organisation as it sets out a rolling program of vehicle replacement over ten years and provides an active and effective tool in assisting Capital Budget planning in the medium, and longer term. The VRP is drawn up by the Head of Fleet & Engineering Services and maintained as a 'live' working document with due regard to the financial restraints imposed on the organisation at any given time. It considers the costs, and practicalities of operating older vehicles in comparison to new purchases and fine adjusting the document accordingly during each financial year. The document is designed to pre-plan replacement of vehicles as major cost assets in deference to known and estimated factors drawing on experience and knowledge of the commercial and specialist vehicle and equipment marketplace, considering economic service life in accordance with vehicle or unit type and usage. Vehicle and specialist equipment development and design is a priority consideration in helping to provide Fire Fighters with the best tools available within the financial restraints that prevail with due consideration to best value, quality, reliability, suitability for purpose, access to technical support, replacement parts availability, repair & maintenance costs (R&M), sustainability, user engagement, and compatibility of technologies within a vehicle and plant fleet ranging up to twenty years old.

The VRP is created from information gathered by the LGV Industry, a knowledge of replacement parts availability, FRS trends nationally, User Groups, Industry Publications and on-going discussion and engagement with colleagues such as NFCC Communities, Wales Transport Officers Group (TOG) and the National NFCC Working Group.

Vehicle anticipated service life is dictated by many influences ranging from type of vehicle, use and rate of activity, general condition, original build quality, availability of replacement parts and technical support from original manufacturers. However, in line with information via the various TOG Working Groups and other useful mediums, a generic picture can be produced and the following table outlines the current ideal anticipated service life for each appliance and vehicle type operated by SWFRS; these are generally consistent with our neighbouring FRS's and national trends, though far in excess of commercial industry norms and practices where typically LGV type vehicles are replaced between three and five years.

FLEET SERVICE LIFE PROFILE

Vehicle	Expected Service Life
Fire appliance (W/L)	12 years

Rescue Tender	15 years
Aerial Ladder Platform	20 years
Chemical Incident Unit	15 years
Incident Control Unit	15 years
Bulk Water Carrier	15 years
Foam Tender	15 years
Special Rescue Unit	15 years
Operational 4x4	15 years
Rescue Boat	12 years
Wildfire units	10 years
Environmental Protection Unit	15 years
Welfare Unit	15 years
Asbestos De-con unit	15 years
Tactical Response Vehicle	10 / 15 years
Minibus	10 years
Utility cars	4/6 years
Utility Vans	3 / 6 years
Lease Cars	3 / 4 years

N.B. These anticipated service lives are sometimes exceeded due to financial constraints, contractor problems or extended life utilisation for low-usage projects such as Young Firefighters (YFF) and specific training roles; in such cases R&M profiles are tailored to the specific usage of the vehicle.

5. REPAIR & MAINTENANCE OF SWFRS FLEET

The R&M of the SWFRS fleet of 449 vehicles and its highly specialist and diverse plant fleet comprising 1029 individual items, is catered for in-house at the Forest View HQ site in a well-equipped modern and open-plan workshops. The workshops were designed in 2008 with diversity and flexibility key to its intended function to best cater for the highly specialist and diverse nature of an Emergency Service mixed marque, size and type fleet with due regard to efficiency, H&S, staff welfare and the demands of a diverse workforce.

The department has a total staff of twenty-eight including Management and Supervision, Administrative Support, Technical Staff, Apprentices, and 'Handypersons'.

All Technical Staff will be time-served 'Indentured' or 'Modern' Apprentices qualified in the relevant discipline to a minimum of C&G Part Two or NVQ Level Three and will have completed a minimum of four years post-qualification experience in a main dealership or similar environment upon appointment with SWFRS.

Technicians receive appropriate and adequate in-post training via manufacturer courses or in-house cascaded training at the discretion of the Workshops Manager or when a specific training need is identified via consultation with staff through staff engagement, PDR or departmental meetings.

The culture of the department is totally FRS focussed with every effort being made by departmental management along with senior and directorate level management to encourage this. F&Eng staff are fully aware of the important role they play in supporting the operational activities of the organisation in protecting the public and respond accordingly when called upon even when given the shortest of notice.

Current Fleet & Engineering Staff Resources

Post	Post Holders
Head of Fleet & Eng	1
Workshops Manager	1
Workshop Controller	1
Workshop Co-ordinator	1
Motor Vehicle Technician	13
Auto Electrician	1
Body Tech	2
Ops Equipment Repairer	2
Handy-Person / Driver	1
Apprentice Vehicle Technician	3
Fleet Administrator	1
Administrative Assistant	1

Current Vehicular Fleet Profile I.e. Numbers by Type

Vehicle	Number on Fleet
Fire appliance (W/L)	92(71op 21 non op)
Rescue Tender	7
Aerial Ladder Platform	3
Chemical Incident Unit	3
Recovery / Rescue	5
Control Unit	1
Bulk Water Carrier	6
Foam Tender	1
Special Rescue Unit	4
Operational 4x4	30
Rescue Boat	10
Trailers	15
Fork Trucks	6
Light 6x6 ATV	4
Light 4x4	3
BA support unit	3
Vehicle	Number on Fleet
Environmental Protection Unit	2
Welfare Unit	1
Asbestos De-con unit	1
Tactical Response Vehicle	N/A

Minibus	7
Utility Vans	89
Lease Cars	132

Total Vehicular Fleet – 499 (Total as per September 2024: Numbers fluctuate due to new vehicles and disposals awaiting).

