



# South Wales Fire and Rescue Service Strategic Plan 2018-2023



March 2018

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# Foreword



**Huw Jakeway**  
Chief Fire Officer  
South Wales  
Fire and Rescue Service (SWFRS)



**Cllr Tudor Davies**  
Chairman  
South Wales  
Fire and Rescue Authority (SWFRA)

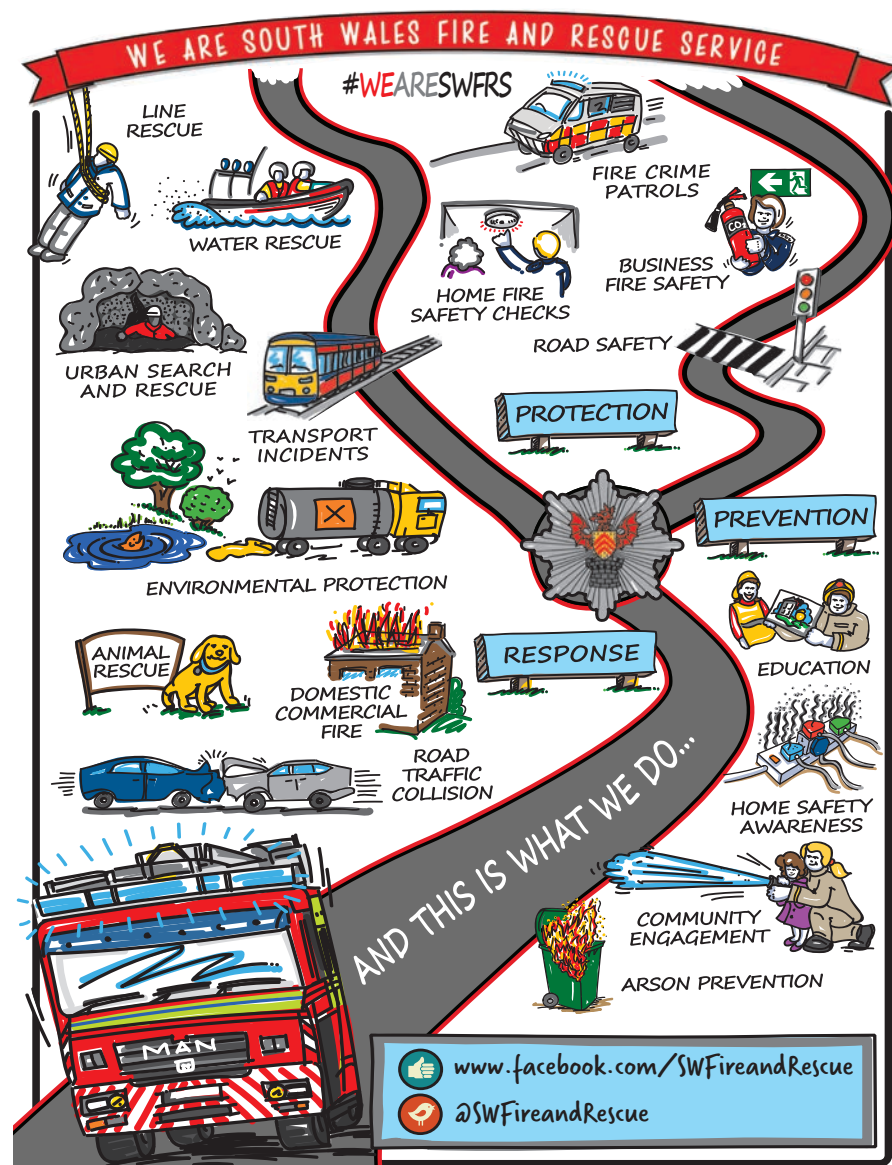
Welcome to South Wales Fire and Rescue Service's (SWFRS) Strategic Plan for 2018–2023. This plan outlines our strategic direction over the next five years and explains how we intend to continue to deliver high quality services that meet the needs of our communities. This plan acknowledges, and is based on a clear understanding of the challenges we face. We are confident our long-term strategic themes and shorter term priority actions will enable us to deliver a sustainable service. They will also ensure we fulfil our duties as statutory partners of the nine Public Service Boards (PSBs) within our Service area and evidence our commitment to the Wellbeing of Future Generations Act (2015).

