

COMMISSIONERS FOR FIRE & RESCUE SERVICE

Papers for the Strategic Change, Transformation and Culture
Committee to be held on:

Thursday 14 August 2025, 1400hrs

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

Or

Remotely via MS Teams

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

Meeting Link: <https://bit.ly/StrategicChangeTransformationCulture-14-08-25>

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

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

3. Chairperson's Announcements.
4. To receive minutes of the Strategic Change,
Transformation and Culture Committee held on 16 May
2025 3
5. Update on Outstanding Actions 11

REPORTS FOR INFORMATION AND ASSURANCE

6.	Progress on delivery of Independent Culture Review Report Recommendations	13
7.	SWFRS Automatic Fire Alarm (AFA) Response Change Update	19
8.	Thematic Review – Operational Training Update	29
9.	Thematic Review – Grenfell Update	37
10.	Thematic Review – Operational Excellence Update	45
11.	Thematic Review – Broadening the role of Firefighters in Wales Update	51
12.	Thematic Review – Fatigue Highlight Report	57
13.	Highlight reports from the Transformation Programme	63
14.	Update on Communications and Engagement	71
15.	Forward Work Programme for Strategic Change, Transformation and Culture Committee 2025/2026	83
16.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	89
17.	Any items to report back to the Board of Commissioners Committee	91

Signature of Monitoring Officer:



MEMBERSHIP

Commissioners:

C	Foulkes
K	Williams

COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE SERVICE

MINUTES OF THE STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

**HELD ON FRIDAY 16 MAY AT 14:00
IN MEETING ROOM 8 AND REMOTELY VIA TEAMS**

COMMISSIONERS PRESENT:

Kirsty Williams, Chair

OFFICERS PRESENT: ACO Alison Reed – Director of People Services, ACFO Brian Thompson- Director of Technical Services, Dominic Mika – Director of Strategic Change and Transformation, T/AM Mike Wyatt – Head of Risk Reduction, AM Matt Jones – Head of Operations, Rhian Moore – Head of Communications and Engagement, Lisa Shroll – Head of People Services, Jake Alpert – Chief of Staff, GM Mike Evans, Wayne Thomas – T/Head of Corporate Support, GM Mike Evans, Christian Landeg-John

1. APOLOGIES FOR ABSENCE

Apologies were received from Commissioner Carl Foulkes, Chief Fire Officer Fin Monahan, Assistant Chief Fire Officer Dean Loader, Area Manager Neil Davies and Lisa Mullan.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. CHAIRPERSON'S ANNOUNCEMENTS

The Chair announced the tragic events that unfolded in Oxfordshire Fire and Rescue Service earlier that day. The Committee took a moment of silence to pay their respects.

4. TO RECEIVE MINUTES OF THE STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE HELD ON FRIDAY 21 FEBRUARY 2025

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

5. UPDATE ON OUTSTANDING ACTIONS

The action log has been updated accordingly.

6. REPORTS FOR DECISION

6.1 PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECOMMENDATIONS

Dominic Mika, Director of Strategic Change and Transformation stated that a process has been agreed at the Service Improvement Board whereby recommendations which are deemed complete are brought to the board for approval and then to this Committee for final sign off. The report outlines a new amendment on how we will do the quality assurance which will provide demonstratable evidence that we have done the recommendation. Kirsty Williams commented that it is good to see dates included on the programme events of those that are in progress. Dominic Mika added that the dates signify when we expect to be done, but not the full approval process. The target date is noted and then will be taken to the Service Improvement Board and then further to this Committee. Kirsty Williams added that adding dates was a useful addition and asked for them to be shown in UK format as they currently appear in US.

RESOLVED THAT

- 6.1.1 The Commissioner noted the progress reported on implementation of the ICR recommendations.
- 6.1.2 The Commissioner agreed and noted the additional evidence gathering required for sign-off of ICR recommendations.

6.2 PRIORITISATION OF PROJECTS AND TASKS WITHIN THE TRANSFORMATION PROGRAMME

Dominic Mika, Director of Strategic Change and Transformation, presented the report. The paper outlines the Chief Fire Officer's priorities for the Service, which the Senior Leadership Team (SLT) has gone through in detail. The paper identified the new prioritisation framework showing P1 as immediate risks and highlights what the critical workstreams are such as the independent culture recommendations, risk management in its entirety and CRMP which will fit into wider pieces of work. Kirsty Williams commented that most items have ended up on the prioritisation list and was concerned that we are asking for too much, too quickly and has concerns around capacity and resilience to manage it. Rhian Moore explained that there is a plan for Communications and Engagement, but they have phased it due to challenges around resilience.

Kirsty Williams expressed that the terminology of describing the progress of the work on the prioritisation framework is not appropriate for a public

facing document and requested that this is amended. It was also requested that future iterations of the document have explanations to elaborate as the report does not explain what is working well and what is not and if there are roadblocks, there is no explanation for what is being done to progress the task or recommendation.

RESOLVED THAT

- 6.2.1 The Commissioner noted the prioritisation model outlined in the report.
- 6.2.2 The Commissioner noted the alignment with the wider service improvements.
- 6.2.3 The Commissioner noted that the delivery will be monitored through the Service Improvement Board.
- 6.2.4 The Commissioner requested that the terminology under the status tab on the prioritisation framework is amended.

7. REPORTS FOR INFORMATION

7.1 THEMATIC REVIEW – OPERATIONAL TRAINING UPDATE

Brian Thompson, Assistant Chief Fire Officer, presented the report in the absence of Area Manager Neil Davies and highlighted the following:

- We remain on track to complete the whole thematic by 31st December 2025.
- Recommendations 1 and 4 has required more work with our operational colleagues as there were many interdependencies with the other.
- Recommendation 1: Uniformed members of SLT and Cardiff Gate held a meeting to look at the training calendar and we are 40%. This will be trialed to get it right and then it will be rolled out by Unitary Authority.
- Recommendation 2: We are 99.5% complete on recommendations 2A and 2B. Uniformed members of SLT has conducted an in-depth review of the TNA and Brian Thompson proposed bringing the TNA to the Commissioners informally.
- Recommendation 3: This is at 10%, once recommendation 1 is complete this will reduce the training burden, there is wider work with Matt Jones being done on this.
- Recommendation 4: We are happy with the progress, and there is capacity to progress the microteachings.
- Recommendation 5: Operational colleagues have visited Holland,

and we have experts visiting the Service. There has been significant progress on this.

- Recommendation 6: Once the Operational Effectiveness review has been done then that will be embedded into the training. Each individual recommendation will go through a substantial evidence sign off process.

Kirsty Williams queried in relation to Recommendation 2A and 2B, what the level of impact would look like and how we mitigate and manage the risk with the stations that we anticipate will increase their business. Matt Jones explained that there will be planned activity incorporated, whereby there are protected periods of time where the appliance is unavailable. A discussion was had around On Call colleagues to alleviate pressures, and further work will be required on this area. The Senior Leadership Team agreed to a £270k investment to make firefighters operationally safer and more effective. Our metrics will have quantifiable data driven through our Key Performance Indicators to demonstrate how this will impact our staff and the public.

RESOLVED THAT

7.1.1 The Commissioner noted the report.

7.2 THEMATIC REVIEW – GRENFELL UPDATE

Mike Wyatt, Area Manager Risk Reduction provided an update on the Grenfell recommendations and noted that significant work has been done since setting up the High Rise Team. We are now moving to phase 2 on the training and now have additional CPD training for incident commanders and staff looking at external fires. Mike Wyatt explained that we have a strategy and a procedure in place for mass evacuation and this is implemented for operational and control staff. The High Rise Standard Operating Procedure (SOP) is out for consultation phase and will sign off many actions. The focus for the next 3 months is the evacuation SOP and for the team to progress with learning from Wales-Grenfell. In terms of challenges, the team have overcome capacity issues and are welcoming another Station Manager from the Business Fire Safety team.

There are 9 recommendations signed off and the team are working on the 10th, with a further meeting to be set up to present all the evidence for final sign off and provide an opportunity to ask questions. Kirsty Williams queried the difference in legislation between Wales and England and whether this had a potential to be problematic. Mike Wyatt explained that the Business Fire Safety team are aware of the differences and that the risks are mitigated with our auditors.

RESOLVED THAT

7.2.1 The Commissioner noted the report.

7.3 THEMATIC REVIEW – OPERATIONAL EXCELLENCE REVIEW

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

- Recommendation 2: Awareness training has been done for this guidance, and we have covered all wholetime. This has been shared with other Services in Wales and NFCC partners. This is in progress and hopefully will be signed off by the next Committee meeting.
- Recommendation 3: This is covered off under Training. We are roughly at 90% progress with this recommendation.
- Recommendation 4 and 5: Mike Evans wanted to raise that there is slow progress with these recommendations. A report has been taken to Senior Leadership Team to approve the centralized two departments to one operational assurance team. There is an implementation plan to go along with this and a draft policy.
- The funding to purchase operational equipment will enhance teachings and the 22ml hose reel will be expanding to all trucks. This training is starting to become business as usual.

Kirsty Williams asked how we will work in synergy with the Chief Fire Rescue Advisor and Inspector recommendations with the HMICFRS report. It was raised that many of the points in the HMICFRS report are strategic in nature and there are areas within the report are included in the transformation piece.

RESOLVED THAT

7.3.1 The Commissioner noted the report.

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

Matt Jones, Area Manager Head of Operations provided an overview of the report and key areas to highlight are:

We are in the second phase of the operational reset which is around shaping the role. We are looking at the roles and the key focus is to empower and develop future leaders and work on this will be in collaboration with the Leadership and Development Academy. Matt Jones noted that we are 95% complete on our actions and fatigue

management has been incorporated. Kirsty Williams asked if it is the intention to run the work passed quality assurance, Matt Jones confirmed this will be the case and once it is business as usual, we will drop the operational reset terminology. This is approximately 6 months away but will depend on where the Service wants to go with recommendation 2. There was a discussion around the challenges that will bring, Matt Jones explained that some watches have found structured days beneficial while some watches have not. Data is being captured for feedback.

RESOLVED THAT

7.4.1 The Commissioner noted the report.

7.5 HIGHLIGHT REPORTS FROM THE TRANSFORMATION PROGRAMME

Dominic Mika, Director of Strategic Change and Transformation listed the top level highlight pieces in the improvement plan and noted that we are picking up the pace to improve agility of communication. Updates are circulated through our internal channels following the Service Improvement Board which is held 6 weekly. Some points to note were that the Service has launched the Leadership Academy and appointed George Gilbert as the Strategic Lead. Middle Leaders Engagement sessions to discuss Just Culture, the launch of the Strategic Improvement Plan, Vision Mission and Values work and Taking Care of Behaviors training to the Senior Leadership Team which is a bespoke training package for the organisation, based on the intelligence that we receive. The training will commence down to Group Managers and then rolled out wider, adopting a train the trainer method. The training consists of conduct behaviours, workplace sexual harassment, microaggressions and typical culture issues, how to report and being an upstander. Posters have been distributed and a visible in HQ and all our estates. Kirsty Williams queried how we evaluate the impact of the programme and that it has been successful. Lisa Shroll explained this is a mandated face to face training session and all new recruits will undertake this as well as any new starter programme for corporate.

RESOLVED THAT

7.5.1 The Commissioner noted the update.

7.6 UPDATE ON COMMUNICATIONS AND ENGAGEMENT

Rhian Moore, Head of Communications and Engagement summarised the key pieces of work included within the report on the work to date this year. The plan addresses the improvements and provides an outline

approach with timescales and measurables. Rhian Moore reported that we have a better relationship with the Media. Kirsty Williams noted that the revamped SHOUT internal magazine is great, and it was pleasing to see the recent coverage around wildfires and that the media are reporting positive news. There was a discussion on how internal communication is working due to the number of retained staff. Rhian Moore will be conducting a communications audit to see how communications work for watches and how this gets cascaded.

RESOLVED THAT

7.6.1 The Commissioner noted the report.

7.7 PLANNING, PERFORMANCE AND RISK AND STATISTICS TEAM UPDATE

Wayne Thomas, Temporary Head of Corporate Support presented an update on the Planning, Performance and Risk and Statistics team which discusses the general day to day of the department. The report shows the structure, roles and provides an indication of the key priorities. Kirsty Williams appreciated the paper and noted it was useful to understand how the department operates.

RESOLVED THAT

7.7.1 The Commissioner noted the report.

8. FORWARD WORK PROGRAMME FOR STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE 2025/2026

There were no comments on the Forward Work Programme as this committee is more aligned to the Culture and Thematic Review.

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

There were no items that the Chairperson deemed urgent.

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

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

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AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS
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STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

Minute No	Item	Action	Leading Officer	Current Status
4.3 21/02	Morris Recommendations	SLT to complete a formal review of the approved 36 recommendations and to be brought back to this board to be signed off.	Dominic Mika	<p>This will be scheduled for the Committee on 14 August 2025.</p> <p>This is ahead of schedule and we will be looking to sign off the 36 recommendations within this action before the next meeting.</p> <p>Ongoing as of 16/05/2025</p>
5.1 21/02	Training and Delivery Thematic	Neil Davies to present to the Commissioners the findings from the unconstrained analysis.	Mia Evans Secretariat AM Neil Davies	Scheduled for 30 May 2025.

