



A SOCIAL MARKETING PROJECT TO

Reduce the Incidence of Deliberate Grass Fires in Wales, UK

Summary report of Scoping Phase

Prepared by Dr Sue Peattie

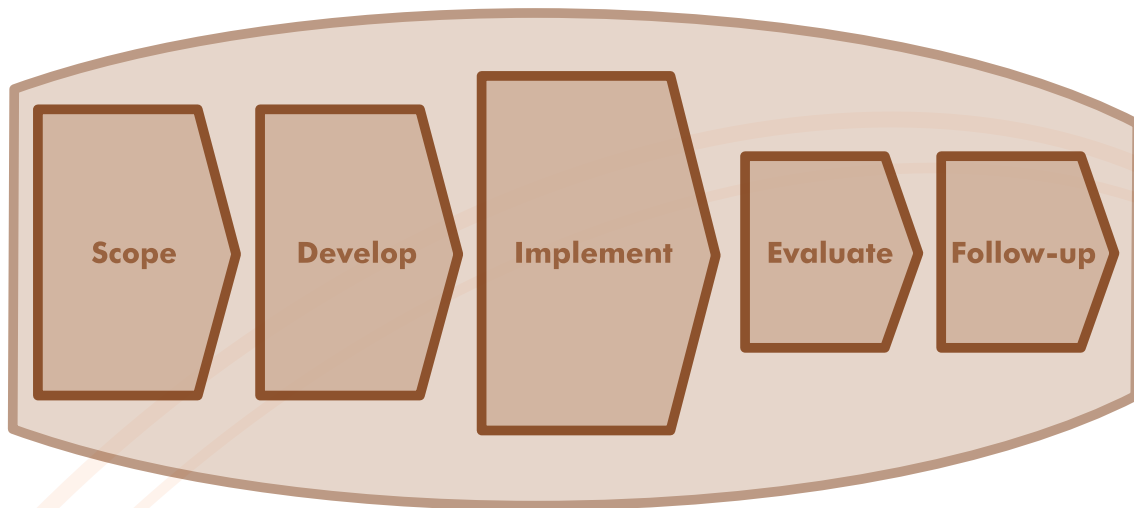
Version 2

A South Wales Valley in Rhondda Cynon Taf



Preface

This report provides a short summary of the Scoping Phase to present an overview for interested parties. It has been deliberately kept brief and assumes a basic understanding of social marketing. For the full Scoping Report and/or more information about social marketing, please contact Dave Ansell, Social Marketing Project Manager, South Wales Fire and Rescue Service (d-ansell@southwales-fire.gov.uk). Feedback on this report is welcomed and can be sent to the same address.



Total Process Planning Framework
(NSMC Pocket Guide: Blair-Stevens and French, 2007)

Acknowledgements

We would like to thank the following staff at the National Social Marketing Centre for advice on compiling the Scoping Report: Clive Blair-Stevens, Denise Ong, Lucy Reynolds and Rowena Merritt. Thanks are also due to all those who participated in the focus groups and in depth interviews.

We would also like to acknowledge Alexander Consultants for providing ongoing training and advice on all aspects project management.

Finally, particular thanks are offered to the International Expert Panel for providing valuable feedback on the original version of this report: Clive Blair-Stevens, Sameer Despande, Rob Donovan, Jeff French, Nancy Lee and Martine Stead

Key recommendations

This Scoping report recommends adopting a strategic multi-faceted approach that harnesses, information, education, support, design and control components, to promote positive alternative behaviours and limit or remove negative ones

Overarching Goal:

To reduce the incidence of deliberate grass fires in the Tonypany target area by 15% during the 2 week school Easter period (26 March – 12 April 2010) in comparison to the control area of Aberdare (allowing for any variance in weather or other external factors).

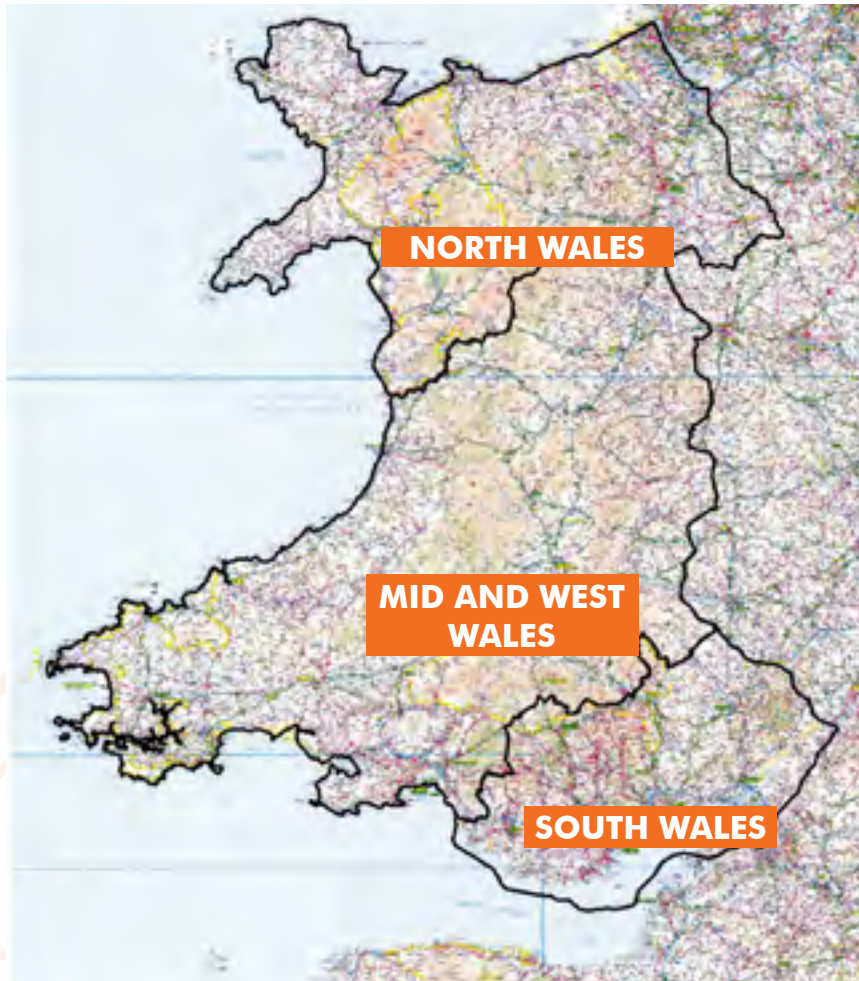
Behavioural goal 1:

To promote socially positive alternative behaviours and limit or remove opportunities for negative behaviour that could lead to deliberate causing of fires - with a particular focus on young people between 13-16 years of age (School Year Group 9-11).

Behavioural goal 2:

To encourage and support key professionals and organisations in working together and adopting a holistic and coordinated approach.

Introduction



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Wales is divided into three Welsh Fire and Rescue Service areas - South Wales, Mid and West Wales and North Wales.

In 2008, South Wales Fire and Rescue Service (SWFRS) commissioned a social marketing project with two provisional aims:

- To reduce deliberate grass fire arson by changing public behaviour through the process of social marketing.
- To document and record the methodology and results so that they can be used to tackle other issues within SWFRS as well as shared with other Fire and Rescue Services.

To oversee the project a full time Social Marketing Project Manager (Dave Ansell) from within SWFRS was appointed and through the tendering process Alexander Consultants were awarded a contract to provide social marketing expertise as well as assistance with management of the project (Dr. Sue Peattie, Kara Stanford and Steve McLauchlan).

Background to the issue

Mountain fires and grass arson are significant problems in parts of Wales with over 7,000 deliberate fires each year. Over half of these were in the SWFRS area (an average of 3592 grass fires each year over the last 5 years). It is known through training and attending fires that the majority of fires (approx 95%) are deliberate. The remaining 5% are camp fires which get out of control or controlled burning. These fires endanger the lives of fire-fighters and the public as well as putting property at risk. Every year fire-fighters sustain injuries whilst attending grass fires ranging from lower limb injuries due to the terrain to the more serious consequence of heat exhaustion. They put a strain on resources and prevent fire-fighters from attending other genuine emergencies, such as house fires and road traffic incidents. They are extremely detrimental to the countryside where wildlife and their habitats are destroyed as well as valuable forestry areas and areas of Special Scientific Interest (SSI's).

The cost of grassfires in SWFRS area as a whole amounts to £7m per year, £3.5m is from one unitary authority alone namely Rhondda Cynon Taff. This is the equivalent of employing 141 extra teachers or 127 extra nurses. The problem is an annual one, known as the "grass fire season" (February through to May). This is when previous years growth is dry enough to be flammable but before new growth appears. At these times there are sometimes not enough fire engines locally to deal with these incidents so SWFRS has to call in fire engines and other fire fighting equipment from other stations. This is known as "spate conditions" and appliances are moved around the organisation to provide the best fire cover possible. This means an appliance could be 30 miles out of their area and in unfamiliar surroundings.

For many years it has become accepted within SWFRS that each year there will be a grass fire season costing the organisation, its partners and the Welsh economy a substantial amount of money. Previous work has looked at better operational procedures and equipment to assist the crews when dealing with such incidents.

Along with other organisations, SWFRS has also run a number of initiatives to reduce these incidents including school education programs. However incidents have not reduced significantly and they are still a major problem to SWFRS and other key partners such as the Police and the Forestry Commission Wales (FCW) who act as the Welsh Assembly Government's (WAG's) Department of Forestry. South Wales has the largest urban forestry in Europe so the problem of grass fires is a very realistic threat to the FCW who have the responsibility as land managers.

Therefore the key behavioural challenge will look at ways of reducing and eliminating negative behaviour that could lead to deliberate causing of fires and promoting positive alternative behaviours.

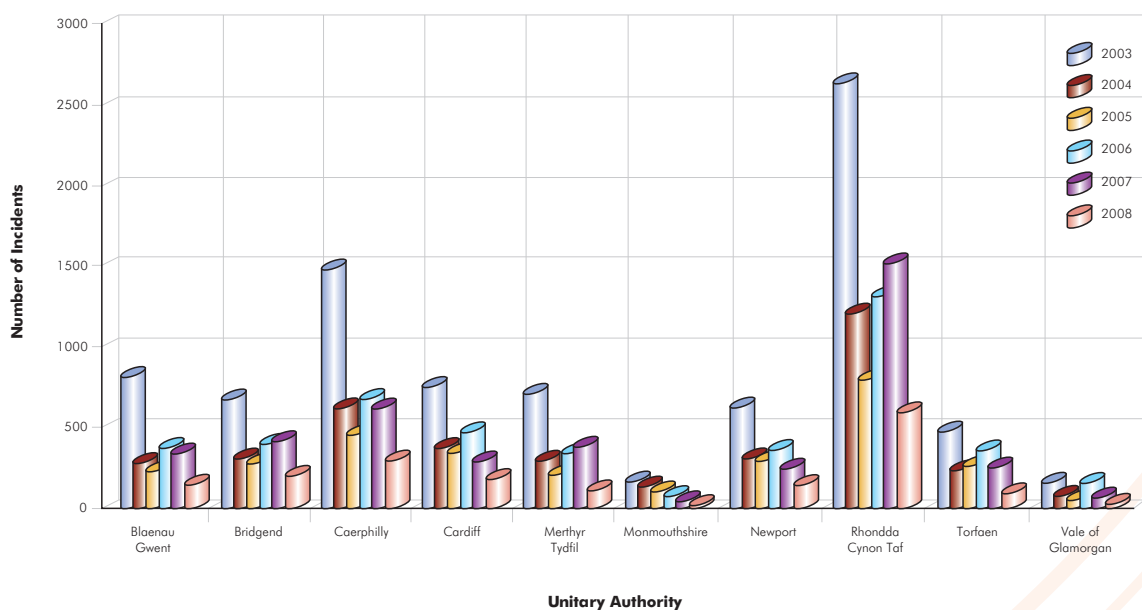
Initial audience analysis and segmentation