6. ONE-STOP SHOP

The current in-house maintenance provision affords SWFRS a 'One-Stop Shop' facility that caters for every aspect of service, repair and maintenance for the light, Commercially Derived Vans (CDV), semi-commercial, LGV multi-marque vehicular fleet in addition to the diverse range of specialist plant equipment under one roof, and under the direct control of SWFRS supervision and management. This affords the organisation the benefits of having a single point of contact for rectification of all vehicle and plant related problems and an unequalled opportunity for quality assurance, control and priority of service in the secure knowledge of a quality prioritised and bespoke response around the clock that is available without risk of compromise by outside influence or market forces.

Staff Training & Qualifications

Technical staff are 'Time Served' Tradespersons qualified to a minimum of C&G Level Two or NVQ Level Three and have received suitable and appropriate in-post training to ensure safety and that the highest quality standards are met. Departmental management are highly experienced and qualified to BTEC, HNC, FTC or HND and hold appropriate Professional Engineer status as 'Incorporated Engineer' (I.Eng) or 'Engineering Technicians' (Eng Tech), hold corporate membership of the Society of Operations Engineers (SOE) and the Institute of Road Transport Engineers (IRTE) in addition to holding Certificates of Professional Competence (CPC) at National and/or International level.

Repair & Maintenance Programme and Minimum Standards

All vehicle servicing, repair and maintenance is undertaken to manufacturer recommendation as a minimum standard, this includes standard service and maintenance activities with regards to chassis, cab, and drivetrain. In addition to this, all Fire-Engineering, fixed installation specialist equipment, hose-reels, lighting masts, 110v systems, pumps, stowage systems and bracketry, upholstery, cab furniture and bodyworks are catered for by SWFRS's manufacturer trained qualified technicians. This renders the expensive and down-time increasing necessity to utilise specialist contractors unnecessary other than in the most extreme cases. All pneumatic, hydraulic repairs and most electrical works are carried out routinely by the technicians, however items such as electrical systems overhauls, unit testing, complex electronic fault diagnosis and installations such as CCTV, Vehicle Tracking installations etc are undertaken by the in-house Electrical Technician.

Body systems are maintained in the in-house Body Repair shop by a qualified Body Technician who is responsible for all remedial works to body systems, modifications, panel and bracket

manufacture and fitment along with extensive use of specialist welding and fabrication processes plus plastic welding to the very highest standards.

Paint repairs and complete LGV and car re-paints are catered for in a state-of-art clean-air controlled environment spray booth / oven utilising environmentally friendly water-based products.

All specialist plant as used by a large FRS is maintained by manufacturer trained technicians on-site dealing with units as diverse as high-pressure hydraulic cutting and rescue equipment, PPV units, electrical generators, portable pumps, submersible pumps, foam units, etc. Hose and fog-guns, branches, standpipes, couplings and hand-tools are likewise maintained and tested on-site by a semi-skilled operative trained to the appropriate manufacturer standards.

Ladders ranging 13.5m, 10.5m, 7m, roof and Triple Extension are maintained on-site in accordance with the manufacturer's recommendation undertaking routine service according to the PPM schedule, major component replacement and testing.

All workshops equipment is serviced and certified in compliance with the relevant H&S standards, LOLER, PUWER and all relevant legislation applies e.g. COSHH etc. All workshops' activities are risk assessed by qualified persons (i.e. The Workshops Manager and the H&S Representative) certified to IOSHH and / or NEBOSHH standard in accordance with SWFRS Policy and the demands of the Health & Safety at Work Act 1974.

7. PLANNED PREVENTATIVE MAINTENANCE (PPM) PROGRAMME

In line with the guidance of the NFCC Best Practice Manual, in compliance with legislation and to reduce incidents of breakdown and failure to a minimum, a 'Planned Preventative Maintenance' (PPM) Schedule of maintenance has been developed with due deference to manufacturers recommendations, CFOA Wales Transport Officers Group (TOG) engagement and Best Value.

The F&Eng Services Department oversees and manages the PPM schedule ensuring that all FRS vehicles and plant is maintained in accordance with the pre-set schedules of planned service and safety inspections at the pre-set intervals providing a 'One-Stop-Shop' Service, repair and maintenance (R&M) provision from cradle to grave.