5.4 21/02	Fatigue management paper	Dean Loader and Matt Jones to provide an update paper to the Commissioners on fatigue management in 4 weeks' time.	AM Matt Jones	<p>Internal discussions are ongoing and paper will be presented to Commissioners in due course. UPDATE 16/05/2025: Matt Jones confirmed this is now with the Chief Fire Officer and it needs to be discussed with the Unions on 23rd May and the paper will be shared with the Commissioners at the end of the month (May).</p> <p>Ongoing as of 16/05/2025</p>
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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 6

14 AUGUST 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

PROGRESS ON DELIVERY OF INDEPENDENT CULTURE REVIEW REPORT RECOMMENDATIONS

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

REPORT PRESENTED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This paper provides an update to the Commissioner's on progress to implement the recommendations of the Independent Culture Review (ICR) Report carried out by Fenella Morris KC and published on 3 January 2024. Following the approved process for recommendation sign off at this board on 21 February 2025 the service has developed an improved approach to evidence recording of recommendations.

RECOMMENDATIONS

1. That the Commissioners note progress reported on implementation of the ICR recommendations.
2. That the Commissioners agree and note the additional evidence gathering required for sign-off of ICR recommendations.

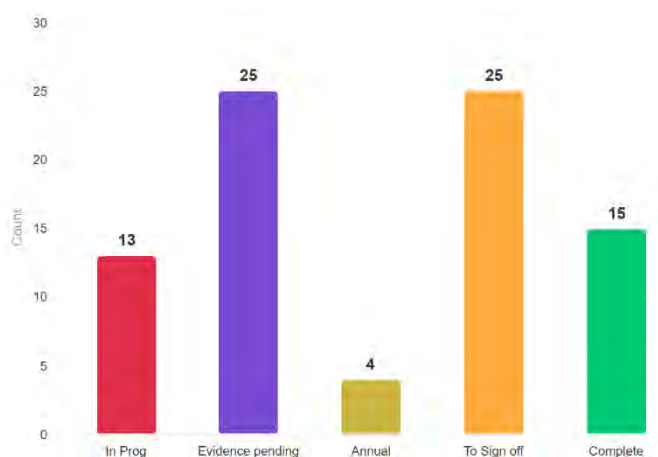
1. BACKGROUND

- 1.1 In December 2022, an Independent Culture Review (ICR) was commissioned by South Wales Fire & Rescue Service ("the Service") amidst media reports around abusive behaviour from current and former staff. The ICR covered the Service's culture, disciplinary processes and procedures, and seven years of historic cases. Fenella Morris KC was appointed to lead the independent review in February 2023.

- 1.2 The ICR Report was published on 3rd January 2024 by Fenella Morris. It identified significant failings in the Service regarding behaviours, standards and culture, and in management and leadership. The report set out 82 recommendations to address these issues, identifying themes and timescales. These recommendations were fully accepted by the Service and an initial action plan was produced.
- 1.3 Following Welsh Government's intervention to transfer the governance functions of the Fire Authority to four appointed Commissioners, their terms of reference included implementation of "all the recommendations of the review of SWFRS culture and values within deadlines stipulated in it". The initial action plan was reviewed and remapped to create a comprehensive transformation programme, titled "Step Forward". This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS's report on values and culture in fire and rescue services and the Service's own strategic plans.
- 1.4 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward projects, designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.
- 1.5 This report provides an update on the Service's progress on implementing the 82 ICR recommendations. It also sets out the process for future review of progress and "sign off" of completed recommendations.

2. PROGRESS UPDATE

- 2.1 Upon approval from Commissioners, a robust 'Sign Off' process was implemented post the last board. The Sign Off process was put in place to provide a high level of quality assurance and to ensure definitive recorded actions have been put in place for the purpose of audit.
- 2.2 Previous 'Signed Off' work strands have been re-evaluated to ensure evidence has been gathered in accordance with new standards.
- 2.3 Recommendations from the Thematic review will also follow in line with this new process.
- 2.4 25 recommendations are at a stage of completion and are waiting for evidence to be gathered to meet the criteria for authorised sign off.
- 2.5 13 recommendations remain in progress and 4 annual recommendations remain, which will be signed off as part of an annual process.



Significant progress has been made in addressing the recommendations from the Fenella Morris review. To date, 15 recommendations have been fully completed, and a further 25 are currently awaiting final sign-off. A further 25 have been actioned but require supporting evidence before they can be circulated for approval.

Four recommendations are scheduled for sign-off once they reach their annual review point as they relate to recurring checks. Work is ongoing to finalise the remaining 13 recommendations, with the aim of completing all outstanding actions by the end of September. However, it is important to note that some recommendations may only be deemed fully complete once a specified anniversary or timescale has been passed which will be reflected in the final reporting.

3. EVIDENCE COLLECTION

- 3.1 As stated, evidence collection has been identified and is currently in progress, to include all complete recommendations. This has a target date for completion of **30 September 2025**. These will be retrospectively quality assured.

4. IMPLICATIONS

4.1 Community and Environment

- 4.1.1 Equality, Diversity and Inclusion – The Independent Culture Review made specific recommendations regarding EDI and DICE principles are central to culture change within the Service, therefore this status report and clarifying the method for monitoring progress will demonstrate progress.

4.1.2 Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WFGA and positive ways of working.

4.1.3 Socio Economic Duty – Changes delivered will support effective governance and decision making.

4.1.4 Consultation and Communications – Implementation of this proposal for sign-off of completed recommendations provides for staff input on progress and dissemination of outcomes.

4.1.5 Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.

4.1.6 Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

4.2 Regulatory, Strategy and Policy

4.2.1 Corporate Risk – Delivery on the ICR recommendations will address culture related corporate risk.

4.2.2 Governance & Audit – Delivery on the ICR recommendations will support improvement in governance arrangements and oversight.

4.2.3 Morris Report – This report directly addresses the findings of the Morris Report.

4.3 Resources, Assets and Delivery

4.3.1 This report does not require allocation of additional resources.

5. EVALUATION & CONCLUSIONS

5.1 This report provides an update on recommendations and assurance on progress in delivery and recording of evidence.

5.2 Further updates to completed recommendations will be provided at the next SIB Culture, from staff and Representative Bodies via the Culture & Connections Group and from the Commissioners via the Strategic Change, Transformation & Culture Committee.

6. RECOMMENDATIONS

- 6.1 That the Commissioners note progress reported on implementation of the ICR recommendations.
- 6.2 That the Commissioners agree and note the additional evidence gathering required for sign-off of ICR recommendations.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation		
Background Papers	Date	Source / Contact	
SWFRS Culture Review Report	03/01/24	https://www.southwales-fire.gov.uk/app/uploads/2024/01/SWFRSCultureReviewReport.pdf	
Report ICR Recommendation Update	21/02/25	https://www.southwales-fire.gov.uk/app/uploads/2025/05/Agenda-No-4-Strategic-Change-Transformation-and-Culture-21-February-2025-DRAFT.pdf	

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 7
14 AUGUST 2025

STRATEGIC CHANGE AND TRANSFORMATION BOARD

REPORT OF THE AREA MANAGER, RISK REDUCTION

SWFRS AUTOMATIC FIRE ALARM (AFA) RESPONSE CHANGE UPDATE

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY ASSISTANT CHIEF FIRE OFFICER, BRIAN THOMPSON

REPORT PRESENTED BY AREA MANAGER, MIKE WYATT

SUMMARY

South Wales Fire and Rescue Service (SWFRS) launched its revised Automatic Fire Alarm (AFA) response model on January 6, 2025. This model provides operational response to residential premises, specialised housing, schools, and heritage sites. We continue to monitor and assess the impact of the change moving forward.

RECOMMENDATIONS

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

1. BACKGROUND

1.1 Update on Progress

- 1.1.1 Our response strategy for AFA's changed on January 6, 2025. Our AFA response model ensures an emergency response to all residential premises, including specialised housing such as sheltered accommodation and extra care facilities, schools, educational facilities, and heritage sites at all hours. This aligns with Mid and West Wales Fire and Rescue Service (MWWFRS).

1.1.2 Our AFA webpage is still live and continues to provide information and guidance on the changes while allowing stakeholders to raise questions.

1.1.3 We are in a monitor and review phase of the project, during which we continue to assess the impact of the changes to the community, stakeholders and the Service.

1.2 Exemption Process

1.2.1 The Service continues to monitor and react to exemption requests.

Using the National Fire Chiefs Council (NFCC) six categories of risk of non-attendance at AFA's, we have further developed each category by assessing the facilities and procedures in place at each building. A scoring system has been applied to these assessments to support decision-making.

The full list of exemptions is shown in *Appendix 1*.

2. ISSUES

2.1 The Service is monitoring the number of AFA incidents monthly, following the implementation of a new response model. While overall alarm activations may remain stable or decline, there may appear to be an increase in domestic AFA incidents. This is likely due to a shift in the call profile, where reduced responses to non-domestic AFAs make domestic activations more prominent. Additionally, increases in domestic responses may result if Alarm Receiving Centres (ARCs) misunderstand the revised policy or provide incomplete information, prompting precautionary emergency responses. Ongoing communication and clear guidance are in place to support ARCs and Fire Control to ensure mobilisations remain appropriate.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity, and Inclusion

There will be no impact on faiths or beliefs, including sensitive times of day or year. This change in procedure neither benefits nor disadvantages anyone with any protected characteristic.

3.1.2 Well-Being Of Future Generations (Wales) Act

This change positively contributes to the Act by continuing to respond to schools and heritage sites.

3.1.3 Socio-Economic Duty

The changes to our AFA response strategy will ensure that all domestic residences continue to receive an emergency response.

3.1.4 Equality Impact Assessment

An Equality Impact Assessment has been completed.

3.2 **Regulatory, Strategy and Policy**

3.2.1 The British Standard for Fire Alarms, in Clause 19 and subclause 35.2.7, states the need to avoid delay in summoning the fire and rescue service when a residential care premises fire detection and fire alarm system operates.

3.2.2 The response change to AFA's includes a continued unfiltered or unchallenged 24-hour response to residential care premises; therefore, the model has no impact on this British Standard.

3.2.3 Service Policy Updates are being made to CM-04 mobilising procedures, OP-09.008 - Unwanted Fire Signal Reduction, SOP 6.18.

3.2.4 National Policy. The majority of UKFRS are currently updating their AFA response policies. The National Fire Chiefs Council (NFCC) has created a national guidance working group for reducing UwFS. SWFRS is represented on this NFCC working group.

3.3 **Resources, Assets and Delivery**

3.3.1 Human Resources and People Development

A project team has been established and consists of members from the Operations department, Business Fire Safety (BFS), Control, Service Performance and Communication (SPC), and Media and Communications.

3.3.2 Assets and Resources

An education and engagement campaign incurred promotion and media costs. A budget was as agreed for these promotions.

4 EVALUATION & CONCLUSIONS

- 4.1 From the go-live date for NHS premises on 7 April 2025 to 16 July 2025, there were 15 Automatic Fire Alarm (AFA) incidents at hospitals and medical care properties, an average of 4 per month. In comparison, during the same period in 2024, there were 198 incidents, averaging 50 per month. This represents a **92%** overall reduction. Further details are provided in *Appendix 2*.
- 4.2 From January 6th to 14th of July, we attended 1,854 incidents, compared with 3200 during the same period in 2024. This is an overall reduction of 1346 calls or **42%**. For noting, we are currently experiencing fewer incidents as the months go on compared to last year. This is illustrated in *Appendix 3* below.
- 4.3 To date, 24 exemption requests have been received, of which 16 were approved and 8 declined. Full details of the premises granted exemptions are provided in *Appendix 1*.
- 4.4 **Next Steps**

4.4. 1 We will continue to monitor and review the number of calls and react accordingly to any identified trends.