All fire incidents whether accidental or deliberate are recorded in great detail by SWFRS Performance Management Unit (PMU). A considerable quantity of data has been collected over many years on the location of incidents, time of incident and how the incidents started. However this data has not traditionally been scrutinised for targeting interventions. The following trends were observed when the data was analysed in detail:



Grass Fire Incidents (WHERE)

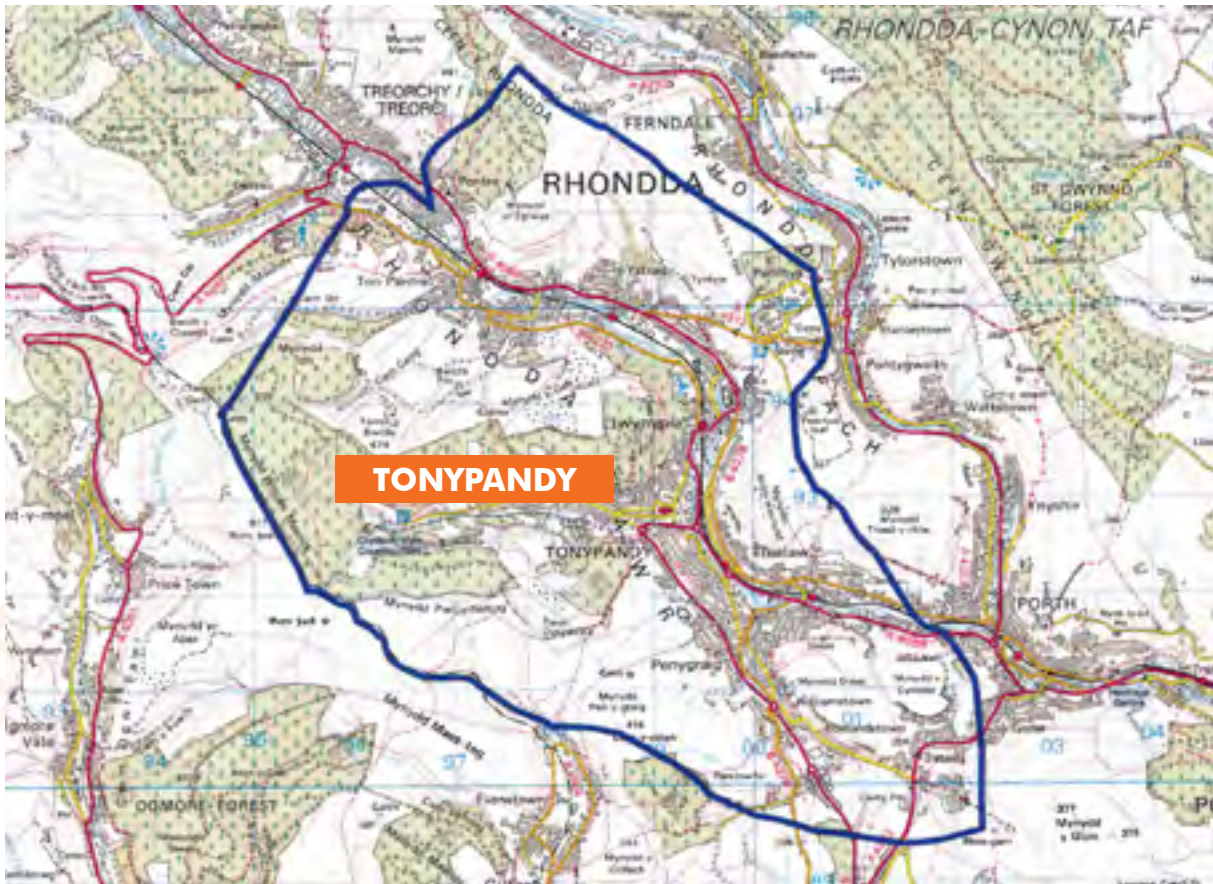
Analysis of the last 5 years of incident data from each of the 10 Unitary Authorities that make up the SWFRS region indicates that Rhondda Cynon Taf (RCT) consistently has the most grass fire incidents.



Grass Fires in each Unitary Authority of SWFRS 2003 - 2008

RCT Grass Fire Statistics

The project team and Performance Management Unit (PMU) looked at further ways to segment the data in RCT. It was decided to segment RCT into Fire Station administration areas. This segmentation was based on how the data is stored and captured. The data analysis showed two stations, Tonypany and Aberdare displayed very similar results. Both stations had significantly higher (grass fire) calls than neighbouring stations as indicated on the graph on page 9.