In the interest of Best Value, efficiency, reducing down-time and minimising risk of failure, vehicles are 'grouped' according to usage and tailored scheduled maintenance applied according to respective need.

Whilst the emphasis is on quality of work as opposed to quantity, where comparative times are available jobs are completed in accordance with Commercial Industry Standards via use of ICME times.

Scheduled Service & Inspection periodicity is quarterly.

8. OVERHAUL SCHEDULE

In concert with the annual service schedule and as an integral part of the PPM program a cycle of overhaul is applicable to all operational vehicles with a service life of over ten years. A typical W/L having an anticipated service life of twelve years (as per the VRP) would be subject to overhaul every fourth year of its service life in accordance with the following schedule: -

- Schedule A - Carried out at Year 4 on all W/L's
- Schedule B or C - Carried out at Year 8 & 12 at the discretion of the W/Shops Manager

The three respective overhaul schedules are designed to meet the individual maintenance demands of vehicles of differing usage and type, therefore the Workshops Manager having access to the full vehicle maintenance history and respective usage of the appliance will make a judgement at Year 8 as to which schedule best meets those needs with due consideration to safety and cost. Operational appliances are routinely repainted at mid-life or eight-year overhaul stage.

9. NON-SCHEDULED REPAIRS

In acknowledgement that any mechanical, electrical, hydraulic, pneumatic or technology based system is subject to malfunction and failure despite the best PPM schedules designed to minimise these, the F&Eng Services Department provides the facility for station personnel to report any defect via telephone and electronic pro-forma to the Workshops Supervisor (during office-hours; see stand-by for out of hours procedure) who will prioritise and action jobs with due consideration to fire cover and the implications of the loss of a particular vehicle to the effective operation of the organisation. The telephone call is backed up by station personnel submitting electronic Vehicle Defect Pro-forma (V1) that provides a fully auditable system of work. Many years of experience ensures that supervisors are aware of the operational implications of loss of a particular vehicle particularly during spate conditions or any other period of high operational activity.

Two mobile technicians are on-duty throughout each 24 hour day; these will ordinarily be the duty stand-by technicians for the given period (see page 11) and once notified of a defect the supervisor will alert the technician in closest proximity to the job whilst providing instruction appropriate as to what action is to be taken i.e. replacement parts required, technical information, history of similar faults etc. Each mobile technician's activity is manually recorded per half-hour so that the supervisor is aware of their whereabouts throughout the day and able to retrospectively track the activity of each individual technician.

10. TECHNICIAN 24/7 STAND-BY

In direct response to the around-the-clock nature of an FRS the F&Eng Services Department provides two stand-by technicians along with a duty supervisor who are available 24/7 365 days per year. Each SWFRS technician participates in a seven-week rota requiring their full availability 24/7 for the duration of the weeks cover i.e. from 08:00 Friday morning to 08:00 the following Friday morning. The two duty technicians are provided with a vehicle that is equipped in so far as is reasonably practicable with tools and equipment that will reduce the need to return to workshops or to a parts supplier. The two technicians work via mobile telephone to the Workshops Supervisor during office hours and to the duty supervisor outside of office hours.

As defects are identified by station personnel these are reported to FRS Control for logging and H&S purposes. Upon receipt of a call from station personnel Control pass the message onto the duty supervisor who will decide on appropriate action. If the decision is to alert the duty technician this may be via Control contacting the technician as per the supervisor's instruction or in the case of further information or instruction being necessary the duty supervisor may contact the station for clarification and then speak to the technician personally to pass on the relevant additional instruction; in each case Control must be informed of the action for recording and H&S purposes. The duty technician will liaise with the supervisor as required reporting on progress of the job and inform Control of arrival and departure times from station in deference to the Loan Working policy.

Attendance Times

The response from technicians to incidents, particularly those where an operational appliance is booked off-the-run is designed to be instant in that immediately the technician is given the instruction to attend by the duty supervisor they will immediately respond and set off for the given destination. The only exception to this is in the case of multiple incidents where both technicians are already deployed; in these cases, the duty supervisor will prioritise the work and allocate duties to each operative in a priority listed order liaising with stations or via Control as necessary to explain any delay in attendance. Where spate conditions occur and there is a need to add a third technician the supervisor having first received authorisation from the Head of Fleet or the Workshops Manager will contact a third operative under a 'ring-around' arrangement and utilise that technician until work-load reverts to more manageable levels and can be handled by the regular resource, at that time the third technician will be stood-down. Under most circumstances the technician would be expected at the breakdown site within one hour of being alerted this taking into consideration the distance to be travelled between residence and destination.