4.4.2 We continue to respond to all requests for exemptions.

5 RECOMMENDATIONS

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

Contact Officer:	Brian Thompson ACFO Technical Services	
Background Papers	Date	Source / Contact
Time for Action. A report exploring the impact of false alarms in Wales.	2015	Welsh Gov.
Fire False Alarm Reduction – South Wales Fire and Rescue Authority.	May 2023	Audit Wales.
NFCC – Developing a risk methodology, other building fire, draft report version 3	March 2023	NFCC

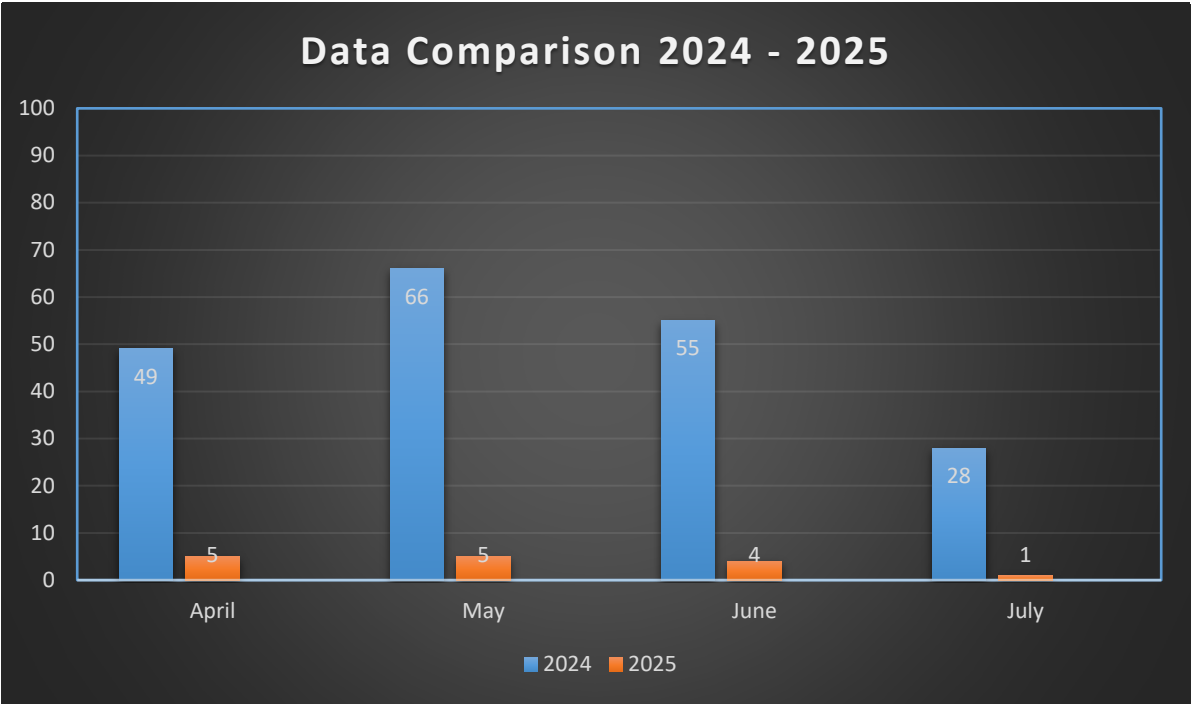
Report Title: AFA Response Change Proposal – Update for Commissioner’s (May 2025)

APPENDIX 1 – Exemptions Granted
Exemptions List

	Name of Building	Address
1	Cardiff Royal Infirmary Hospital	Glossop Road Cardiff CF24 0SZ
2	St David Hospital	Cowbridge Road East Cardiff CF11 9XB
3	Barry Hospital	Calcot Road Barry CF62 8YH
4	Canolfan Iechyd Genomic Cymru (CIGC)	Cardiff Edge Business Park Longwood Drive Whitchurch Cardiff CF14 7YU
5	Maelfa Health & Wellbeing Centre	Round Wood Llanederyn Cardiff CF23 9PF
6	Rookwood Hospital	Fairwater Road Llandaff Cardiff CF5 2YN
7	St Mary’s Pharmaceutical Unit	20 Field Way Cardiff CF14 4HY
8	Chepstow Community Hospital	Tempest Way Chepstow Monmouthshire NP16 5YX
9	Twyn Glas	Twyn Glas, Bryn Rd, Blackwood, NP12 3LZ
10	Velindre Cancer Centre	Velindre Road, Whitchurch, Cardiff CF14 2TL
11	Welsh Blood Service Headquarters	Ely Valley Road Talbot Green Pontyclun CF72 9WB
12	Ysbyty ’r Tri Chwm	College Road, Ebbw Vale, NP23 6GT
13	Rhymney Integrated Health and social Centre	22 Lawns Industrial Estate, Tredegar, NP22 5PW
14	Monnow Vale Health and social care facility	Drybridge Park, Monmouth, NP255BL
15	Dewi Sant Hospital	Albert Road, Graig, Pontypridd, CF37 1LB
16	Ty Kei Hardie University health centre	Merthyr Tydfil, CF48 1BZ.

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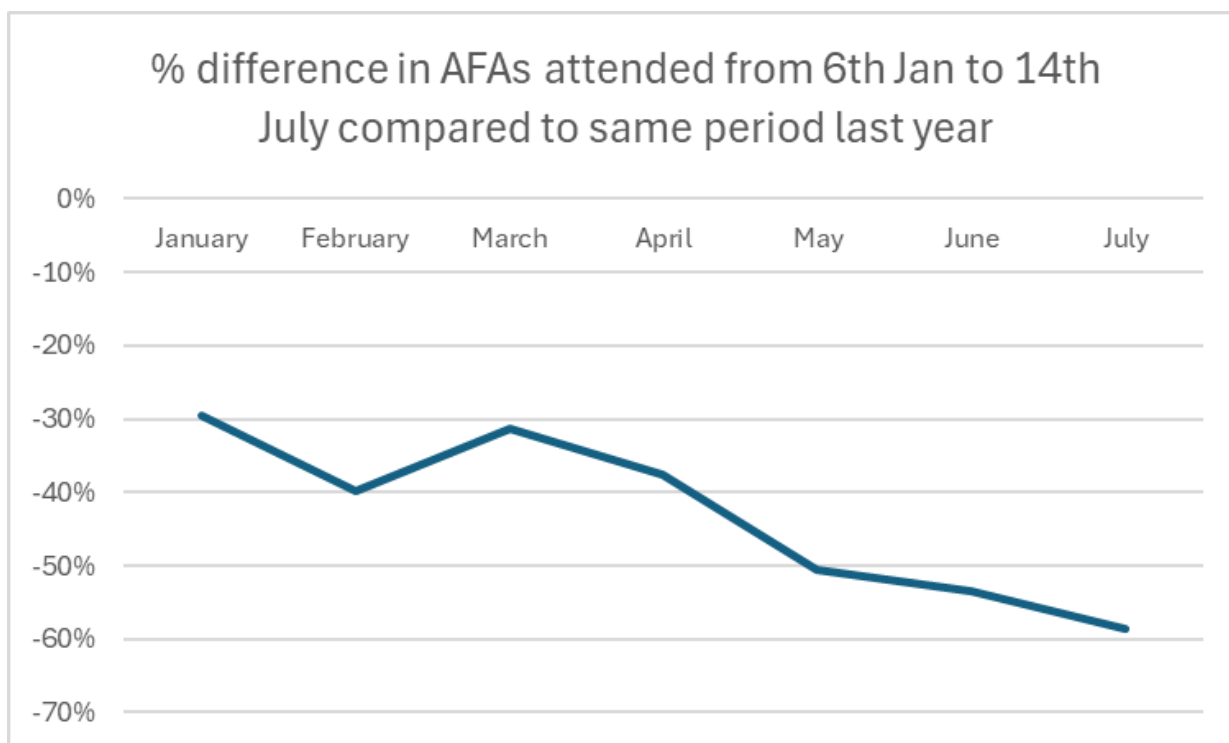
APPENDIX 2 – Hospitals and Medical Healthcare Buildings



AFAs at Hospitals	Financial Year		
	2024/2025	2025/2026	
Calendar Month	2024/2025	2025/2026	% Change
April (from 7th)	49	5	-90%
May	66	5	-92%
June	55	4	-93%
July (up to 16th)	28	1	-96%
Grand Total	198	15	-92%

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APPENDIX 3 – STATISTICAL DATA



AUTOMATIC FIRE ALARMS (AFA'S)				
Month	2024	2025	% Difference	Net Change
January (from 6 th)	452	318	-30%	-134
February	525	316	-40%	-209
March	485	333	-31%	-152
April	468	292	-38%	-176
May	526	260	-51%	-266
June	517	241	-53%	-276
July (up to 14 th)	227	94	-59%	-133
Total	3200	1854	-42%	-1346

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South Wales
Fire and Rescue Service



Highlight Report

Title: Thematic Review – of Operational Training

No	High Level Objective	RAG Status
1	<p>Work towards completion of Recommendation 1 of the WFRSA&I Thematic Review –</p> <p>“That the 3 Welsh FRs establish a means whereby training needs analysis and training delivery are clearly aligned to a regular assessment of hazards, risks, and threats in their areas. This should set out the capability deemed necessary to provide an appropriate response to the identified hazards, risks and threats which should then inform the training needs analysis”.</p> <p>THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025</p>	<p>« RAG Status (Green) RAG Status »</p>
2	<p>Work towards completion of Recommendation 2a of the WFRSA&I Thematic Review –</p> <p>“Undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up the nine core competency areas”.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	<p>« RAG Status (Green) RAG Status »</p>
3	<p>Work towards completion of Recommendation 2b of the WFRSA&I Thematic Review –</p> <p>“Undertake an unconstrained analysis of the amount of time required for firefighters to train on and then be assessed against the underpinning knowledge and range of standard practices and techniques that make up additional competency areas”.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	<p>« RAG Status (Green) RAG Status »</p>
4	<p>Work towards completion of Recommendation 3 of the WFRSA&I Thematic Review –</p> <p>“That the FRs should use the outcome of the unconstrained analysis of time required for skills maintenance training to prioritise the control measure tactics and techniques from their Operational Risk Assessments that will be utilised by the RDS based on the time available for training”.</p> <p>THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025</p>	<p>« RAG Status (Green) RAG Status »</p>

South Wales Fire and Rescue Service – Highlight Report

5	<p>Work towards completion of Recommendation 4 of the WFRSA&I Thematic Review –</p> <p>“The FRSs should develop micro teaches for every control measure tactic or technique not already included within the FRS Training and development manual”.</p> <p>THIS RECOMMENDATION WILL BE COMPLETED ON OR BEFORE 31ST DECEMBER 2025</p>	« RAG Status (Green) RAG Status »
6	<p>Work towards completion of Recommendation of the WFRSA&I Thematic Review –</p> <p>“That the Welsh FRSs review their control measure tactics for compartment firefighting in light of international research and update their control measure tactics and techniques accordingly”.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	« RAG Status (Green) RAG Status »
7	<p>Work towards completion of Recommendation 6 of the WFRSA&I Thematic Review –</p> <p>“That the Welsh FRSs review their Compartment Fire Behaviour Training syllabus to incorporate any changes to control measure tactics arising from the review advocated in Recommendation 5.</p> <p>THIS RECOMMENDATION IS COMPLETE</p>	« RAG Status (Green) RAG Status »
8		« RAG Status (Red) RAG Status »
9		« RAG Status (Red) RAG Status »
10		« RAG Status (Red) RAG Status »
11		« RAG Status (Red) RAG Status »
12		« RAG Status (Red) RAG Status »

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>Recommendation 1</p> <p>A task and finish sub-group has been established to implement a new training needs analysis (TNA) for each station.</p> <p>The group are working closely with the statistics team, operational intelligence, and the unitary authority (UA) group managers and station commanders to analyse five years' worth of historic call data and utilise professional judgement to establish a revised TNA, which takes account of a regular assessment of hazards, threats and risks in each particular station area.</p> <p>The TNA for first group of stations that are located in the Bridgend and VoG UA (station's 01/02/03/04/05/06/07/08/19/20/22) is progressing well. It is envisaged that, as this process evolves the team will become more proficient and the process will become less time consuming.</p> <p>Once the calendars are in operation, the aim is to repurpose a permanent role within the training department to review, develop and deliver training around them, an annual basis.</p> <p><i>“The current reporting position for this recommendation is now at 50% completion”</i></p> <p>Recommendation 2a/b</p> <p>The unconstrained analysis has been completed and presented to the uniformed SLT, and the commissioners.</p> <p>The analysis has highlighted that there is a significant lack of time available for RDS firefighters and supervisory managers to complete the current training allocation that is listed on their TNA.</p> <p>The WDS station based and day duty staff, do have sufficient time within their work schedules to complete their allocated TNA.</p> <p>This has to be caveated with the understanding that daily work schedules will be disrupted when crews are committed to operational incidents for prolonged periods of time.</p> <p>Sign-off documents are currently being drafted for publication to evidence the completion journey and what evidence underpins the completion and implementation.</p> <p><i>“The current reporting position for this recommendation is now at 100% completion”</i></p>	

Recommendation 3

Work has commenced on this recommendation. Using the data collected for recommendations 2a & 2b, it is clear that our RDS crews do not have sufficient time to complete all of the training currently allocated to them on their TNA.

There are clear interdependencies with this recommendation and recommendation 1. The task & finish group referenced earlier will complete this task alongside recommendation 1.

“The current reporting position for this recommendation is now at 20% completion”.

Recommendation 4

The newly recruited multi-media developer is making good progress developing micro-teaches for every control measure tactic or technique not already included within the FRS training and development manual. Once these are complete, the individual will re-focus on updating the remaining micro-teaches to ensure the entire suite is current and available.

“The current reporting position for this recommendation is now at 75% completion”

Recommendation 5

A fundamental review of the control measure tactics that SWFRS teach for deployment at operational incidents has been completed. This was shaped by the delivery teams conducting numerous visits to FRS' across the UK and Europe, as well as referencing academic material from national and international sources. This R&D will continue forevermore through the future fire think tank. A further visit is planned for October with SME from Australia coming into the service for three days.

The operational assurance team has been instructed to review the tactics being deployed by operational crews' at incidents to ensure that these new teachings are becoming embedded and mainstreamed.

Sign-off documents are currently being drafted for publication to evidence the completion journey and what evidence underpins the completion and implementation.

“The current reporting position for this recommendation is now at 100% completion”

Recommendation 6

The tactical firefighting course syllabus and all associated teaching material has been amended to reflect the changes that we have identified as part of our research, conducted both nationally and internationally.

Sign-off documents are currently being drafted for publication to evidence the completion journey and what evidence underpins the completion and implementation.