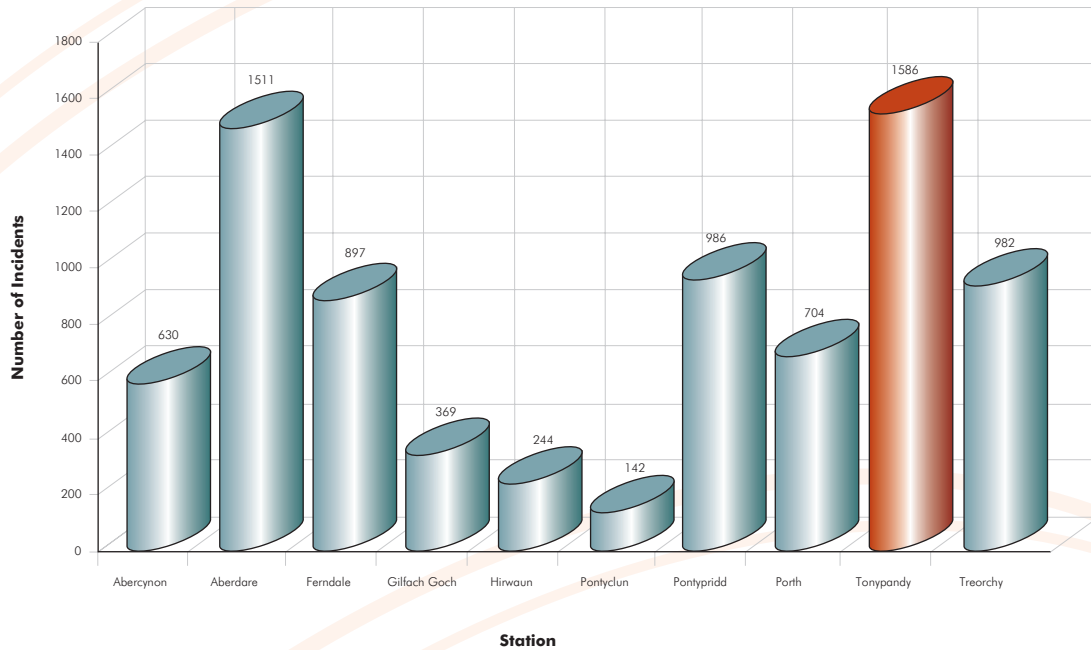


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Both Tonypany and Aberdare also have similar organisational structures being 'wholtime retained' stations. This means that the first appliance is crewed on a wholtime basis and the second appliance on a retained (part time) basis. They are both located in similar geographic areas in Rhondda Cynon Taf.

Tonypany has been chosen as the Target Area and Aberdare for the Control Area for the following reasons

- The Station Commander at Tonypany Fire Station has been in post for a number of years whilst the Station Commander at Aberdare Fire Station is in a temporary post.
- Tonypany has reported more injuries to Firefighters tackling grass fires than Aberdare
- The Community Safety and Partnerships department has very good contacts with the Station Commander at Tonypany



Deliberate Grass Fires in Rhondda Cynon Taf per Station (01/01/2003 - Present)

External influencing factors - two variables that significantly affect the numbers of grass fire incidents each year are the weather and the build up of undergrowth from previous years. Using a Control area which experiences the same external influencing factors will allow us to isolate the effectiveness of the social marketing intervention.

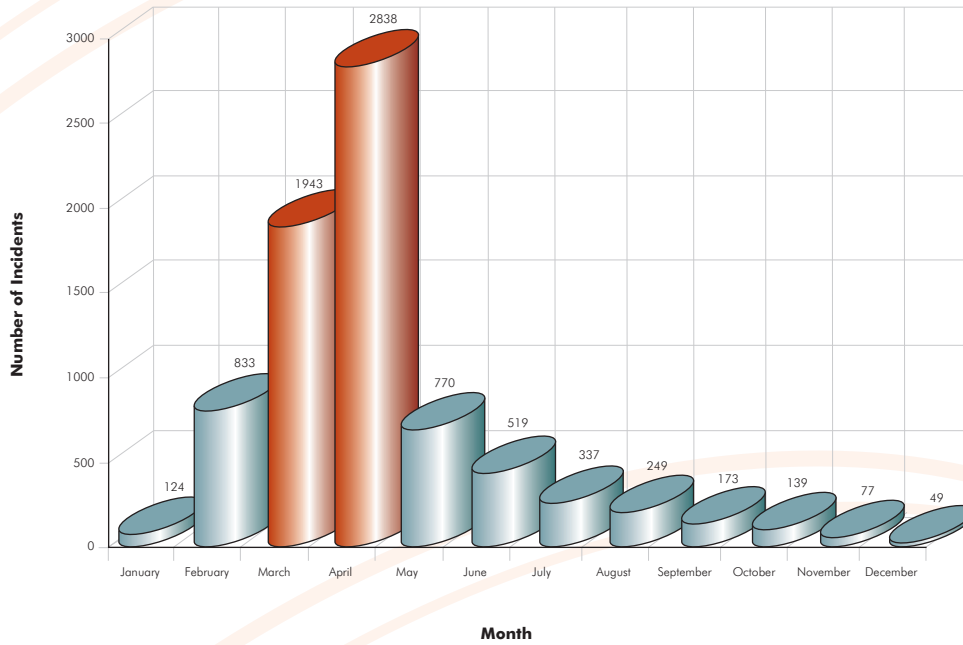
Grass Fire Incidents (WHEN)

Examination of the incident data reveals the peak 'grass fire season' takes place between February and May particularly March and April which covers the Easter period. Closer scrutiny of the quantitative data also reveals the following:

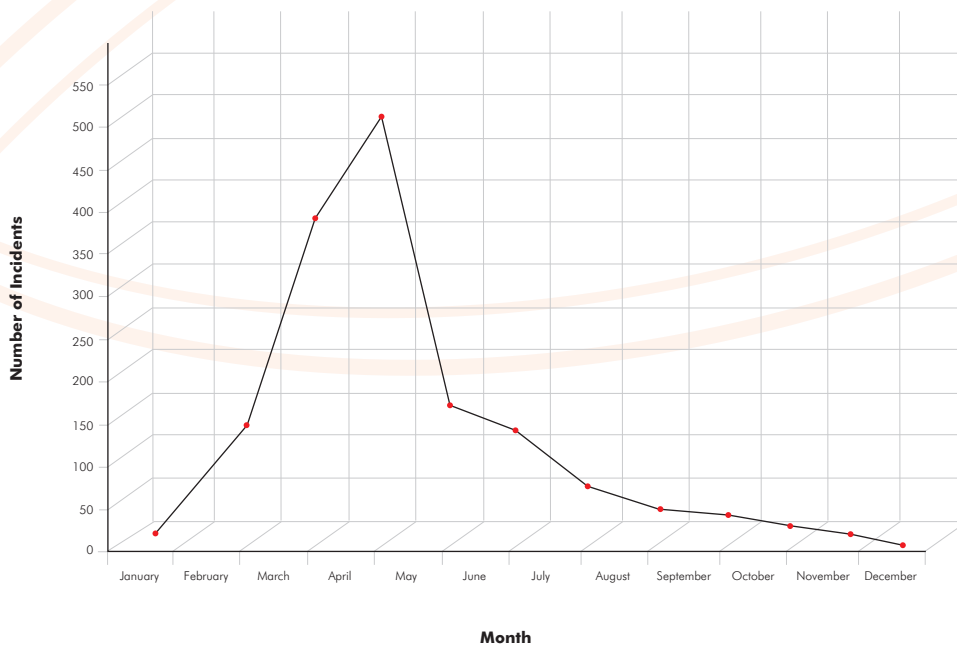
- The incidents are significantly worse during the 2 week school Easter holiday than either before or after this period.
- The incidents peak between 17.00 and 20.00 on all days of the week
- Friday is the quietest time of the week, particularly between 19.00 and 21.00. Sunday is the busiest day.
- When the grass fire season slows down other anti-social behaviour does **not** appear to increase e.g. car fires.

This detailed analysis of the data showed some results which were expected and some which surprised staff at SWFRS and their partner agencies.

Although the recorded data was able to provide extremely useful and precise data on **WHEN** and **WHERE** deliberate fire incidents take place in the Tonypanyd and Aberdare area there is very limited information on **WHO** the perpetrators are and **WHY** they are setting the fires. This has meant that the project team has had to spend considerable time gathering this information.



Deliberate Grass Fires in Rhondda Cynon Taf per month (01/01/2003 - Present)



Deliberate Grass Fires in Tonypanydy per month (2003 - Present)

Grass Fire Incidents (WHO)

To date no one has been convicted of grass fire arson. The police do not record this type of arson as a crime and therefore do not have performance indicators in relation to tackling this issue. It is also very difficult to catch and prove that an individual has started a grass fire. One additional problem the police face is identifying who the land belongs to. A prosecution is not possible if no-one owns the land or the land owner is not willing to pursue a case. This has created difficulty in identifying the perpetrators of these incidents.

A series of focus groups and in depth interviews were therefore conducted in order to build up a profile of the perpetrators and an understanding of their motivations. The first rounds of interviews were conducted with key members of SWFRS as well as partner organisations effected by the issue, namely:

- The Station Commander at Tonypandy Fire Station
- The whole time Firefighters at Tonypandy Fire Station (they provide 24 hour cover in four separate 'watches')
- The retained Firefighters at Tonypandy Fire Station (those who live and work in the village as well as being emergency Firefighters when needed)
- The local Forestry Commission Wales representatives
- The local Police Service representatives
- SWFRS Community and Safety Partnership department (CSP) - these are the people involved in various current initiatives to deal with deliberate grass fires. They include youth workers and those involved with young people and the local community. As well as being interviewed to gain their insights, they were also trained in Social Marketing (SM) principles and how to set up and conduct interviews. Phase 2 qualitative interviews were conducted by this group as they have a relationship with and are trusted by the young people and local community who live, study and work in the Tonypandy area.

Phase 2 interviews were conducted with:

Young Firefighters (aged 13-17 years)

Scout Group (aged 11-14 years)

Girl Guides (aged 11-14 years)

E3 Youth Group (aged 14-16 years)

McDonalds Staff at Tonypandy (2 shifts - 7 employees)

Grandparents / parents older children (aged 40-60 years)

Tonypandy Community College pupils (age 12-13 years)

Parents / Asda employees (of children 7-17 years)

Junior School Children (aged 10-11 years)

A final additional discussion group was conducted with several members of Rhondda Cynon Taf - Community Safety Partnership. This group is made up of representatives from the Police, Probation Service, Voluntary Sector and Local Government as well as the Fire Service.

Insights from the qualitative research

PERPETRATOR PROFILE - the consensus from all interviews was that the perpetrators were:

- predominantly male; aged 7-17 years
- groups who assemble as a result of shared interest of lighting fires; often mixed ages
- due to boredom, thrill-seeking, attention seeking, peer pressure, natural curiosity and experimentation

"They have nothing else better to do! Some kids are just experimenting! Some like to do things that are dangerous! Some like to show off in front of the group or their friends and put it on Facebook!"