Pre-Determined Attendance At Major Incidents

The duty call-out technicians provide part of the organisation's PDA for attendance at major incidents. Immediately appliance numbers at an incident reaches five the duty supervisor is contacted by Control and a decision is made as to whether one or two technicians will attend. The supervisor will arrange for one technician to travel to HQ enroute to the incident to collect the fuel trailer whilst the second technician makes his way directly to the incident taking travel

time between the technician's residence, HQ and fire-ground into account; where the incident is of a particularly major nature the supervisor will attend alongside the technicians. The main duties of the technicians at the fire-ground are ensuring all appliances are fuelled and rotated to enable level checks and temperature readings to be taken at regular intervals and to be available for rectification of faults on scene as they may occur.

Supervision Of Stand-by

A supervisor is on duty 24/7 alongside the two stand-by technicians. This schedule is provided under a four-week rota duty system comprising the Head of Fleet, Workshops Manager, Workshops Supervisor and Assistant Supervisor. The duty supervisor is the first point of contact from Control and is responsible for deciding on what action should be taken in response to each reported fault. Where further detail or clarification of a reported fault is necessary the duty supervisor will speak directly with station personnel before deciding on appropriate action; safety, cost and fire-cover are always the priority in deciding response. The duty supervisor prioritises and organises response via one or both duty technicians and arranges further cover via authorisation from the Head of Fleet or the Workshops Manager should the need arise through spate conditions or unusually high workload. The duty supervisor is available to attend major incidents along with the technicians, this includes RTCs involving FRS vehicles, major 'bog-downs' or any other incidents at his discretion.

11. BODY REPAIR & PAINT -SHOP PROVISION

In deference to the demands of the Service with regard to the importance it places on image, the age-profile of its fleet, a lack of suitable commercially available body repairers and paint locally and the specific demands for the fitment and repair of specialist body and stowage systems in addition to remedial works associated with minor accident repair, the Fleet & Engineering Department incorporates a small but very effective in-house body repair facility employing one dedicated operative; the body-shop is complimented by a clean-air temperature controlled spray-booth employing a dedicated Sprayer / Coach Painter to provide a one-stop-shop body-repair and re-paint facility. Due to the extended service life of FRS vehicles where appliances routinely remain in service for up to fifteen years (commercial industry norm is between three and five years) and the high usage of South Wales vehicles in comparison with its neighbours in Wales it is necessary to completely re-paint W/L's and Aerials at mid-life point in order to maintain an acceptable public image, (cost comparison between the in-house and external provision returned an approximate saving of 50% per vehicle for major re-paints alone coupled to significantly reduced down-time). All other painting works i.e. touch-ups, minor accident work, wheels & tyres etc along with light vehicles returns at termination of lease provide significant cost savings e.g. lease companies charge three to five hundred pounds per panel where damage is identified following return; FRS cars being prone to roof panel damage through blue-light usage in service regularly require the roof to be repainted prior to return to avoid this regular and significant charge per vehicle.

The body-shop undertakes minor accident repairs, all wear and tear type works plus all stowage exercises, panel manufacture and fit, bracket manufacture, vehicle modifications and fitting out, major and minor conversions, specialist welding and fabrication and plastic welding; these works being difficult and very costly to outsource in view of the extremely wide range of work types, the regularity of occurrence, the number of instances and the lack of a suitable local supplier.

Major accident repairs are outsourced in deference to available staff resources i.e. where the single operative was committed to a single large repair there would be no resilience to accommodate the multitude of minor works that would be generated over the period of that commitment.

12. PLANT & LADDER SERVICE AND REPAIR

All plant equipment is serviced and repaired in-house in strict accordance with the relevant manufacturer recommendations, by manufacturer and in-house trained technicians; ladder servicing and repair is undertaken on-site by specifically trained dedicated semi-skilled operatives, thus providing quality assurance and service delivery consistent with vehicle fleet standards, optimised control and significantly reduced down-time. The in-house facility being a wholly integrated part of the wider Fleet & Engineering Workshops complex maximises the wide-ranging high skill levels and equipment available within the department.

The organisations large and diverse plant fleet profile of 986 units is as follows: -

- Chainsaws
- Portable Compressors
- Holmatro / Hurst / Lukas Hydraulic Cutting Generators & Sets
- Demountable Bodies
- 110v Generators
- GP8/5/10 Water Pumps
- GP8/5/20 Water Pumps
- Gp10/10 Water Pump
- GP1600 Water Pump
- GP250 Water Pump
- 10.5m Triple Ext Ladder
- 13.5m 464 Esc Ladder
- 7m Double Ext
- Roof Ladders Various Manufacturer and Model
- Small Triple Ext Ladder Various Manufacturer and Type
- Marine Engines (Outboard)
- PPV Units
- Submersible Pumps
- Inflatable boats

13. SMALL EQUIPMENT, HOSE REPAIR & TEST

All hose repair and testing including high and low pressure of varying types and size is assembled, tested and repaired in-house by a trained semi-skilled operative working within the Fleet & Engineering Services workshops in a dedicated sub-workshop under the direction of Fleet & Engineering Supervision. Likewise, the vast small equipment resource from hose branches, fog-guns, foam branches, reels, couplings, collecting heads, fogging units, standpipes etc along with a multitude of hand tools i.e. beaters, axes, hooligan tools, carrying cases and stowage boxes is repaired, inspected and tested in-house and recorded via the Red Kite ICT inventory system where locations and service history is held.