“The current reporting position for this recommendation is now at 100% completion”

2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
<ul style="list-style-type: none"> • Instruction to the operational assurance team to conduct themed reviews of operational incidents to ensure that the new teachings are being embedded and employed routinely at incidents. 	

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<ul style="list-style-type: none"> • The available capacity of teams to complete complex tasks relating to the recommendations alongside BAU is an ongoing challenge. • Maintaining team focus throughout a prolonged period of change management. • A high turnover of instructors can have a detrimental effect on progress. • The new role of pdrPro systems developer and trainer is going through the job evaluation process. This has associated risks. • Due to the complexity of developing the micro-teaches, there is a risk that they may not all be completed within the projected timeframe. The multi-media developer started later than anticipated. This was due to a longer than expected recruitment process. 	

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<ul style="list-style-type: none"> • Draft and publish the sign-off documentation for recommendations 2/5/6 • Complete TNA update for Bridgend & VoG, then progress to RCT & Merthyr Tydfil UA. • Continue to develop the micro-teaches, focussing on the control measure tactics that are now already covered in the training manuals, to ensure completion within projected deadline. 	

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>Following the presentation of a staffing establishment paper to SLT in February 2025, it was agreed that the training department needed an additional five uniformed instructors to ensure continued service delivery.</p> <p>This was agreed alongside a trial training salary allowance uplift of 6.5% for uniformed Ff/CM/WM, to incentivise attraction, recruitment and retention into the perennially vacant roles at CG.</p> <p>The 6.5% trial allowance commenced on 1st July for a period of 12 months. During this period, instructors at CG are required to deliver additional training on evenings and weekends (3hrs per month) to support the thematic review implementation. This has boosted moral amongst the instructors, making them feel more valued, and brought the service to closer alignment with other FRS' throughout the UK.</p> <p>To allow them to carryout, skill enhancement, CPD, R&D, course development, critical reflection, PDP etc. there needs to be a robustly agreed forecast plan for the additional roles to be assimilated into the CG establishment, as this has not been happened since February.</p>	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
As above.	

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**Gwasanaeth Tân ac Achub
De Cymru**

South Wales
Fire and Rescue Service

AGENDA NO 9



Highlight Report

Grenfell recommendations: Report 7 (July 2025)

South Wales Fire and Rescue Service – Highlight Report

No	High Level Objective (please list)	RAG Status
1	Review the composition of the group and make changes as necessary	« RAG Status (Green) RAG Status »
2	Compliance against Grenfell reports - Ensure full compliance with the findings and recommendations of the Grenfell Phase 1 & 2 Reports and the Grenfell Tower inquiry thematic review report (Wales).	« RAG Status (Amber) RAG Status »
3	Develop a detailed action plan with clear timelines and responsibilities – An action plan will be developed for implementing the recommendation from both the phase 1 and the final Grenfell report.	« RAG Status (Green) RAG Status »
4	Identify areas of responsibility - The group will identify and allocated workstreams to the relevant departments and or stakeholders.	« RAG Status (Green) RAG Status »
5	Monitor progress at regular intervals – Ensures that the implementation of recommendations is on track and effective whilst also allowing for the identification of any issues or challenges that may arise during this process.	« RAG Status (Green) RAG Status »
6	Communicate transparently with the public and stakeholders – The group will develop a communication strategy that builds trust, fosters open dialogue and keeps the public and stakeholders informed of progress and outcomes.	« RAG Status (Amber) RAG Status »
7	Review and implement the recommendations from the Grenfell final reports - Once published, the group will conduct a thorough review and analyse each recommendation to understand the implication and potential impact.	« RAG Status (Amber) RAG Status »
8	Review Training implications from the Grenfell and Thematic Review final reports – Ensure all identified training weaknesses are addressed and embedded across the service.	« RAG Status (Amber) RAG Status »
9		« RAG Status (Red) RAG Status »
10		« RAG Status (Red) RAG Status »
11		« RAG Status (Red) RAG Status »
12		« RAG Status (Red) RAG Status »

South Wales Fire and Rescue Service – Highlight Report

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>In the last Service Review Board meeting Highlight Report 7 (April 2025) illustrated some progress being made against the Grenfell Tower Inquiry Phase 1. This was largely due to the service's commitment and implementation of a dedicated High Rise Team to ensure recommendation compliance.</p> <p>The team formally began its role on March 1st and has started to action its comprehensive blueprint (outlined in Highlight Report 6) which aims to increase the pace of key measurables.</p> <p>Focus has been on the completion of the Learning from Grenfell: Thematic Review and GTI Phase 1 recommendations. However, with the NFCC GTI Phase 2 action tracker due imminently, the team have taken the opportunity to ensure compliance against this report too.</p> <p>The main milestones for report 8 include:</p> <ul style="list-style-type: none"> - New Commissioner compliance charter outlining current and future progress against all recommendations. (see appendix) - Nine Compliance documents - introduced at the last highlights report - are ready for SLT and Commissioner sign off taking evidenced compliance to 35%. - Five have been sent to Kirsty Williams for final Commissioner sign off. - High-Rise SOP 3.2 now complete and undergoing heads of service review. (see appendix) - Draft review of Joint Fire Control all Wales Life Survival Guidance policy complete. (see appendix) - Evacuation SOP 6.7 on target for Life Survival Guidance and Mass Evacuation policy launch (Sept 25). - Meeting with WAG Fire Safety expert Steve Pomeroy to assess the high-rise legislative gap analysis between England and Wales in the new Building Safety (Wales) Bill. (see appendix) 	

- Meetings have now taken place with 100% of all key stakeholders and departments to ensure the recommendations are evidenced to the highest standard.
- All Wales training group Q1 update sent
- WDS Phase 2 training 'Building Construction and Failure' now complete following the completion of the Phase 1 'High-Rise Firefighting and Mass Evacuation' package (April 24 – April 25). Only 1 mop up session required.
- OCDS Phase 1 training 'High-Rise Firefighting and Mass Evacuation' underway (April 25-Oct 25)
- Further CPD training for all incident commanders at all levels planned for Oct 25 – April 26 focussing on decision making at a high-rise facade fires.
- HRT trained MAWWFRS high-rise trainers on new evacuation protocols due to JFC (and in contact with North Wales FRS for an all Wales standardised approach)
- All Hazardous Area Response Team (HART) crews trained in mass evacuation high-rise incidents with their resources and procedures added to the new high-rise SOP.
- New high-rise familiarisation programme for 13 key stations underway with high-rise representatives now on key stations and dedicated Teams channel.
- LSG app test with NEC in Avon FRS
- High Rise CPD conference all team members
- New HRT member SM Chris Ferris started May 6. SM Ferris will join the BFS High Rise Team to ensure communication and consistency in training and risk evaluation.
- 25/26 high-rise training budget of £10k agreed to assist with CPD and equipment innovation.
- Visit to Siderise – a cladding and fire stopping manufacturer – to arrange CPD for all tac officers.
- HRT discussing possible second vacant high-rise building for training with UHW, Cardiff City Council and Nevill Hall.
- Two housing providers are currently testing a SWFRS designed PEEPs (Personal Emergency Evacuation Plans) template in their high-rise buildings (Merthyr Homes / Bron Afon). JL to meet with TPAS lead for PEEPS input
- High-Rise conference with the Grenfell fire report author Steve McGuirk (May 27th) held at SWFRS HQ with 60 SWFRS delegates including SLT, JFC, tac officers, neighbouring brigades and partner agencies.
- Smoothbore branches agreed for all frontline appliances May 2025.
- New project management visuals on track for SRB following highlights report recommendations.
- Gerda keys on all frontline appliances

South Wales Fire and Rescue Service – Highlight Report

2. KEY DECISIONS	Highlight any important decisions made by the subcommittee during the reporting period, along with the rationale behind these decisions?
<p>Regular updates will be provided by way of a Highlight report at the Service Review Board – Thematic Review (6 weekly meetings) including new easy view Gantt and progress charts. (Dependant on the acquisition of Monday.com)</p> <p>Additional updates will be provided during the Board of Commissioners meetings.</p> <p>Progress will be closely monitored by Assistant Chief Fire Officer Brian Thompson and Area Manager Mike Wyatt with monthly meetings with the HRT.</p> <p>The team will be tasked with completing and embedding all recommendations by July 27 and compiling a final report. (100% compliance will be due in part to WAG legislation changes in the Building Safety (Wales) Bill.</p> <p>A comprehensive timeline will detail the key deliverables at quarterly intervals.</p> <p>All recommendations will be assured using a triple lock compliance document with updates on compliance will be included in future highlights reports. (see appendix)</p>	

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<p>Staffing: In Highlight Report 7 the team outlined their business case for an additional member of staff to assist with training compliance.</p> <p>High-Rise lead AM Mike Wyatt has since secured the team a third part time member – who will share his time between the HRT and BFS department (Terms still to be agreed).</p> <p>The team is currently one temporary GM; one full time SM and one part time SM with a training contract for an SM non-flexi. A JFC SM is attached to the team to assist with their policy, training and compliance.</p> <p>A second training contract may be required but the team are confident the additional part-time member will be sufficient.</p> <p>Resources: The team have requested a blue light pool crew cab response van (Transit Custom). The team currently store training equipment in their pool and lease cars; Cardiff Gate; Brecknock House and at home. A van would ease storage and transport issues for the team who would return a pool car for brigade use.</p> <p>A further obstacle in recommendation compliance outlined in Highlight Report 7 was the limited influence the HRT have over Welsh building fire safety legislation.</p>	



Due to differences in England and Wales building legislation the service is currently unable to be fully compliant in all GTI Phase 1 and 2 recommendations with 18 requiring legislative change in the new Building Safety (Wales) Bill.

The team have built in system safeguards to ensure the differences in legislative procedures have a minimal impact on public and fire safety and assure ‘partial compliance’.

Through Commissioner Kirsty Williams the HRT and BFS met with WAG Fire Safety expert Steve Pomeroy. The team have been satisfied that the new Building Safety (Wales) Bill – due to become law in July 2026 – will close the gap between Home Office and Welsh policy.

The NFCC have contacted the HRT to say they have ‘no concerns’ that Welsh policy will reflect that in England eventually.

An issue on the horizon for the team will be securing Community Safety funds and personnel to launch a new programme of high-rise public safety across the service.

It will include a revamp of Home Fire Safety Checks and in tall buildings and a new suite of interactive presentations and video shorts for high-rise residents and school children.

The team would like a dedicated high-rise team contact in CS to be able to drive the new public safety initiatives forward (WM Norman Rees). This has been agreed by AM Wyatt but still to be actioned formally.

The team have set out a budget proposal of £17,600 per annum to allow for autonomy to improve and innovate. See link below. The budget includes a van (as above) new IT for working remotely in high-rise buildings and all CS and BFS improvements.

The training facility the team use – Brecknock House at UHW – was vandalised recently. The team would appreciate a letter from The CFO & The Commissioners to the Health Board to thank them for the facility and encourage a continued commitment to FRS training.

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<p>Our immediate focus will be:</p> <ul style="list-style-type: none">– Ongoing compliance document sign offs including revisions (continuing)– Build Incident Command CPD course (Sept 2025)– Completion of SOP 6.7 Evacuation of Premises and LSG policy (Oct 2025)– Completion of Phase 2 training for all operational and control room staff (Aug 2025)– Go-live for a new high-rise intranet site (Nov 2025)– Test new all Wales PEEPS plans at operational incidents (July 2025)– New Premises Information Cards and new design SOP (SLT agreement required TBC)– Micro Teaches for all aspects of high-rise firefighting and evacuation (Mar 2026)– New high-rise training package for JFC (Dec 25)– OCDS MoS high rise training completion (Oct 25)– Test SWFRS PEEPs (June 2025)	

South Wales Fire and Rescue Service – Highlight Report

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>The team have now secured a small training budget but will need further financial assurances going forward.</p> <ul style="list-style-type: none"> - There is no dedicated budget for the team save the £10k training budget that we use for equipment trials and team CPD - New all Wales Evacuation Books and Plans will need costing and financing - CS budget will need to be secured for public information drive. - The Team will need support to introduce new Evacuation Plaques, PEEPs and Premises Information Plans – to be highlighted in the next report - Due to the amount of training equipment required by team members a blue light van with cab space to transport from venue to venue is required (ongoing). - Budget request link: HIGHLIGHTS REPORT BUDGET JULY 25 	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
<p>To be discussed at SRB</p>	

APPENDIX	
<p>33.10b GTI PHASE 1 EXTERNAL FIRE SPREAD (COMPLIANCE EXAMPLE DOCUMENT)</p> <p>WAG FIRE SAFETY GAP ANALYSIS FINAL copy.docx</p> <p>SOP 3.2 HIGH-RISE COMPLETED VERSION (APRIL 25).docx</p> <p>https://southwalesfire.sharepoint.com/sites/Teams-HighRiseWorkingGroup/Shared%20Documents/General/ADMIN%202025%20HRT/ADMIN%202025/HIGHLIGHT%20REPORTS/HIGHLIGHTS%20REPORT%20BUDGET%20JULY%2025.docx</p> <p>QUICK LIST JULY</p>	

South Wales Fire and Rescue Service – Highlight Report



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South Wales
Fire and Rescue Service