Our Vision remains our key focus; **"Making South Wales safer by reducing risk"**; and we will continue to strive for this despite the financial challenges we face. We recognise that safer communities can only be achieved by challenging and improving the way we work, by effectively managing our resources and collaborating with our partners to deliver services in a more joined up way. In times of austerity, there is a temptation to concentrate on costs and reduced budgets with no regard to the quality of services delivered and the difference they make. However, as a Senior Management Team and Fire and Rescue Authority, we have made the decision to concentrate on how we can improve the way we work with the strongly held belief that efficiencies and savings will be made as a result.

In October 2017, we published a consultation document proposing our new priority actions and we thank you for your feedback. We have taken your suggestions on board, and we hope you will agree this document represents our commitment to you. This plan outlines our intentions for 2018-2023 based around achieving, or working towards the achievement of, our priority actions. The plan also sets out our financial commitments from Local Authority settlements and identifies where we intend to allocate spending. It details what we aim to do, who we will work with, how we plan to deliver it and why we believe it is important.

Finally, we invite you to feedback your thoughts on this plan in either Welsh or English, as we are always looking for ways to engage with you and improve.

# What we do



SWFRS covers 10 Local Authorities (LAs) that make up our South Wales area. There are 24 elected members on our Fire and Rescue Authority nominated from the 10 LAs. In population terms it is one of the largest fire and rescue service areas within the UK and is made up of rural, coastal and urban areas.



**35,381**

**EMERGENCY CALLS RECEIVED  
IN 2016-2017**



**TOTAL NUMBER OF  
INCIDENTS**

**17,315**

OF WHICH  
**5,798**  
WERE FIRES

AND  
**4,054**  
WERE DELIBERATE



**762**

HOUSE FIRES AND

**69**

PEOPLE RESCUED  
BY FIREFIGHTERS

**1,179**

ROAD TRAFFIC  
COLLISIONS  
(RTCs)



**WE:**



RELEASED **177**  
PEOPLE TRAPPED IN  
VEHICLES



DID NOT TURN OUT TO **104**  
CALLS HAVING IDENTIFIED THEM  
AS HOAX CALLS



COMPLETED **19,916**  
HOME FIRE SAFETY CHECKS  
WITH **16,387** BY SWFRS  
PERSONNEL AND **3,529**  
CARRIED OUT BY OUR PARTNERS  
SUCH AS CARE AND REPAIR AND  
AGE CYMRU