* Small equipment asset list available via Red Kite.

14. RESERVE APPLIANCES

Reserve appliances are centrally located at HQ under the control of the F&Eng Services Department and are used according to need during office hours via F&Eng Supervision; during stand-by hours reserves are utilised at the discretion of the Duty Supervisor. Reserve appliances provide a two-fold provision for the organisation in providing fire-cover when appliances are at workshops for scheduled service and to provide resilience for non-scheduled breakdown and accident damage etc, they can also be called upon for exercises, and training etc. During stand-by hours the duty supervisor decides on best use of reserve resources by controlling their deployment by taking pre-agreed appropriate action where a job is considered not to be repairable on-site due to lack of spares, time to execute, H&S or practicality or where the repair is considered to be non-repairable in the time it would otherwise take to deliver and change-over a reserve appliance; under these circumstances the decision would ordinarily be to instruct the technician to change-over the appliance assisting in that process whilst in attendance, however exceptional circumstances may take precedence and create a deviation from the standard practice; this may require the duty supervisor to contact the Head of Fleet, Workshops Manager and possibly require further contact being made with senior uniformed personnel.

Reserve Fleet: -

- 11 W/L's
- 1 R/T

15. TECHNICAL SPECIFICATIONS

Preparation of technical specifications and tender evaluation is an integral part of the Fleet & Engineering function being the specific responsibility of the Head of Service to ensure the best solutions afforded by the LGV and motor industry and the specialist Fire Engineering Industry to meet the needs of the organisation in pursuit of its service provision to the public with due regard to suitability for purpose, life costs, safety, reliability and conformity to legislation.

Vehicle specifications and appliance design is the result of organisational needs, knowledge of the commercial and specialist marketplace, previous experience, collaboration with neighbouring FRSs via TOG, engagement with users and financial influence as prevails at the time and legislation.

Vehicle specifications are written to meet the schedule as dictated by the VRP with due deference to agreed capital funding at any given time. The Head of Fleet & Engineering Services liaises closely with the ORM Team in ensuring end user engagement influences the vehicles design from the very earliest stages; during the early stages of the specification process ORM elect a project lead who works closely with the Head of Fleet and Engineering arranging evaluations, visits to other Services and user engagement visits to stations, etc on their behalf. Once completed the specification is offered via the appropriate procurement processes to 'Invites to Tender' and the Head of Fleet and Engineering works closely with the Procurement Department in evaluating the returns and selecting the successful contractor. Host-chassis for LGV based vehicles are ordinarily purchased by the organisation via a Purchasing Framework and free-issued to the successful body contractor; this in concert with the preference of the Wales TOG Group. Once awarded the Head of Fleet and Engineering liaises with contractors throughout the build process including pre-build, stage and final inspections checking compliance with the specification throughout; these visits and inspections can include further additional visits that may be necessary during the build process as queries and / or problems occur. During these site-visits and inspections the Head of Fleet and Engineering will periodically invite members of the ORM Team along in the interest of engagement and involve them fully in the stowage exercise that is carried out during the latter stages of the first build of type. Standard practice is to test the first of a build-batch according to JCDD or VCA standard this to include a 'tilt test' and prolonged track and brake test.

Build progress and delivery schedules are regularly conveyed to the ORM, Operations and Training teams via the OAECG Group to ensure reduced lead-times for introducing vehicles and equipment to stations.

16. COMMITMENT TO TRAINING AND APPRENTICES

In accordance with industry norms and FRS Fleet & Engineering Services Departments nationally, all technical staff are recruited subject to satisfactory completion of appropriate training via nationally recognised apprenticeships and qualified in the relevant discipline to a minimum of NVQ Level Three or City & Guilds Craft Level Two, and whilst this appointment criteria addresses the needs for initial recruitment the highly specialist nature of the FRS environment requires considerable additional training and familiarisation for all new recruits.

Likewise on-going developments and technology advancement within the wider industry and specifically in FRS equipment demands on-going development training over a technician's career and this is provided via manufacturer courses and specialist service providers.

In deference to the Health & Safety at Work Act 1974 appropriate and adequate training is provided for all departmental staff with due regard to the specific needs of their respective posts, the demands of organisational policy and legislation. Training needs are identified and arranged by the Workshops Manager in accordance with needs or may be brought to the attention of management via the Personal Review process or regularised team meetings and authorised in accordance with agreement further to due consideration of cost, benefit to the organisation and / or personal development; training is diverse and wide ranging and may be in regard to technical matters, Health & Safety, union related, welfare, Welsh language or equality and diversity related etc.