Highlight Report

Title: Operational Effectiveness – Response to Domestic Dwelling Fires

No	High Level Objective	RAG Status
1	Produce a guidance document for building firefighting tactics that is scientifically correct, reflects the most current research and is clearly and unambiguously expressed in one piece of guidance that is easily accessible to all firefighters.	Objective Complete « RAG Status (Green) RAG Status »
2	Awareness training regarding building firefighting tactics overview of future guidance document and the associated training. The training schedule will cover all tactical officers and all operational crew	Objective Complete « RAG Status (Green) RAG Status »
3	Cross mapping exercise linking all aspect of new guidance document to training and SOP, this is to identify training shortfall	Objective Complete « RAG Status (Green) RAG Status »
4	Production of 6 station-based training package that align to building firefighting guidance document	« RAG Status (Green) RAG Status »
5	Develop working relationships between all Welsh FRS to established joint working and information sharing regarding building firefighting tactics. Establish links with UK and international partners to review firefighting tactics, research work, best practice and training.	Objective Complete « RAG Status (Green) RAG Status »
6	Roll out guidance document and training packages for SWFRS building firefighting tactics	Objective Complete « RAG Status (Green) RAG Status »
7	Establish and embed central training course profile and course schedule for building firefighting tactical training	Objective Complete « RAG Status (Green) RAG Status »
8	Review current SWFRS ops assurance team and look at possible improvements	Objective Complete « RAG Status (Red) RAG Status »
9	Research other services ops assurance process looking for best practices	Objective Complete « RAG Status (Red) RAG Status »
10	Draft and deliver to SLT a scoping document to outline the key areas of focus and possible changes to the service's current ops assurance team of the delivery board	Objective Complete « RAG Status (Red) RAG Status »
11	Review and develop SWFRS ops assurance program	Objective Complete « RAG Status (Red) RAG Status »
12	Roll out new ops' assurance program	« RAG Status (Amber) RAG Status »
13	Undertake recruitment process to establish the Operation Assurance Team	« RAG Status (Red) RAG Status »
14	Develop and published operational assurance policy	« RAG Status (Amber) RAG Status »
15	Develop and introduce operational assurance incident assessment process	« RAG Status (Amber) RAG Status »
16	Tactical officer operational assurance training	« RAG Status (Amber) RAG Status »

South Wales Fire and Rescue Service – Highlight Report

17	PDA review to align new operational assurance process with national standards for incident command levels	◀ RAG Status (Amber) RAG Status ▶
18	Establish incident awareness governance structure and review meeting program from ops assurance team meeting up to CFO update meeting	◀ RAG Status (Amber) RAG Status ▶
19	Turn off current operational assurance process and start new operational assurance program	◀ RAG Status (Amber) RAG Status ▶

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>Operational Effectiveness Progress Against Recommendation 2</p> <p>To implement CFRAI Operational Effectiveness Report recommendations, SWFRS appointed GM Mike Evans in November 2024 to lead the project, reporting directly to ACFO Thompson. A comprehensive review of firefighting SOPs led to the creation of a new tactics reference document incorporating BE-SAHF, the Dutch Quadrant Model, and flow rate guidance to improve response to domestic fires. Supporting awareness training has been delivered to all operational staff and shared nationally. Significant equipment investments include upgraded 22mm hose reels and Delta Fire smooth bore branches. Flow rate testing and updated charts aid decision-making, enhancing tactical effectiveness and firefighter safety across the service</p> <p>This recommendation is awaiting scrutiny and final sign off</p> <ul style="list-style-type: none"> • High-level objectives 1, 3, 5, and 7 have been completed as part of the work to meet this recommendation. • The continued development of building firefighting tactics will now be embedded into business-as-usual activities. The Operational and Training departments will work collaboratively to ensure sustained improvements in operational effectiveness. • Actions taken to address recommendations 4 and 5 of the Operational Effectiveness Report will enable the Service to assure the effectiveness of the implemented changes and evaluate their added value <p>Operational Effectiveness Progress Against Recommendation 3</p> <p>A comprehensive training program has been introduced and continues to be developed to address findings from the Operational Effectiveness Report, focusing on modern building firefighting tactics such as BE-SAFH, the Dutch Quadrant Model, and flow rates. Delivered across all operational staff, it includes practical sessions, interactive packages, podcasts, and structured station-based routines</p>	

via Operation Reset. Updated SOPs ensure alignment with new tactics, and a dedicated hose stream training rig enhances realism. High-rise and BA training have been modernized, and Incident Commanders receive ongoing CPD. Equipment upgrades and revised procedures improve safety and operational readiness, supported by new pocket guides and dynamic decision-making resources.

This recommendation is awaiting scrutiny and final sign off

- High-level objectives 1,-3, 5- 7 have been completed and objective 4 is on progress as part of the work to meet this recommendation.
- The continued development of the training package for building firefighting tactics will now be embedded into business-as-usual activities. The Operational and Training departments will work collaboratively to ensure sustained improvements in operational effectiveness.
- To further advance firefighting techniques, Cardiff Gate Training Centre will implement and develop training for dedicated hose stream water mapping rig, this will support realistic fire training.

Operational Effectiveness Progress Against Recommendation 4

A draft Operational Assurance Programme has been developed. Once the Operational Assurance Team (as outlined in Recommendation 5) is established, the following key actions will be progressed:

- Develop and publish a comprehensive Operational Assurance Policy that clearly defines the processes for incident monitoring, auditing, and review.
- Design and implement an incident assessment framework to support consistent and robust operational assurance.
- Deliver targeted training for Tactical Officers to ensure a clear understanding of the operational assurance process and their role within it.
- Review and align the Pre-Determined Attendance (PDA) model with national incident command standards to support assurance outcomes.
- Undertake benchmarking visits to other fire and rescue services to evaluate the technologies they use for incident assurance, with a view to identifying best practice and potential solutions for SWFRS.

These actions will aid the development and implementation of the services operational assurance and support increase operational learning.

Operational Effectiveness Progress Against Recommendation 5

A proposal has been presented to SWFRS Senior Officers and the CFO, resulting in the approval to establish an Operational Assurance Team. This new team will merge two existing internal teams and will be supported by the Service's Operational Tactical Officer cadre.

The Operational Assurance Team will be responsible for evaluating the effectiveness of implemented changes and monitoring operational performance, such as the operational response and tactics employed at domestic dwelling fires.

Recruitment is currently underway to establish the new team, with ongoing efforts to ensure it is fully operational by the end of the year.


2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
<ul style="list-style-type: none"> • Consultation of the <i>Building Firefighting Tactics for South Wales Fire and Rescue Service</i> guidance document has now closed, and the document is ready for release. • Service has started using open-source training material in the form of online podcast/presentation to build subject knowledge. • Continue researching international best practice to improve the service's firefighting tactics. Link in with 2 other Welsh FRs to work jointly and share information regarding this subject but progress for SWFRS operational response improvements to be prioritised. • Produce one paper that included all the key equipment changes and training aide that will support the introduction of the new operational tactics. . 	

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<p>Increasing demand will be place on TSU in the production and supporting material for the planned training package. Progress is being made but the interactive nature of the packages is taking longer to develop that initially anticipated. Regular cross department update meeting have been put in place to support TSU in the package development.</p> <p>Delay in establishing the operational assurance team structure ; Progress on forming the Operational Assurance Team has been delayed due to a temporary pause in the recruitment process for key positions. This is currently on hold pending approval from People Services.</p> <p>Timeline of Key Milestones:</p> <ul style="list-style-type: none"> • 7 May 2025: Team structure agreed in principle with Senior Officers and the CFO • 28 May 2025: Expression of Interest completed and submitted to PS • June 2025: Current OAST and ORDT team members updated • 12 June 2025: FBU Service Lead briefed • 8 July 2025: Meeting held with HR/PS to discuss next steps • Pending: Final approval will be granted once the Operational Department confirms the availability of an additional funding stream 	

South Wales Fire and Rescue Service – Highlight Report

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<ul style="list-style-type: none"> • As soon as approval is given by people service, A recruitment process will run to establish suitable members of the newly form operational assurance team. • Once the operational assurance team is in place the following action need completing <ul style="list-style-type: none"> ○ Develop operational assurance monitoring form and process ○ Further develop and published operational assurance policy • Develop training program for operational tactical officers covering the following training areas <ul style="list-style-type: none"> ○ Operational assurance changes ○ Incident monitoring ○ Debriefing and feedback • Establish incident awareness governance structure and review meeting program from ops assurance team meeting up to CFO update meeting • Continue with the production of training package to support <i>Building Firefighting Tactics for South Wales Fire and Rescue Service</i> guidance document by supporting TSU • Update the All Wales group on progress towards achieving recommendations of the inspection reports. This will improve joint service working across all 3 services. 	

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>To continue the research and implementation of the outlined recommendations, support from across the entire Service including Operational and Training teams.</p> <p>It is recognised that some, if not all, of the ongoing work and proposed recommendations may have financial implications. These impacts will be clearly identified and highlighted as they emerge</p>	

6. RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
<p>It is recommended that the Commissioners note this paper as an update on the implementation of the Review of Operational Effectiveness of South Wales Fire and Rescue Service by Chief Fire and Rescue Advisor and Inspector for Wales.</p>	
<p>Additional information</p> <div style="text-align: center;">  <p>OAT Proposal V1 - 02-05-25.docx</p> </div> <ul style="list-style-type: none"> • Operation Assurance Team Proposal Report 	



**Gwasanaeth Tân ac Achub
De Cymru**

South Wales
Fire and Rescue Service

AGENDA NO 11



Highlight Report

Thematic Review – Broadening the role of firefighters in Wales.

No	High Level Objective (please list) Priority order	RAG Status
1	Establish the representatives across the organisation for memberships of the Thematic Review Broadening the role of firefighters in Wales delivery board.	« RAG Status (Green) RAG Status »
2	Draft a scoping document to outline the key areas of focus of the delivery board	« RAG Status (Green) RAG Status »
3	Review the four recommendations and agree an order of review priority.	« RAG Status (Green) RAG Status »
4	Develop and agree an effective method to communicate the progress and key updates of the delivery board to the wider organisation.	« RAG Status (Amber) RAG Status »
5	Review HSG 256 Managing shift work: Health and safety guidance, to ensure that fatigue and risk implications are appropriately considered within any recommendations.	« RAG Status (Amber) RAG Status »
6	Collate data and review the current station activities routine.	« RAG Status (Green) RAG Status »
7	Establish focus groups from a cross section of the organisation at key points to socialise recommendations and updates.	« RAG Status (Amber) RAG Status »
8	Review feedback and data and publish findings.	« RAG Status (Amber) RAG Status »
9	Develop a draft station schedule of work which incorporates all the recommendations from within the review.	« RAG Status (Green) RAG Status »
10		« RAG Status (Green) RAG Status »
11		« RAG Status (Amber) RAG Status »
12		« RAG Status (Red) RAG Status »

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
	<p>Operation Reset was formally established within the Operations Directorate on 7th April 2025 and has since delivered sustained progress in improving operational visibility and activity recording across Whole-Time Duty System (WDS) stations.</p> <p>All stations are now capturing risk-based training, assurance, and development activity consistently, with data successfully migrated into BMIS. This integration now provides Station Commanders with a live dashboard to track performance, identify gaps, and support local assurance. As the project moves into Phase 2, the focus will shift to defining and developing role expectations for Station Commanders, Watch Managers, and Crew Managers.</p> <p>This will clarify core responsibilities, support empowered local leadership and provide a foundation for future workforce development and planning. The next phase will be shaped through engagement with operational leaders and aligned with the Service's values and wider leadership development work. Operation Reset remains a key driver in embedding a culture of operational readiness, accountability, and leadership across the Service.</p>
2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
	<ul style="list-style-type: none"> • Accelerating Recommendations 1,3 and 4: We are on track and have maintained our key milestones for these recommendations. This timeline underscores our dedication to delivering tangible outcomes that align with the evolving needs of our communities and stakeholders. This has a 90% Completion matrix. • Implementing Operation Reset: A six-month trial of Operation Reset will be conducted across selected WDS stations. This initiative represents a critical step in evaluating and expanding the scope of operational activities while ensuring the programme's feasibility and alignment with strategic objectives. This has a 100% Completion matrix. • Enhancing Operational Activity Reporting: A comprehensive review of existing systems is underway to streamline how operational crews record activity types and time allocated to tasks. This improvement will provide robust data to support evidence-based decision-making and enhance the visibility of firefighter contributions across diverse roles. This has a 100% Completion matrix.

- **Progression to Phase Two:** As the project moves into Phase 2, the focus will shift to defining and developing role expectations for Station Commanders, Watch Managers, and Crew Managers. This will clarify core responsibilities, support empowered local leadership and provide a foundation for future workforce development and planning. The next phase will be shaped through engagement with operational leaders and aligned with the Service's values and wider leadership development work. **This has a 25% Completion matric.**

3. ISSUES AND CHALLENGES

Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?

There are currently no significant issues or challenges to report. Feedback and learning from operational crews continue to be effectively addressed through the Operational Assurance and Support Team (OAST). The recent "You Said, We Listened, We Changed" newsletter has been well received by crews, reinforcing the Service's commitment to listening, acting on feedback, and closing the loop on operational learning.

Operation Reset remains a standing agenda item within Social Partnership meetings to ensure all feedback routes are actively captured, discussed, and addressed in collaboration with representative bodies.

4. NEXT ACTIONS

List upcoming tasks for the next quarter including specific deadlines?