- not specifically to annoy services (SWFRS and Police) but an added bonus
- possibly three age groups correlated to geographical location of fires (the younger ones set fires closer to home, the older ones go further up the mountains).
- On Friday evenings when there is a drop in grass fires, the parents of the younger children are out socialising, which allows the children to hang out in their homes. For the older children on Friday evenings, they are gathering and drinking in the village centre. Youth Clubs now have to open on a Friday and Saturday evening in the village.

Additional insights from Phase 2 interviews (with young people and adults in the community)

- Perpetrators are not necessarily just the 'naughty' ones but any young person

"Why does it have to be naughty kids? I'm not from a deprived family and have A results. I've done it"*

- The behaviour is often associated with underage drinking and drugs

Grass Fire Incidents (WHY)

Positioning of current behaviour - Harmless versus Harmful: at a community/societal level the behaviour of lighting deliberate grass fires is considered "harmless fun, almost risk free naughtiness".

"Cultural norm - it's always happened. My parents did it and my grandparents did it"

It has been a social norm since the 1970s when it began as an act of rebellion against the Forestry Commission Wales planting trees on the mountains (this was an insight gained which was a real surprise to SWFRS and is generally not common knowledge). It has traditionally been seen by communities and even the organisations affected, as a short term nuisance which is over in a few weeks when the new grass grows.

"It's only grass, where's the harm? It will grow back"

However, at an individual / group level there is a consensus among adults and young people that the consequences are harmful to people and property, environment and wildlife, community image, trade and tourism as well as a drain on SWFRS resources.

“Yes it is an issue. It makes our countryside look shabby and spoiled”

Outside of the affected areas, there is almost complete ignorance of the issue of deliberate grass fires as it is now rarely reported in the media across Wales given it is an annual occurrence.

Parental attitude - the insights gained from the community (young people and adults) suggest that parental attitudes differ. Some do not know that their children are lighting fires, some do not care what they are doing as long as they are out of the way and not causing trouble in the street, some do not feel it is an issue as they also used to light grass fires themselves.

“A lot of parents did this as kids so don’t see it as a problem. It’s not really very naughty.”

BUT most would care if Police were involved even though they see the current chances of prosecution as being very slim. They believe that Crimestoppers (this is an independent organisation that allows a person to phone in anonymously to report crimes) is ineffective and also fear retaliation if they raise the issue publicly or alert the authorities. Several parents attributed the behaviour to lack of parenting skills and positive role models in some families. They believe that as well as continuous education for children of all ages there needs to be education of parents and additionally for shopkeepers in the area who sell matches to young children.

Community education and ownership - There is a lack of awareness among the affected communities of the limited resources of SWFRS and the Forestry Commission Wales to tackle this issue. This is partly because the services are very good at tackling the fires once they have been set. There is evidence that there is an overestimation of resources available to SWFRS but an underestimation of the number of fires that are deliberately started. On the other hand, publicising the cost of grass fires would not be a deterrent unless the money came back to the community. It may even encourage more incidents! This attitude is however associated with a perceived lack of value or ownership of the land as a community resource.

“The mountainside used to be a playground for young people so starting a fire was not a good idea. It is not the case now.”

Additional insights from qualitative research

Effect on stakeholders - grass fires are a drain on all of the Services and has a detrimental effect on the morale of Forestry Commission Wales staff, who see their work of newly planted stock irreparably damaged. However, it can have some positive effect on the morale of the Firefighters tackling the blazes, being part of a team performing in a dangerous situation.

“Working together helps Station moral and bonding process. It gets you out of the Station into the fresh air and back to nature. It’s an opportunity to get up the mountainside to places you might not go / see, which in some respects would be missed”

Partnership working - There are many interventions and programmes in place across different agencies in South Wales and inside SWFRS to tackle this issue. However, they are not all working together and sharing data and insights.

“Lots of people involved in grass fires but no joined up working. All very isolated and individual silo’s”

Some initiatives may even be counter-productive as they will be sending mixed messages to the target audience. There was consensus from all stakeholders interviews that everyone should be working together on this issue i.e. parents, community, police, fire, education authority, local authority and young people.

PEST analysis

The South Wales Valleys, and particularly the Rhondda Cynon Taf area, are among the most deprived areas in Wales and the UK. This state of affairs has persisted throughout the 1980s and 1990s and is still in evidence today. Rhondda Cynon Taf has a population of approximately 233,000 of which 45,500 are aged between 0-15 years.¹ The area suffers from high levels of economic and social deprivation with 67%² of the total population living within the top third of the most deprived wards in Wales. New industry has not replaced coal mining in a significant way. The Welsh Assembly Government is committed to major investment in this area to support urgent economic regeneration.

At the same time, Welsh Assembly Government is keen to make public services more responsive, more accessible, more joined up, more efficient and more effective. Part of it’s ‘Making the Connections’ policy advocates better co-ordination between providers to deliver sustainable, quality and responsive services as well as creating value for money by making

¹ Office of National Statistics 2006

² Welsh Index of Multiple Deprivation 1999.

the most of resources.³ In addition, the Audit Commission (an independent watchdog driving economy, efficiency and effectiveness in local public services) has specifically recommended the use of sport and leisure activities to prevent anti-social behaviour by young people.⁴

Literature review of evidence and social marketing case-studies relevant to presenting issue

From the literature there appears to be very few genuine social marketing interventions that tackle fire related behaviour apart from a campaign in New South Wales, Australia to increase the installation of smoke alarms within ethnic communities.⁵

However, having established the profile and motivations of the perpetrators of grass fires, there are other campaigns which may be relevant. 'Sub21' is an ongoing National Social Marketing Centre Demonstration site set up to tackle underage kerbside drinking in North Tyneside.⁶ While 13 to 16 year olds are the primary target audience, retailers as well as the community and service providers (such as police, youth services and schools) are secondary target audiences. This project uses a mix of interventions and a two-pronged approach to reducing underage street drinking. The first is a structured, rolling programme of attractive, exciting out-of-hours youth activities. The variety and location of activities allows easy access and there is no cost to participate. Young people are involved in choosing and programming what is on and the knowledge, skills and confidence they build through the activities rewards regular attendance. In conjunction, a scheme for retailers offers a range of benefits such as police visits, staff training and monthly meetings to help them tackle illegal and proxy sales, including a voluntary ban on alcohol sales to under-21 year olds during certain evenings.