Apprentice Training

In respect to the widely acknowledged skills shortages nationally and specifically within Wales SWFRS, with the support of its Elected Members, undertook to be proactive in reintroducing Apprentice Training within Fleet and Engineering shortly after Brigade Amalgamation in 1996 following a period over the previous ten years when reduced funding prevented recruitment. Attempts to recruit suitably qualified and experienced technicians at that time clearly indicated a severe lack of suitably qualified and experienced candidates for interview and the knowledge that this trend was being repeated nationally led to the decision to reintroduce an apprentice scheme supported by Government assistance provided set criteria was met about candidate age and attainment of their qualification within an agreed period.

Apprentices are recruited subject to selection via a practical dexterity test and formal interview. Due consideration is given to academic ability, practical aptitude and their having demonstrated a genuine desire to pursue a career in engineering; all three attributes in equal measure.

Apprenticeships are currently employed under the 'Modern Apprenticeship' scheme over four years during which time each candidate will be allocated to a 'Mentor Technician' to whom they will report for the duration of their training and attend college one day per week until completion of their academic studies when successful candidates will have attained a minimum of NVQ Level Three in the relevant discipline. Where candidates demonstrate the ability and desire to pursue higher qualifications this is encouraged and provided via the colleges' available courses.

Apprentices will work under the constant supervision of their mentor for the first year of their training; work with their mentors plus other technicians to obtain the required evidence for their NVQ during year two; a combination of supervised and controlled unsupervised work during year three and unsupervised during year four. The training program is designed to be structured with the benefit and development of the candidate as a priority to produce a technician that the organisation would be happy to re-employ if the opportunity arose.

Upon completion of the four-year training the technician is released to pursue employment in the field; this is viewed as an important opportunity for the Individual to develop their skills

and grow their experience away from the FRS. It also provides the organisation with a far wider recruitment choice and the opportunity to re-recruit former apprentices who have left the organisation previously having developed within the Industry and re-applied for available technician posts. Whilst it is acknowledged that there is a risk of apprentices choosing to pursue careers away from the FRS, experience shows that by releasing one qualified apprentice per year, numbers of apprentices out-number opportunities to re-recruit therefore reducing that risk.

Recruitment of technicians during the summer of 2011 gave clear evidence in support of continuing the apprentice scheme as the low numbers of suitable respondents to advert (three invited for interview) clearly indicates the on-going skills shortage with only manufacturer franchised main dealerships and some public utilities actively investing in the future via apprentice training.

17. FURTHER INFORMATION

The vehicle fleet list is available via the Head of Fleet & Engineering Services.

Chris Temby

Tel: - 01443 232141

Mobile: - 07795 666778

Email: - c-temby@southwales-fire.gov.uk

THIS PAGE IS INTENTIONALLY BLANK

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 11
18 JULY 2025

FINANCE AND AUDIT COMMITTEE

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER FOR SERVICE DELIVERY

THOMAS CARROLL RISK ASSESSMENT REVIEW – PROGRESS UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY AREA MANAGER STEVE O'CONNELL
REPORT PRESENTED BY AREA MANAGER STEVE O'CONNELL

SUMMARY

The report has been drafted to provide an update on progress against recommendations from Thomas Carroll review dated May/June 2024. This review was an independent evaluation of the suitability and effectiveness of the general risk assessment process that is currently in place in South Wales Fire and Rescue Service.

To date 28 of the 46 recommendations have been completed. The remaining recommendations are in progress and will be completed by 01/12/25.

RECOMMENDATIONS

That Commissioners note this report.

1. BACKGROUND

- 1.1 In 2024, South Wales Fire and Rescue Service took a proactive approach to self-assessment by initiating an independent review of the Health and Safety department. The review was completed by Thomas Carroll management services ltd. Led by the Area Manager responsible for Health and Safety, the review focused specifically on the risk assessment process. This action was taken to ensure the Service was meeting its legislative responsibilities and to provide assurance to both the interim Chief Fire Officer and Commissioners.

1.2 The review sought to;

- Evaluate the effectiveness and consistency of the Service's risk assessment processes.
- Identify areas for improvement in the operational and organisational approach to health and safety.
- Provide evidence of due diligence and legal compliance.
- Make recommendations to enhance the culture of safety and risk management across the Service.

1.3 The review made recommendations in the following areas:

- Policy and objectives
- Responsibilities and accountabilities
- Competencies and training
- Risk assessment templates
- Risk assessment systems and storage
- Communication
- Monitoring and review

2. ISSUE / PROPOSAL

2.1 The report identified 46 key recommendations.

2.1.1 28 recommendations are now completed. The remainder are to be completed by 01/12/25. One recommendation is continuous.

2.2 Key findings included;

2.2.1 The general H&S policy and risk assessment policy require review and updating.

2.2.2 A requirement to improve risk assessment training for service staff.

2.2.3 A review and update of the Service's risk assessment (RA) library.

2.3 Proposal for Change / Improvement.

2.3.1 To date, the following key actions have taken place;

- Update to the Service's risk assessment policy, templates and guidance.
- Delivery of enhanced risk assessment training for relevant staff.