- **Progression to Phase Two:** The next stage of Operation Reset will focus on developing clearly defined role expectations for Station Commanders, Watch Managers, and Crew Managers. This work will help clarify core responsibilities, strengthen local leadership, and lay the groundwork for future workforce development. Phase Two will be developed in collaboration with operational leaders and aligned with the Service's values and ongoing leadership programmes.
- **Draft Clear expectations of leadership roles at Stn Level.** Utilise the insights gathered through engagement with Station Commanders, Watch Managers, and Crew Managers alongside national learning and emerging leadership priorities to develop clear and purposeful role guidance. This will support greater empowerment, accountability, and consistency across key leadership roles at station level.
- **Review the Metric Captured.** Undertake a review of the current metrics being captured to ensure they reflect operational priorities and incorporate learning identified from the *Thematic Review: Broadening the Role of Firefighters in Wales* and relevant findings from HMICFRS inspections.

South Wales Fire and Rescue Service – Highlight Report

5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
No resources required at this time	

RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
It is recommended that the Service continues to prioritise the development and enhancement of Operation Reset, with a specific focus on strengthening key leadership roles at station level. To support this, Station Commanders should be encouraged and equipped to begin regular weekly and monthly monitoring of key metrics, ensuring sustained progress and accountability in delivering against Operation Reset objectives.	

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**Gwasanaeth Tân ac Achub
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South Wales
Fire and Rescue Service

AGENDA NO 12



Highlight Report

Fatigue management and development progress update.

South Wales Fire and Rescue Service – Highlight Report

No	High Level Objective (please list) Priority order	RAG Status
1	Any changes will be discussed with all representative bodies before being shared more widely.	« RAG Status (Green) RAG Status »
2	Mandatory Fatigue Awareness Training & Policy	« RAG Status (Red) RAG Status »
3	Fatigue Monitoring Function within Command and Control	« RAG Status (Amber) RAG Status »
4	Occupational Health Screening Enhancement	« RAG Status (Amber) RAG Status »
5	Introduce Fatigue Monitoring Tools	« RAG Status (Amber) RAG Status »
6	Contractual Review to Support Rest Compliance	« RAG Status (Red) RAG Status »
7	Secondary Employment Policy Review	« RAG Status (Red) RAG Status »
8	Compensatory Rest for Disrupted Roles	« RAG Status (Amber) RAG Status »
9	Fatigue in Near Miss and H&S Reporting	« RAG Status (Red) RAG Status »
10	Operational Fatigue Management through Dynamic Cover Tool	« RAG Status (Amber) RAG Status »
11	Review Station and On Call Duty Alerting Systems	« RAG Status (Amber) RAG Status »
12	Enhance Rest and Recovery Facilities at Stations	« RAG Status (Red) RAG Status »

R	Red = unlikely to achieve any milestones or deliverables on time. Major issues at present.	A	Amber = may not reach the next milestones / deliverables on time unless a major issue is resolved.	G	Green = on schedule for next milestones / deliverables within timescales, no major issues.
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1. QUARTERLY – PROGRESS SUMMARY	Provide a summary of progress made since the last report / meeting, including accomplishments, milestones achieved, and tasks completed?
<p>Following the July meeting of the Board of Commissioners, it has been formally agreed to progress with the implementation of recommendations aimed at improving and managing organisational fatigue across key areas of South Wales Fire and Rescue Service. It was further agreed that oversight of this work, including updates and progress monitoring, will be governed through the existing Thematic Review Board to ensure accountability, transparency, and alignment with broader service improvement priorities.</p>	

2. KEY DECISIONS	Highlight any important decisions made by the delivery group during the reporting period, along with the rationale behind these decisions?
<ul style="list-style-type: none"> • Social Partnership: We remain committed to open, constructive dialogue with the FBU and all other representative bodies. Regular meetings through the Joint Consultative Forum, targeted working groups, and informal check-ins will give us multiple touchpoints to test ideas, share draft proposals early, and refine them together. By co-designing each stage of the process, we can surface concerns quickly, build in practical solutions, and keep everyone informed of timelines and next steps. We will publish written responses to any feedback we receive and explain how it has shaped the final recommendations, reinforcing transparency and accountability. • A progressive and measured approach to fatigue management: This approach has been agreed as part of the Service's commitment to align with the Working Time Regulations, HSE guidance, and HSG256. All recommendations outlined in the Fatigue Management Report will be taken forward in a phased and consultative manner. This approach is designed to safeguard the wellbeing of our staff, uphold effective and positive social partnerships, and introduce sustainable systems and processes that protect both personal financial stability and the continuity of service delivery. • Contract Changes: As part of the implementation, all contractual changes to align with the required rest periods for secondary contracts will apply only to personnel entering new contracts from the agreed start date. However, this does not remove the responsibility to effectively manage existing contracts and ensure that the wellbeing of all personnel continues to be safeguarded. 	

3. ISSUES AND CHALLENGES	Identify any obstacles, challenges, or issues encountered by the subcommittee, along with proposed solutions or recommendations for addressing them?
<p>Failure to secure social partnership support for implementing service-wide change would present a significant challenge. In such a scenario, the Service would need to maintain and manage existing protected contracts carefully to ensure firefighter wellbeing and fatigue management are not compromised. This must be achieved without introducing additional risk to individuals or undermining operational effectiveness.</p>	

4. NEXT ACTIONS	List upcoming tasks for the next quarter including specific deadlines?
<ul style="list-style-type: none"> • Changes will be discussed with all representative bodies before being shared more widely. • Mandatory Fatigue Awareness Training & Policy • Fatigue Monitoring Function within Command and Control • Occupational Health Screening Enhancement • Introduce Fatigue Monitoring Tools 	
5. RESOURCE NEEDS	List any additional resources, support, or assistance required by the subcommittee to fulfil its objectives effectively?
<p>Securing the commitment of Representative Bodies, Service Leadership, and the Occupational Health Unit is essential to successfully implement the agreed improvements. Collective buy-in will ensure changes are delivered in partnership, with shared accountability and a clear focus on workforce wellbeing and operational resilience.</p>	

RECOMMENDATIONS	List any recommendations or suggestions for consideration by the broader committee, based on the subcommittee's findings, requirements and / or experiences?
<p>It is recommended that the Service focuses initially on delivering Stage 1 of the agreed roadmap. This phased and measured approach will enable the organisation to build confidence across the workforce, maintain operational stability, and allow time for meaningful engagement with all stakeholders.</p> <p>Focusing on Stage 1 will provide a structured foundation to test and embed key changes, ensuring they are deliverable, sustainable, and aligned with the Service's</p>	

strategic objectives. It also allows any potential risks to be identified early and mitigated appropriately before progressing to more complex stages of transformation.

This recommendation supports a progressive model of change that balances the need for reform with the duty to maintain public confidence, service continuity, and staff wellbeing.

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SOUTH WALES FIRE & RESCUE SERVICE

AGENDA ITEM NO 13
14 AUGUST 2025

STRATEGIC CHANGE, TRANSFORMATION & CULTURE COMMITTEE

REPORT OF THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

HIGHLIGHT REPORTS FROM THE TRANSFORMATION PROGRAMME

THIS REPORT IS FOR INFORMATION AND ASSURANCE

REPORT APPROVED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION

REPORT PRESENTED BY THE DIRECTOR OF STRATEGIC CHANGE & TRANSFORMATION, DOMINIC MIKA

SUMMARY

This paper provides an update to the Commissioners on key highlights and progress across the nine strategic projects of the Service's "Step Forward" Transformation Programme. The programme incorporates the 82 recommendations of the Independent Culture Review (ICR) carried out by Fenella Morris KC, as well as additional recommendations from HMICFRS, Welsh Government reports, and the Service's strategic priorities.

This report outlines the progress made since the previous formal update. It provides an overview of the communications strategy, the current status of the digital transformation initiative, developments in staff training, and efforts to celebrate the Service and its distinguished history.

RECOMMENDATIONS

1. That the Commissioners note progress and updates across the Transformation Programme and take assurance of work undertaken.
2. That the Commissioners continue to support the implementation of programme priorities and note key enablers including Digital and Data utilisation and Communication and Engagement.

1. BACKGROUND

- 1.1 Following the Welsh Government intervention to transfer the governance functions of the Fire Authority to four appointed Commissioners, their terms of reference included implementation of "all the recommendations of the review of SWFRS culture and values within deadlines stipulated in it". The initial action plan was reviewed and remapped to create a comprehensive

transformation programme, titled “Step Forward”. This integrated the ICR recommendations into a framework to address recommendations from other reports, such as HMICFRS’s report on values and culture in fire and rescue services and the Service’s own strategic plans.

- 1.2 The mapping exercise identified overlaps and synergies which were refined into nine Step Forward projects, designed to deliver effective and efficient change, going beyond the ICR recommendations. However, all aim to deliver culture change in addressing the concerns identified by Fenella Morris and her team.
- 1.3 This report provides an update on key programme and priorities.

2. PROGRESS UPDATE

- 2.1 On the 3rd July 2025 progress on the Transformation Programme was reported to Service Improvement Board – Culture. This included key highlights and progress against wider priorities.

2.2 Communication & Engagement

- 2.2.1 The Communications and Engagement Strategy has been formally approved, and delivery plans are currently being developed for each workstream.
- 2.2.2 Our overarching aim is to achieve operational excellence through our people, working collaboratively as one team to deliver an outstanding Fire and Rescue Service - protecting South Wales today while ambitiously innovating for tomorrow.
- 2.2.3 The Communications Team plays a pivotal role in ensuring colleagues are engaged, informed, and aligned with the Service’s priorities and strategic direction. The team seeks to foster trust in leadership, empower staff to drive change, and support the delivery of future challenges and opportunities.
- 2.2.4 A meaningful and relevant narrative will be developed to reflect the work required to implement the recommendations from recent reviews and reports. The team will promote a culture of collaboration and social partnership, embed strategic priorities and drive efficiencies to ensure value for money.
- 2.2.5 The Strategic Approach is based upon the fundamentals seen below.

- a. Establish a consistent narrative and tone that resonates with colleagues, builds trust in leadership, and reinforces our collective role in protecting communities and innovating for the future.
- b. Support leaders in delivering authentic, empathetic communications and advise on effective dissemination of corporate messages, while enabling the development of localised team communications.
- c. Deliver coordinated, proactive communications that showcase the Service's achievements, challenges, and future direction, using appropriate channels to reach key audiences.
- d. Employ evidence-based communications, leveraging data and insights to deliver timely, relevant messages that drive action.
- e. In response to feedback, middle leader sessions are being refreshed and restructured to enhance focus and clarity.

2.3 Digital Transformation

- 2.3.1 The BMIS system remains under review. A new project management system known as 'Monday' has been procured and is currently being implemented.
- 2.3.2 SWFRS representatives attended an executive briefing at Microsoft, with a follow-up session for SLT/ELT being planned.
- 2.3.3 The Alacrity Foundation will collaborate with the Service to identify lean and innovative digital solutions. Finalisation of the digital strategy will follow their recommendations.

2.4 Diversity, Inclusion, Cohesion & Equity

- 2.4.1 Completion rates for mandated training have improved and are being monitored, with new communications planned to reinforce the importance of timely completion.
- 2.4.2 Over 150 staff members, including all SLT, have received training on conducting Equality Impact Assessments (EqIAs). All procedures now include up-to-date EqIAs.

2.5 Ethics, Values and Culture

- 2.5.1 A refreshed vision, mission and values (VMV) has been launched as of 1 Apr 25, setting out a clear direction for the organisation and reaffirming our staff's commitment to communities of South Wales.
- 2.5.2 The updated VMV provides a shared purpose and identity for all staff, from our frontline firefighters to our support teams, ensuring everyone within the organisation is working together.
- 2.5.3 As part of the internal launch of our VMV, staff were asked to nominate colleagues who demonstrate these attributes daily. Resulting in case studies being developed to showcase how our staff are bringing our values to life.
- 2.5.4 The Ethos and Standards document is currently in draft and is scheduled for release in September 25.
- 2.5.5 Filming of the Hydra training package will take place in Aberdare during August, with trial sessions planned for October and November 25.
- 2.5.6 The Spirit of Fire project group will launch on 11 July.
- 2.5.7 The 30-Year Anniversary project has been approved by the SLT and is now underway, with further updates to follow.

2.6 Governance & Strategy

- 2.6.1 The CRMP remains on track. The Fire Cover Review, which constitutes approximately 80% of the CRMP, is progressing well. A new software solution has been procured to support dynamic decision-making and optimise resource allocation.
- 2.6.2 The new Service Strategy has been launched, alongside our commitment to the Step Forward programme.
- 2.6.3 Recruitment for the Independent Advisory Group is ongoing, with a positive response to date. Member appointments are expected by the end of August 2025.
- 2.6.4 The Culture and Connections Group remains under consideration as further exploration of its purpose continues.

- 2.6.5 ICR recommendations are now subject to more rigorous scrutiny and quality assurance, supported by the implementation of a digital sign-off process.
- 2.6.6 A Programme Manager role has been filled. Interviews are scheduled to for the Portfolio Office Manager position. The closing date for applications was 21 July 25.
- 2.6.7 Development of a culture dashboard will commence. SWFRS is seeking sector comparisons, with People Services developing KPIs for each Business Partner.