HAD FACE TO FACE  
ENGAGEMENT WITH  
**47,408**  
CHILDREN AND YOUNG PEOPLE  
THROUGH SCHOOL VISITS

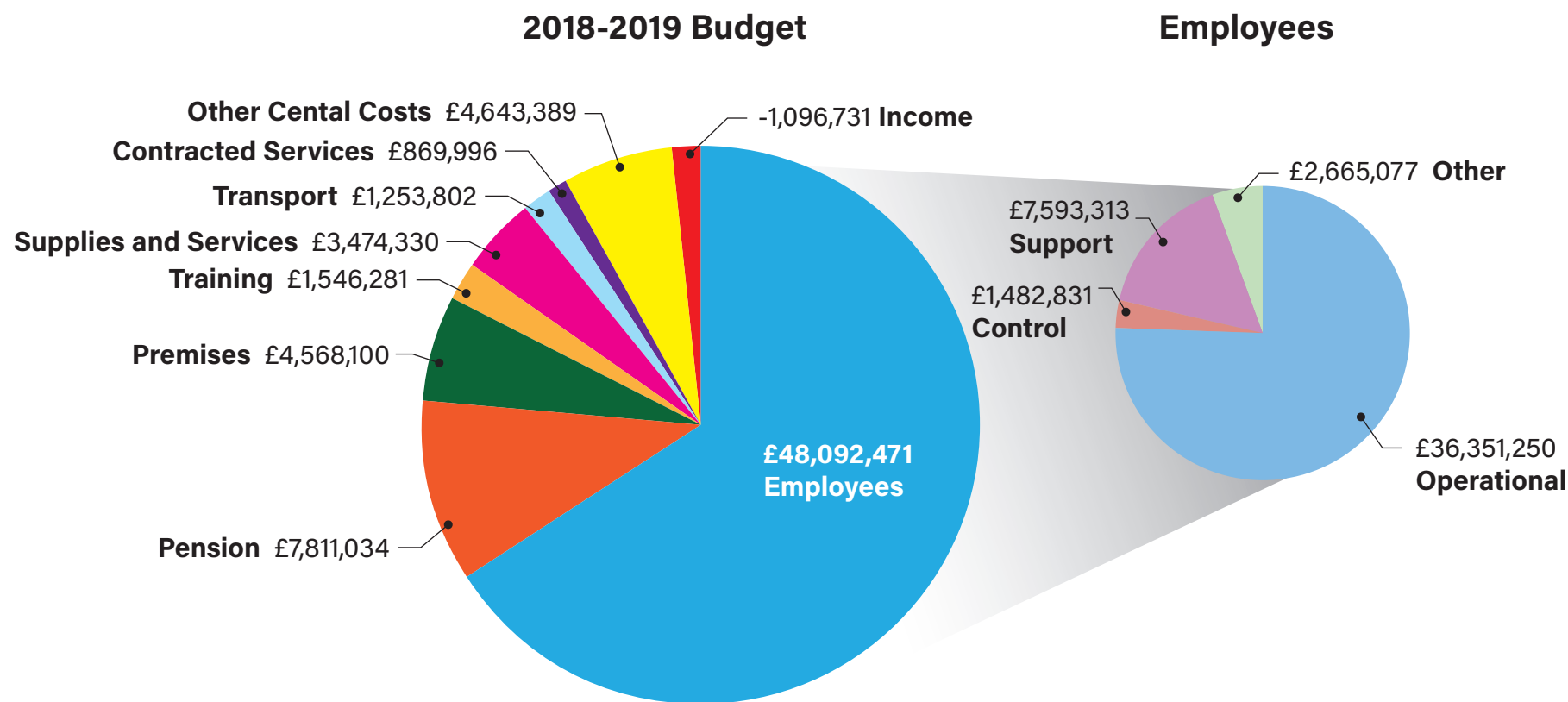
Sources:

Fire & Rescue Services' Annual Statistical Returns (Community Fire Safety)  
Incident Recording System (IRS) and Operational Statistics Return 2016 - 2017