- Introduction of a centralised tracking system to monitor outstanding risk assessment.
- Updated governance and audit processes to support better oversight and compliance.
- Improved communication and escalation protocols between departments and the Health and Safety team.

2.3.2 To address remaining issues and enhance H&S agenda, the following actions will be completed:

- Each station will undergo a tailored risk assessment led collaboratively by operational staff and a dedicated member of the H&S team. This approach ensures both contextual relevance and professional rigour.
- This will identify location-specific hazards and embed practical H&S learning into the station environment.
- H&S team members will be actively involved to provide expertise and mentoring during the assessment process.
- Integration with Training: This process will serve as a live learning opportunity and be incorporated into formal RA training.
- Development of a Centralised Generic Task-Based Risk Assessment Library. A structured library of generic risk assessments will be developed covering common tasks performed across the organisation.

2.4 Responsibility & Oversight

2.4.1 Proposal Lead: Health, Safety & Wellbeing Manager

2.4.2 Responsible Directorate: Assistant Chief Fire Officer for Service Delivery / Health & Safety Directorate.

2.4.3 Station involvement: Local Station Managers and Watch Managers.

2.4.4 Training Integration and recommendation delivery: Health, Safety & Wellbeing Team.

3. IMPLICATIONS

3.1 Community and Environment.

The proposed improvements to the SWFRS Health & Safety strategy have been developed in alignment with the broader organisational commitment to community responsibility, environmental sustainability, and inclusive service delivery.

3.1.1 Equality, Diversity and Inclusion (EDI). Equality Impact Assessments will be completed to reflect changes to policy, procedure and training requirements.

3.1.2 Accessibility of training resources and risk assessments, including the generic RA library, will be reviewed to ensure they meet EDI standards. This includes the use of plain language, visual formats where appropriate, and formats accessible to neurodivergent or disabled staff.

3.1.3 Health, Safety and Wellbeing. The proposal directly enhances health, safety and wellbeing outcomes for SWFRS personnel by embedding practical training, expert oversight, and dynamic risk analysis into core operations. It reflects a proactive and preventative safety culture.

3.2 Governance.

The review ensures that SWFRS meets its requirements to maintain a safe workplace in line with the Health and Safety at work act 1974, and the Management of Health and Safety at Work Regulations 1999.

3.3 Resources, Assets and Delivery

The delivery of review recommendations will be managed within the existing team structure and salary budgets, ensuring no additional resourcing is required. Current resources will be utilised efficiently to support delivery process, with responsibilities allocated among existing team members.

4 EVALUATION & CONCLUSIONS

4.1 The remaining 18 recommendations are in progress, with defined timelines for delivery. The Service remains committed to completing all actions and embedding the improvements sustainably.

An updated implementation timeline and progress report are set out in Appendix 2.

The Health and Safety Committee receive regular updates on progress.

4.2 Conclusion

The independent review undertaken in 2024 has provided a solid foundation for continuous improvement in Health and Safety across South Wales Fire and Rescue Service. With 28 recommendations now complete, this reflects a commitment to the health, safety, and wellbeing of our staff and communities, as well as our continued focus on regulatory compliance and organisational excellence.

The Commissioners will be kept informed of further progress as part of the Service's wider assurance framework for Health and Safety. The team may consider a follow-up audit of the action plan and recommendation implementation.

5 RECOMMENDATIONS

5.1 That Commissioners note the report.

Contact Officer:	Steve O’Connell Area Manager – Operational Risk Management		
Background Papers	Date	Source / Contact	
None*			
Title			

Appendices	
Appendix 1	Thomas Carroll risk assessment review of SWFRS – June 2024
Appendix 2	Recommendation action tracker – SWFRS H+S team

Report Title
Appendix 1:



South Wales Fire
and Rescue - Risk As

Report Title
Appendix 2:



TC Report update
June 2025.xlsx

Finance & Audit Committee FWP 25/26					
Expected Date of Report	Report Title	Purpose of Report	Information and Assurance or Decision	Lead Director/Contact Officer	Progress
18 July 2025	Internal Audit Update Reports	To provide an updated position of the work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	I&A	Treasurer Contact Officer: Lisa Mullan	On Agenda
18 July 2025	Performance Reports – Statutory PI's	To scrutinise the progress of the Service's priority actions and statutory PI's	I&A	ACFO SD Contact Officer: Wayne Thomas	On Agenda
18 July 2025	Tier 2 Fire Investigation Team Structure	To provide Commissioners with options for the future of Fire Investigations	D	ACFO SD Contact Officer: Mike Wyatt	On Agenda
18 July 2025	Review of Fleet and Vehicles Strategy, Budget and Planning Assumptions and Progress Against the Plan to include Capital	To provide a departmental annual update from the Fleet and Engineering Department	I&A	ACFO TS Contact Officer: Chris Temby	On Agenda
18 July 2025	Health and Safety Update	Following Thomas Carroll Audit	I&A	Contact Officer: Chris Hadfield	On Agenda