2.7 Leadership

- 2.7.1 The Head of the Leadership Academy has been appointed and is working closely with the Cardiff Gate Training Centre to develop a comprehensive leadership syllabus.
- 2.7.2 The new Leadership Charter was launched at Cardiff Gate Training Centre.

2.8 Policies & Procedures

- 2.8.1 We are looking at a sustainable approach to policies and procedures and software to manage this we will need to consider this as part of the scoping for digital transformation of a replacement system
- 2.8.2 Several HR policies are currently under review in collaboration with legal specialists.
- 2.8.3 Operational SOPs are under review, many have recently been updated.

2.9 Safe & Positive Environment

- 2.9.1 Work to create safe spaces is ongoing, with considerations of psychological safety and facilitating conversations supported by discussions on the principles of the Core Code of Ethics and upstander v bystander behaviour.

- 2.9.2 "Taking Care of Behaviours" training is underway, with ELT and SLT as well as a large proportion of the workforce have completed the training. Their aim is for full workforce completion by the end of the year.

2.10 Talent Management

- 2.10.1 The Service has engaged with staff to review the recruitment and promotion processes. Findings have been shared with the Senior Leadership Team to inform the new framework and approach going forward.
- 2.10.2 The Service is looking to launch 360-degree feedback to support the 2025/26 personal review (appraisal) year.
- 2.10.3 Over 100 managers have received training in conflict resolution.

3. IMPLICATIONS

3.1. Community and Environment

- 3.1.1 Equality, Diversity and Inclusion – Key programmes of work are dedicated to these areas.
- 3.1.2 Well-Being Of Future Generations (Wales) Act – Delivering culture change supports the general principles of the WFGA and positive ways of working.
- 3.1.3 Socio Economic Duty – Changes delivered will support effective governance and decision making.
- 3.1.4 Consultation and Communications – A dedicated programme of work is designed to improve this area.
- 3.1.5 Consultation with Representative Bodies – Implementation of this proposal for sign-off of completed recommendations provides for Rep Body input on progress and dissemination of outcomes.
- 3.1.6 Impact Assessment – Equality Impact Assessment will reflect this process when agreed.

3.2 Regulatory, Strategy and Policy

- 3.2.1 Governance and Strategy and Policy and Procedure programmes directly align to improvement in these areas.

3.3 Resources, Assets and Delivery

3.3.1 This report does not require allocation of additional resources. Specific resources will be requested aligned to dedicated programmes and through dedicated papers.

4 EVALUATION & CONCLUSIONS

4.1 This report provides and update on progress across the culture improvement portfolio. These include high level updates on each programme of work.

5 RECOMMENDATIONS

5.1 That the Commissioners note progress and updates across the Transformation Programme and take assurance of work undertaken.

5.2 That the Commissioners continue to support the implementation of programme priorities and note key enablers including Digital and Data utilisation and Communication and Engagement.

Contact Officer:	Dominic Mika Director of Strategic Change & Transformation		
Background Papers	Date	Source / Contact	
Last quarter SIB minutes need including (each meeting since last SCTCC Board			
Last SCTCC Board papers to be added			

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 14
14 AUGUST 2025

STRATEGIC CHANGE, TRANSFORMATION AND CULTURE COMMITTEE

REPORT OF THE HEAD OF COMMUNICATIONS AND ENGAGEMENT

UPDATE ON COMMUNICATIONS AND ENGAGEMENT**THIS REPORT IS FOR INFORMATION AND ASSURANCE**REPORT APPROVED BY DIRECTOR OF STRATEGIC CHANGE AND
TRANSFORMATIONREPORT PRESENTED BY RHIAN MOORE, HEAD OF COMMUNICATIONS
AND ENGAGEMENT**SUMMARY**

This report introduces the Internal Communication Strategy for the Service, as well as an outline of some of the tactical outputs being delivered to set a new standard for communications and engagement in the Service and the metrics for KPIs for improvement tracking

The strategy is based on professional best practice and insight from the Communications Audit carried out between January and April 2025.

RECOMMENDATIONS

Commissioners support the strategy set out in Appendix 1.

Commissioners note the work being delivered to set new standard ways of working for internal communications in the Service.

1. BACKGROUND

- 1.1 Our goal is to deliver operational excellence through our people, so we work together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.
- 1.2 For internal communications, the communications team's role is to support our colleagues to be engaged, aware and informed of the priorities and direction of the service, understand the role they play in delivering our vision, have trust and are confident in the leadership, and feel empowered

to deliver change to maximise opportunities and deliver the challenges of the future.

- 1.3 The communications team will develop a meaningful and relevant narrative that recognises the work we need to do to deliver the changes and recommendations in the reviews and reports.
- 1.4 We will support an organisational culture of working together and in social partnership to transform our Service, to focus on embedding our strategic priorities and drive efficiencies to provide value for money

2. STRATEGIC APPROACH

2.1 We will:

- Have a consistent narrative and tone that engages the hearts and minds of colleagues, builds trust for our leadership team, confidence in our future and knowledge on the role we all play to work together as one team to protect people in our communities and ambitiously innovate for the future
- Support colleagues to embed robust, authentic and empathetic communications as part of their leadership and advise on the best approach for cascading corporate messages and develop local communications with teams.
- Have coordinated and well-planned, proactive communications that tells the story of the Service and the great work our people are delivering, our challenges, the changes and our future, integrated across the right channels to reach key audiences.
- Use evidence based communications, using insight and data to reach the right people at the right time with relevant messages they can put into action.

- 2.2 This approach will be owned and delivered by the Communications and Engagement team, there are clear roles and responsibilities for everyone in the service.

2.2.1 **Executive Team** – Support and maintain visible leadership and role modelling behaviours in the leadership framework.

Continue momentum on visibility and role modelling behaviours. Support personalised visibility based on preferences. Continue to role model leadership behaviours and start to expect them from

own management teams – set expectations, provide support, celebrate success and deal with poor performance.

2.2.2 People Managers – Maintain support to deliver good communications and role modelling behaviours in the leadership framework.

Set clear expectations on what good communications looks like. Support them by sharing briefing packs to cascade and provide a Q&A that they can use with team on information shared. Support them with information behind decisions so they can share with colleagues and help them engage colleagues, so they are clear on the part they play in the wider business and industry changes.

2.2.3 Teams/Colleagues – Involve, engage and signpost to clear information.

Be clear on where they can get information from. Help them join the dots to see how their role fits into the bigger picture and achieving our mission. Help them continue to feel proud of working for the Service by bringing the business to life – involve and engage them as people behind the projects. Maintain opportunities for them to have their say, ask questions and make suggestions – for their voice relating to business and industry change, and key strategic projects to be heard.

2.3 The Internal Communications and Culture Development workstream in the strategy has a set of key deliverables and tactical outputs that are assigned to people, have indicative costs and timelines and metrics for success, a set out in the delivery plan in Appendix 1.

They include:

- Communications audit to inform decisions making and improvements
- Review and improve internal communication channels
- Embed an editorial planning process
- Introduce a measurement dashboard
- Work with ICT to improve digital access and usage.

2.4 Key metrics will be monitored weekly, monthly and annually to help inform tactical decision making on content, channels, messaging and timing. See matrix at the end of Appendix 1.

Annual reviews will assess the wider impact in the organisation for key outcomes that include:

- Trust in leadership
- Proud to work for SWFRS

- Key audiences feeling engaged, informed and involved and understand what is happening in key areas of our work.

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 Equality, Diversity and Inclusion – as a public Service in Wales we have a duty to comply with the Welsh language standards. We also want to make sure we are as inclusive and equitable as we can be, so we have set out our own internal guidelines, inspired by the British Film Institute diversity standards, adopted by BAFTA.

3.1.2 Well-Being Of Future Generations (Wales) Act – all the communications and engagement for the Service plays a part in supporting the Act, from involving and engaging, sharing updates on the work we are doing to positively influence the long-term impacts of our decisions and actions on future generations.

3.1.3 Consultation and Communications – this strategy outlines a new approach to internal communications, as set out within approved Communications and Engagement Strategy. All with the aim of people being feeling, engaged, supported, involved, heard and kept informed of the work we are doing.

3.2 Regulatory, Strategy and Policy

3.2.1 Legal – there is a requirement to comply with the Welsh Language Standards, which this strategy advocates and supports.

3.2.2 Information Management and Data Protection / Privacy – the work the team undertakes in sharing information about incidents and operations is done in line with the information governance processes.

3.2.3 National Policy – the approach outlined in the strategy aligns with the NFCC Fire Standard for Communication and Engagement.

3.2.4 Morris Report – the key workstreams and deliverables outlined in the strategy address the recommendations in the Morris Report.

3.3 Resources, Assets and Delivery

3.3.1 Human Resources and People Development – the work outlined in the delivery plan ranges from incremental improvement through to a

step change in approach. Support, coaching and mentoring will be provided to the team, as well as more formal learning and training.

- 3.3.2 Budget Revenue/Capital – there will be budget required to deliver some of the work outlined and some of the next steps include a review of the existing spend to ensure efficiency and effectiveness, as well as a planned approach to a realigning of budget to best meet the needs of the function and the service.

4. EVALUATION & CONCLUSIONS

- 4.1 This strategy brings together the recommendations, the areas for improvement and the other work that is needed to deliver first class communications and engagement for the service.
- 4.2 Work has already started for delivery and middle leaders have been engaged in the development of the approach and the will continued to be involved in the implementation of the changes.
- 4.3 We will use data to give insight and gather evidence to show progress and the benefits of the changes we are making. Using monthly metrics and annual performance indicators we will track progress and demonstrate delivery and change.

5. RECOMMENDATIONS

- 5.1 Commissioners support the strategy set out in Appendix 1.
- 5.2 Commissioners note the work being delivered to set new standard ways of working for internal communications in the Service.

Contact Officer:		Rhian Moore Head of Communications and Engagement
Background Papers	Date	Source / Contact
Papers for the Strategic Change, Transformation and Culture Committee – Approved Communications and Engagement Strategy.	16 May 2025	https://www.southwales-fire.gov.uk/app/uploads/2025/05/Strategic-Change-Transformation-and-Culture-Committee-Friday-16-May-2025-Rolling-Document.pdf
Appendices		
Appendix 1 *	SWFRS Internal Communications Strategy 2025 - 2028	

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Appendix 1

SWFRS Internal Communications Strategy 2025 – 2028

Our goal is to deliver operational excellence through our people, so we work together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.

For internal communications, the communications team's role is to support our colleagues to be engaged, aware and informed of the priorities and direction of the service, understand the role they play in delivering our vision, have trust and are confident in the leadership, and feel empowered to deliver change to maximise opportunities and deliver the challenges of the future.

The communications team will develop a meaningful and relevant narrative that recognises the work we need to do to deliver the changes and recommendations in the reviews and reports.

We will support an organisational culture of working together and in social partnership to transform our Service, to focus on embedding our strategic priorities and drive efficiencies to provide value for money

Strategic approach

- Consistent narrative and tone that engages the hearts and minds of colleagues, builds trust for our leadership team, confidence in our future and knowledge on the role we all play to work together as one team to protect people in our communities and ambitiously innovate for the future
- Support colleagues to embed robust, authentic and empathetic communications as part of their leadership and advise on the best approach for cascading corporate messages and develop local communications with teams.
- Coordinated and well-planned, proactive communications that tells the story of the Service and the great work our people are delivering, our challenges, the changes and our future, integrated across the right channels to reach key audiences.
- Evidence based communications, using insight and data to reach the right people at the right time with relevant messages they can put into action.

Objectives

Hearts and minds – put our people at the heart of the story, develop and use a narrative that connects and inspires our colleagues and their roles for protection, prevention and response.

The team will – with authenticity at the heart of our communications with colleagues, we will share the story of change, bringing to life the commitments in the strategy.

We will look ahead to the future and with optimism for the opportunities; share progress and showcase, with campaigns, stories and the annual awards, how colleagues are delivering for each other, our communities and highlight how we've overcome challenges and collaborated with others to deliver; and be clear on the reasons behind decisions giving as much clarity as possible through uncertainty and changing times.

Support and advice – support our Executive team, senior leaders and people managers to continue to put people at the heart of all that we do and maintain the culture of clear, consistent communications with colleagues, so they are empowered to reach all colleagues in their teams. We will support them to focus on delivering and embedding the changes needed, delivering operational excellence, protecting for today and innovating for tomorrow.

The team will – give support and advice so they embed great communications in their leadership that gives clarity for colleagues on the part they play in operational excellence and serving our communities by reducing risk and responding to emergencies.

Campaigns – we plan ahead and develop robust campaigns, that are aligned to the strategic objectives, with defined messages, outputs and audiences, with clear and measurable objectives that engage and inspire colleagues.

The team will – work together to share stories of how we are changing and the part we play. Each campaign will have clear objectives that lead to engaging and informing colleagues so ultimately, they deliver operational excellence. We will explain the reasons behind decisions, coordinate campaigns across our channels so messages are meaningful, have impact and share stories from colleagues.

Channels – continue with the structure, routine and clear identity of channels of communications to colleagues to successfully deliver a consistent colleague experience that is aligned to our culture, vision, mission and values.

The team will – continually improve and innovate our IC channels to ensure they are well embedded, trusted and respected, that they reach audiences with the right messages at the right time, so colleagues are informed, understand the part they play and take appropriate action for themselves, each other, and people in our communities.