This social marketing project has close synergies with the grass fires project in that it is aiming to tackle anti-social (and illegal) behaviour of a similar target audience. Again, the drivers of current behaviour appear to be boredom, desire for attention, peer pressure and perceived social norms. The social marketing strategy is to provide COOL, FUN, FREE and POPULAR alternative activities as well as making 'Control' more effective. The use of branding, involvement of youth, partnership working are all transferable lessons.

³ <http://wales.gov.uk/topics/improvingservices/strategy/?lang=en>

⁴ Tired of hanging around. Local government summary. Audit Commission. January 2009

⁵ Camit, Michael (2002) 'Smoke alarms wake you up if there is a fire: a smoke alarm campaign targeting Arabic, Chinese and Vietnamese communities in New South Wales'. *Social Marketing Quarterly*, 8:1, 52 - 54

⁶ See www.sub21.co.uk and Decreasing Kerbside Drinking among young people in North Tyneside, Denise Ong, NSMC August 2007

Recommendations

As a result of the above findings the following proposals are made for the Development Phase.

Primary Objective

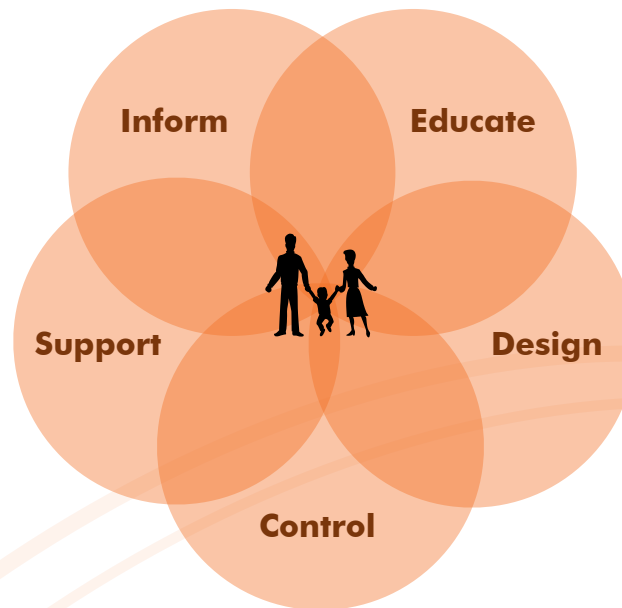
To reduce the incidence of deliberate grass fires in Tonypandy target area by 15% during the 2 week school Easter period (26 March - 12 April 2010) in comparison to the control area of Aberdare (allowing for any variance in weather or other external factors).

Target audience

Primary - the primary target audience will be all 13-16 year olds (school year groups 9-11) who live and study in the Tonypandy area. This group was chosen because at this age they tend to be socially independent from their parents, they are still influenced by peer pressure but can also act as both negative and positive role models to younger children. There is also likely to be less of a health and safety barrier to overcome with this age for the diversionary extreme survival / bushcraft activities envisaged. This is the age in the UK before they are able to ride motorbikes, drive cars and drink alcohol legally but are still required to attend school full time.

Secondary - the secondary target audience will be other young people and parents who live in the Tonypandy area.

Strategic social marketing mix



Influencing behaviour - 5 primary domains *

The SWFRS statistical data and insights gained from the qualitative interviews have allowed us to formulate a strategic social marketing mix for influencing behaviour. This includes:

Control - this issue requires high visibility of Police in areas of known incidence. It would appear the desire of all stakeholders for better enforcement CAN be met under current processes. There needs to be clear establishment of processes for enforcement to be disseminated internally and externally. A few well publicised prosecutions or 'naming and shaming' may be sufficient to indicate a new 'zero tolerance' approach.

"Name and Shame was used to address the issue of scrambler motorbike behaviour and was effective in reducing incidents."

Specific fire patrols were also frequently mentioned as a favoured option. These could be from SWFRS, Police, Forestry Commission Wales, Community or even perhaps by engaging known perpetrators as guardians (providing this does not lead to stigmatisation). Improving Crimestoppers as an effective, anonymous means of reporting grass fires should also be investigated.

Education - there is some in existence but it is lacking coordination. The establishment of better internal and external organisation should address this problem. Parental education especially in 'parenting skills' to improve their responsibility as a role model may also be useful for some in the community. The insights suggest that emphasising the affect on their child's future may be effective e.g. the long term negative consequence of being prosecuted.

* (French et. al., Social Marketing and Public Health: Theory and practice. Oxford University Press. 2009)

Inform - develop a Communications Plan for internal and external stakeholders to keep them informed of progress as the Social Marketing intervention progresses and as a channel for requesting resources and contacts. It may be beneficial to inform the community of effect and cost of grass fires (monetary and non-monetary). The perpetrators and community currently see it as a 'victimless crime' and the issue needs to be personalised whenever possible.