18 July 2025	Internal Audit Annual plan 2025/26	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.	I&A	Treasurer Contact Officer: Lisa Mullan	On Agenda
19 Sep 2025	Revenue Monitoring Report	To provide an update on revenue expenditure against the revenue budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	Internal Audit Update Reports	To provide an updated position of the work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	I&A	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	Performance Reports – Statutory PI's	To scrutinise the progress of the Service's priority actions and statutory PI's	I&A	ACFO SD Contact Officer: Wayne Thomas	
19 Sep 2025	Capital Monitoring Report 25/26	To provide an update on capital expenditure against the capital budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	MTFS and Reserves Strategy	To update Commissioners on the Financial Strategy and Reserves Strategy of the Service prior to considering the report on the Budget Setting Strategy.	D	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	Treasury Management Outturn	To advise Commissioners of the year end treasury management position.	I&A	Treasurer Contact Officer: Lisa Mullan	

19 Sep 2025	Audit Wales Final Audit Letter	To advise on conclusion of financial audit and ISO260 report.	I&A	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	Audit Wales Certificate of Compliance	To receive Audit Wales' certificate of audit of the Service's 2024/25 Improvement Plan.	I&A	ACO CS Contact Officer: Wayne Thomas	
19 Sep 2025	Efficiency Update	To provide Commissioners with an update on the Service's position on efficiency savings	D	Treasurer Contact Officer: Lisa Mullan	
19 Sep 2025	Review Strategic Risk Q1	To advise Commissioners of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	I&A	Contact Officer: Wayne Thomas	
19 Sep 2025	Q1 Internal Audit Tracker		I		
12 Dec 2025	Budget Setting Proposal for Consultation 2026/2027	To assist in determining the appropriate revenue & capital budget required to meet the Service's requirements for the financial year	D	Treasurer Contact Officer: Lisa Mullan	
12 Dec 2025	Internal Audit Update Reports	To provide an updated position of the work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	I&A	Treasurer Contact Officer: Lisa Mullan	
12 Dec 2025	Performance Reports – Statutory PI's	To scrutinise the progress of the Service's priority actions and statutory PI's	I&A	ACFO SD Contact Officer: Wayne Thomas	
12 Dec 2025	Revenue Monitoring Report	To provide an update on revenue expenditure against the revenue budget for the year	D	Treasurer Contact Officer: Lisa Mullan	

12 Dec 2025	Capital Monitoring Report	To provide an update on capital expenditure against the capital budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
12 Dec 2025	Treasury Management Mid Term Report 2024/25	To advise Commissioners of the mid-year position in relation to our treasury management.	I&A	Treasurer Contact Officer: Lisa Mullan	
20 March 2026	Revenue Monitoring Report	To provide an update on revenue expenditure against the revenue budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
20 March 2026	Capital Monitoring Report	To provide an update on capital expenditure against the capital budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
20 March 2026	Internal Audit Update Reports	To provide an updated position of the work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	I&A	Treasurer Contact Officer: Lisa Mullan	
20 March 2026	Performance Reports – Statutory PI's	To scrutinise the progress of the Service's priority actions and statutory PI's	I&A	ACFO SD Contact Officer: Wayne Thomas	
20 March 2026	Treasury Management Strategy Statement	To provide Commissioners with the Treasury Management Strategy Statement	D	Treasurer Contact Officer: Lisa Mullan	
20 March 2026	Risk Q3 Report		I&A	Contact Officer: Wayne Thomas	

AGENDA ITEM NO 13

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

THIS PAGE IS INTENTIONALLY BLANK

AGENDA ITEM NO 14

Any items to report back to the Board of Commissioners Committee

THIS PAGE IS INTENTIONALLY BLANK

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.	To receive the minutes of;	
	Finance and Audit Committee Meeting held on 25 April 2025	3
5.	Update on Outstanding Actions	9
	REPORTS FOR DECISION	
6.	Tier 2 Fire Investigation Team Structure	13
	REPORTS FOR INFORMATION AND ASSURANCE	
7.	Internal Audit Update	33
8.	Internal Audit Annual Plan – <i>'Update to be provided on the day'</i> .	67
9.	Performance Reports – Statutory PI's, Quarter 1 2025/2026	69
10.	Review of Fleet and Vehicles Strategy, Budget and Planning Assumptions and Progress Against the Plan to include Capital	81
11.	Thomas Carroll Risk Assessment Review – Progress Update	107
12.	Forward Work Programme for Finance and Audit Committee 2025/2026	113
13.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	117

THIS PAGE IS INTENTIONALLY BLANK

14.	Any items to report back to the Board of Commissioners Committee.	119
-----	---	-----