Measurement – the reach and impact of our communications will be measured, and the insight used to inform decisions, to improve and innovate and to advise colleagues on the best approach for successful local and operational communications with their teams.

The team will – measure reach and impact of all IC channels and use the data to define content and channel choices and further improve the reach of communications and engagement with colleagues.

Key stakeholders

Executive Team – Support and maintain visible leadership and role modelling behaviours in the leadership framework.

Continue momentum on visibility and role modelling behaviours. Support personalised visibility based on preferences. Continue to role model leadership behaviours and start to expect them from own management teams – set expectations, provide support, celebrate success and deal with poor performance.

People managers – Maintain support to deliver good communications and role modelling behaviours in the leadership framework.

Set clear expectations on what good communications looks like. Support them by sharing briefing packs to cascade and provide a Q&A that they can use with team on information shared. Support them with information behind decisions so they can share with colleagues and help them engage colleagues, so they are clear on the part they play in the wider business and industry changes.

Teams/Colleagues – Involve, engage and signpost to clear information.

Be clear on where they can get information from. Help them join the dots to see how their role fits into the bigger picture and achieving our mission. Help them continue to feel proud of working for the Service by bringing the business to life – involve and engage them as people behind the projects. Maintain opportunities for them to have their say, ask questions and make suggestions – for their voice relating to business and industry change, and key strategic projects to be heard.

Outcomes and evaluation

The success of our internal communications is measured through the results of the new annual colleague survey, as well as the outcomes of independent audits and reports. Specifically, the questions in the annual colleague survey relating to colleague engagement and understanding reasons behind decisions.

Proxy measures for reach, impact and improvement will be measured through the communications Audit. In particular: the perception of communications; the percentage of colleagues who rate IC as good/very good; my manager explains what our purpose and priorities mean for me and my team and positive responses about key IC channels.

Systems are being scoped and introduced to capture data and lead indicators to indicate the impact of communications outputs will be shared in Service Improvement Board Reports and SLT meetings with reach, clicks, opens with trends noted and explained.

APPENDIX

Internal Communication and Culture Development

- Establish a leadership-led communication approach to promote transparency and accountability.
- Implement an internal engagement programme to support culture change, based on culture review recommendations.
- Develop feedback mechanisms for communications shared to capture and address workforce concerns.
- Enhance digital and face-to-face internal communication platforms.
- Introduce ongoing training on effective communication with teams.

Tactical outputs year 1	Timescale	Progress
Complete an audit of IC channels with staff and use the data to inform improvements for communications to share with staff: including information shared across the service, support for managers to cascade information and leadership visibility and alignment.	January – April 2025	Completed and results available
Improve IC channels across the service – clarity on purpose, audience, format, design and content style and tone.	February – August 2025	Shout magazine review and redesign – Completed April 2025 Content and Channel Strategy – drafted May/ June 2025 Routine Notice and Service Information emails – workshop June 2025, redesign and new workflow July/ August 2025 Software to measure reach and impact by September 2025 Middle leaders refresh and structure – June – August 2025 Cascade through team meetings - Autumn 2025 Training - Input into corporate induction – August 2025, support to managers – Autumn 2025
Introduce and embed an editorial planning process to plan communications messages, campaigns, visibility and impact on key service priorities.	April – August 2025	Plan introduced April 2025 Training and support for the comms teams – summer 2025 Strategic campaigns developed and added through the summer 2025 Reporting and sharing with SLT by September 2025
Introduce a measurement dashboard with key feedback metrics to inform ongoing improvements	By September 2025	Gathering of existing data - April 2025 Scoping software to measure reach – summer 2025 Reporting – Autumn 2025
Work with IT to improve digital access and usage, including the intranet, Teams and tools within Office 365.	Dependant on ICT digital strategy	Awaiting ICT digital strategy

Data and Measurement

Indicator from comms audit	2025	2026	2027	2028
IC is good/ very good	60%			
I feel informed about work of other teams	34%			
We do a good job communicating about change	38.9%			
I trust our leaders	63.2%			
I've enough opportunities to see and hear from senior leaders	40.3%			
My manager communicates with me	83.3%			
Understand the part I play in making south Wales safer and reducing risk	96.5%			

Understand the part I play to retain the confidence of our communities and stakeholders	91.7%			
We do a good job communicating about our strategy and plans	47.25%			
We do a good job communicating about day-to-day operational information	59.7%			

Reports	2024	2025	2026	2027	2028
Comm Audit: Proud to work for SWFRS		77.8%			
New Staff survey: I feel informed about the work of other teams					
New Staff survey: leaders and managers explain the reasons behind decisions					
HMICFRS: South Wales FRS keeps me informed about matters that affect me	51%				
HMIC report: I see my future career continuing here past the next three years	47%				

Channel improvements

Channel	2025		2026		2017	
	Read it	Useful/ relevant	Read it	Useful/ relevant	Read it	Useful/ relevant
Service info email	87.5%	68.7%				
CFO message	90.3%	85.4%				
Routine Notice	88.8%	83.4%				
Shout	49.3%	40.3%				
Manager	83.3%	75.7%				
Service Socials	63.2%	53.4%				
Service stories in media	66%	49.3%				
Intranet news	65.3%	50%				

Strategic narrative

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

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

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

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

This can all be summed up in our **motto: courage to act, compassion to care**.

Ends: To achieve the vision and deliver on our mission we will achieve each of the following strategic goals, which are supported by detailed plans with timescales and resources required.

- Develop clear governance, policies and procedures
- Harness the advancements in digital technology to deliver a modern, digitally excellent, affordable and future proofed service
- Achieve operational excellence through safe, effective and assertive prevention, protection and response capabilities
- Work together as one team
- Have a people centred approach in all we do

- Develop excellent, empowered and selfless leaders
- Become a learning service, constantly evolving and ambitious
- Pursue a just culture, underpinned by our values, to allow our people to build high performing teams
- Develop excellent communication and engagement approaches with our staff, partners and communities
- Drive sustainability and reduce our environmental impact

Develop clear governance, policies and procedures

We know that clear governance is our foundation for success. It gives us a structure that demonstrates accountability and transparency, gives confidence that we are focused on things that matter, and that we have truly learned the lessons of the past.

Harness the advancements in digital technology to deliver a modern, digitally excellent, affordable and future proofed service

Technology and digital tools and skills are developing at pace, leading to the '4th Industrial Revolution'. In this digital age, it is time for us to place data and digitisation at the heart of our activities. It is time to embark on digital change to provide a modern, effective, better affordable and more responsive service to our communities.

Achieve operational excellence through safe, effective and assertive prevention, protection and response capabilities.

We want to be outstanding in all that we do, working as one to be safe, protecting our communities, looking ahead and innovating for the future.

With a clear sense of purpose, and learning and education driving our ambition, we will set the highest standards while supporting and empowering our people to be operationally excellent. We will keep focused on looking ahead, keeping pace with change and sharing our progress with others. We will change our culture by moving the service from a blame to a 'Just Culture' to enhance our operational effectiveness. This will support greater personal responsibility and empowerment, whilst encouraging our people to speak up about safety, compliance and performance.

Work together as one – 'One Team One Mission'

Working together, focused on a shared mission, we will deliver as one team. We will give the best experience for our people by putting respect and compassion at the centre of all decisions. We will inspire forward thinking, build enthusiasm for what is possible, and trust our teams to overcome challenges. We will invest in our people, so we all feel proud to be a key part of the service, embracing the thought: I know what we do, I care about it, I feel part of it, and I am proud of what we are achieving together.

Have a People Centred approach in all we do

With a clear sense of purpose, we must restore the highest standards of behaviour and professionalism to the service and empower our people to strive for excellence. How our people feel, think and take action to deliver is crucial to the success of our service, we cannot do anything without their support. Our people must feel supported, and we must build a service about which they are rightly proud.

Develop excellent, empowered leaders

Our commitment to change and operational excellence comes from the passion within our leaders to lead the way and be the best they can. From empowered leaders come strong, high performing teams who make a positive difference for everyone.

Be a learning service, constantly evolving and ambitious.

With learning and excellence driving our ambition, we will keep focused on looking ahead and will keep pace with change. We will share our progress with others and learn best practice from them. We will need to be humble so that we can really learn. We will honestly debrief what we do and learn lessons from our mistakes so that we can be better next time. We will strive to explore the latest research and to identify the trends that will affect us in the future. We will use the knowledge we build to adapt, modernise and be the very best we can. We will rekindle belief and confidence in our fire service.

Pursue a just culture, underpinned by our values, to allow our people to build high performing teams

It hasn't always been easy, and we haven't always got it right. However, moving forward with integrity we will build a culture that seeks to understand how things went wrong to improve them for the future. We will have accountability within the system we create and respond to instances where we don't meet our new standards with fairness, in a just manner.

Develop excellent communication and engagement approaches with our staff, partners and communities.

Sharing the passion and including everyone on the journey of change needs superb communication that engages, inspires and gives clarity to the part we each play to have the courage to act and compassion to care as we serve our communities.

Drive sustainability and reduce our environmental impact

We are committed to playing our part in creating a globally responsible Wales, balancing short term needs to safeguard long term environment for future generations. We have a bold ambition to do our best to live in harmony with nature

Strategic Change, Transformation & Culture Committee FWP 25/26

Expected Date of Report	Report Title	Purpose of Report	Information and Assurance or Decision	Lead Director/Contact Officer	Progress
16 May 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	Complete
16 May 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	Complete
16 May 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	Complete
16 May 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	Complete
16 May 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	Complete

16 May 2025	Prioritisation of projects and tasks within the Transformation Programme	To obtain review and approval from Commissioners in respect of projects and tasks within the transformation programme.	D	Director of Change and Transformation	Complete
16 May 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	I&A	Director of Change and Transformation	Complete
16 May 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	Complete
16 May 2025	Planning, Performance & Risk and Stats Update	Departmental Update from ICT Department highlighting work undertaken in 2024/25 and work planned for 2025-2026	I&A	Director of Corporate Services Contact Officer: Wayne Thomas	Complete
14 Aug 2025	Six monthly update on AFA Policy Change	To provide Commissioners with an update following the implementation of the updated AFA policy	I&A	ACFO TS Contact Officer: Mike Wyatt	On Agenda
14 Aug 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	On Agenda

14 Aug 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	On Agenda
14 Aug 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	On Agenda
14 Aug 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	On Agenda
14 Aug 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	On Agenda
14 Aug 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	I&A	Director of Change and Transformation	On Agenda
14 Aug 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	On Agenda

14 Aug 2025	Highlight report – Fatigue Management	To provide Commissioners with an update on the work undertaken in respect of the Fatigue Management and development progress	I&A	ACFO SD: Contact Officer: Matt Jones	On Agenda
20 Nov 2025	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	
20 Nov 2025	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
20 Nov 2025	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
20 Nov 2025	Thematic Review – Broadening the role of Firefighters in Wales Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO SD: Contact Officer: Matt Jones	
20 Nov 2025	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	

20 Nov 2025	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	D	Director of Change and Transformation	
20 Nov 2025	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	Thematic Review – Operational Training Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Neil Davies	
27 Feb 2026	Thematic Review – Grenfell Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Wyatt	
27 Feb 2026	Thematic Review – Operational Excellence Update	To provide Commissioners with an update on the progress of implementing the Thematic Review recommendations	I&A	ACFO TS Contact Officer: Mike Evans	
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27 Feb 2026	Update on Cultural Review recommendations	To provide Commissioners with an update on the work undertaken in respect of the Morris Review recommendations	D	Director of Change and Transformation	
27 Feb 2026	Highlight reports from Transformation Programme	To provide Commissioners with an update on the work undertaken in respect of the Transformation Programme	D	Director of Change and Transformation	
27 Feb 2026	Communication and Engagement Update	Departmental Update from Communication and Engagement Team	I&A	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	SWFRS 30 Year Celebrations	To provide Commissioners with an update on SWFRS 30 Year Celebration Plans	D	Director of Change and Transformation Contact Officer: Rhian Moore	
27 Feb 2026	AFA Policy Update	To provide Commissioners with an update on the Service's AFA Statistics	I&A	ACFO TS Contact Officer: Mike Wyatt	

AGENDA ITEM NO 16

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

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AGENDA ITEM NO 17

Any items to report back to the Board of Commissioners Committee

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1.	Apologies for Absence	
2.	Declarations of Interest	
	Attendees are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.	
3.	Chairperson's Announcements.	
4.	To receive minutes of the Strategic Change, Transformation and Culture Committee held on 16 May 2025	3
5.	Update on Outstanding Actions	11
	REPORTS FOR INFORMATION AND ASSURANCE	
6.	Progress on delivery of Independent Culture Review Report Recommendations	13
7.	SWFRS Automatic Fire Alarm (AFA) Response Change Update	19
8.	Thematic Review – Operational Training Update	29
9.	Thematic Review – Grenfell Update	37
10.	Thematic Review – Operational Excellence Update	45
11.	Thematic Review – Broadening the role of Firefighters in Wales Update	51
12.	Thematic Review – Fatigue Highlight Report	57
13.	Highlight reports from the Transformation Programme	63
14.	Update on Communications and Engagement	71
15.	Forward Work Programme for Strategic Change, Transformation and Culture Committee 2025/2026	83

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16.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	89
17.	Any items to report back to the Board of Commissioners Committee	91