Design - better use of CCTV which is already available needs to be made.

"Local CCTV is one of the most sophisticated and could be used to benefit the grass fire issue."

Review CCTV use by relevant stakeholders based on SWFRS historical data on timing and location of incidents in Tonypany area. Forestry Commission Wales to clear debris and make roads more accessible and use controlled burns and fire breaks where possible. In the medium / long term consider reinstatement of certain land areas for grazing of cattle and ponies and selective planting of vegetation which has a lower risk of ignition⁷.

Support - provide alternative or diversionary activities during identified peak incident times e.g. an Easter community festival, perhaps to follow the 'Sub21 model' but also utilising the natural surrounding environment. It is recommended that contact be made with Sub21 to benefit from their experience to date. There are currently many youth activities available in RCT, however young people have not been involved in the design of these. Create opportunities for current behaviour to 'cause no harm' e.g. safe fire building as well as other outdoor / bushcraft activities based on SAS / Ray Mears / Bear Grylls 'Extreme Survival model'. This could also provide an alternative activity to allow Firefighters to experience the same level of team work and sense of purpose they obtain from tackling fires and help build positive relationships with young people in the area. Offering some designated land areas to young people e.g. for dens / camping space could impart value / ownership of the land as well as being compatible with WAG sustainability initiatives supporting health and well-being⁸. Initiatives need to be segmented by age group but available to all (i.e. not seen as just rewarding bad behaviour). They also need to be seen as COOL, FUN and POPULAR therefore would require a different positioning to Scouts, Guides, Young Firefighters as well as being accessible geographically and financially.

"They usually mock us and make fun of us because we belong to Scouts. We sometimes have to hide our uniform and change when we get to the Scout hut to avoid any trouble!"

⁷ Pori Natur a Threftadaeth (PONT), <http://www.grazinganimalsproject.org.uk>

⁸ see 'Mutual Benefits: the Environment and Health, Social Care and Well-being Strategies'. Welsh Assembly Government report

Secondary Objective

To develop a holistic approach to reducing the incidence of deliberate grass fires, in order to work more effectively and make better use of resources.

Target audience

Primary - the primary target audiences are internal staff at SWFRS and external partners who currently organise initiatives to tackle this issue

Secondary - the secondary target audience will be other organisations such as non profit organisations (e.g. The Princes Trust, Valleys Kids) as well as businesses (e.g. Asda (Walmart) and McDonalds) who are interested in the economic, social and environmental regeneration of the RCT area

SWFRS Internal Reorganisation

The staff within SWFRS Community Safety and Partnerships department (Home Safety, Fire Crime, Youth Services, Children Services and Road Traffic Collision Reduction) have all contributed, to a greater or lesser extent, to the design and delivery of initiatives seeking to reduce deliberate grass fires. These have included a range of awareness raising, educational, youth diversionary, and media campaigns. There is little evidence of co-ordination of all these projects leading to potential duplication of work and effort. Moreover, to date there is little evidence of any evaluation of the effect that initiatives have in reducing the incidence of deliberate grass fires. The targeting of a particular audience to receive a message or initiative also seems to be determined by ease of access. Primacy has been given to school groups by designing curriculum compliant school programmes and youth programme delivery by joining / partnering with existing youth groups.

The insights gained from this Scoping Phase have already led to some cost saving efficiencies. For example, the Fire Crime Unit no longer patrols Tonypany on a Friday evening as a result of findings from the quantitative data. However, further efficiencies are sought; therefore it is proposed that a bespoke and temporary internal management structure be established with specific terms of reference and defined remits by realigning existing resources to address the specific issue of reducing deliberate grass fires.

Partnership Working

The creation of an umbrella organisation (like *Health Challenge Wales*) to focus on the grass fires issue is recommended. All initiatives concerning grass fires would then be coordinated through this group. There is consensus that establishment of an Arson sub group as part of the current RCT Community Safety Partnership would be an ideal means of achieving this. This Partnership is made up of the appropriate strategic managers enabling strategic and tactical decisions to be made. A member of the Forestry Commission Wales will be co-opted onto the group as a key stakeholder.

- **Agreement on a terminology** - One of the first action points for the group is to agree on appropriate terminology for 'grass fires'. At the moment a variety of terms are used (by different organisations and even within the same organisation) including grass fires, mountain fires and wildfires. Wildfires can be perceived as natural and/or glamorous and depicted so by the media following such incidents abroad. The term grass fire has no recognition that it is illegal. There is no mention of deliberate or arson and as such does not offer a true recognition of the problem. The agreed term will then need to be used CONSISTENTLY.
- **Future organisational arrangements** - A partnership between SWFRS and the Arson sub group will take on the ownership of the Development phase of the social marketing project but with the assistance of the Social Marketing Project Board. The project board of Dr Sue Peattie, Steve McLauchlan, Neil Brown, Dave Ansell and Doniker Churches will ensure the project stays on track and social marketing guidelines and benchmark criteria are adhered to, acting as quality assurance.

Resources and Assets

SWFRS have allocated a budget of £16k for the Development Phase. However, by setting up the Umbrella organisation, the project will then be able to call on monetary and non-monetary resources of partner agencies. The PEST analysis shows that there is a concerted move in the UK to more holistic working and greater efficiency from public services especially in the present economic climate. There are currently many schemes and initiatives in the South Wales Valleys aimed at regeneration. Rationalisation and more targeted interventions could release further resources for the project. A full Resources and Assets map will be produced by the new established Umbrella organisation. However, such is the interest and enthusiasm for the project, a private benefactor has already come forward to offer significant funding.

South Wales
Fire and Rescue Service



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