# Our budget

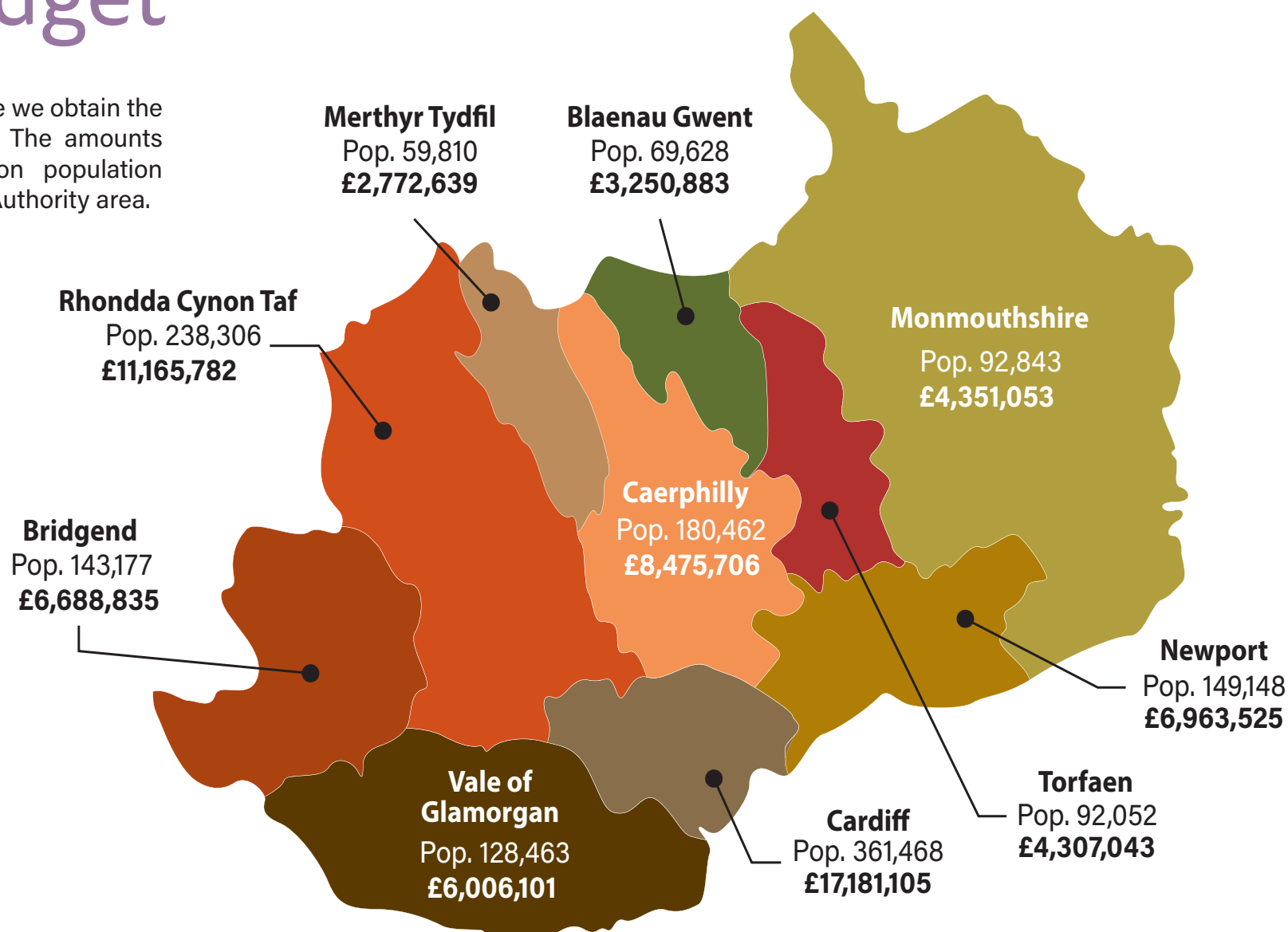
In 2018-2019, the Fire and Rescue Authority plans to spend just over £71m on delivering its services, which equates to 90p per week to keep each person in South Wales safe. The money we spend comes mainly from Local Authorities. We always aim to demonstrate value for money and deliver our services at the lowest possible cost, but highest possible standard. When considering how much to spend, the need to improve the way we provide our services and reduce risk in the communities of South Wales remains our priority. This ensures that we provide the best service we can to our communities as economically, effectively and as efficiently as possible.

The chart below shows our planned expenditure for 2018-2019. The majority of our expenditure is on employee costs, around 76% of which is spent on frontline staff.



# Our budget

The map illustrates where we obtain the majority of our funding. The amounts are calculated based on population (Pop.) figures per Local Authority area.



# SWFRS and the Law

We have several legal frameworks that provide us with rules and guidelines on what services we must provide. These include, but are not limited to, those listed below. They enable us to keep the people, communities, businesses and the environment in South Wales safe from fires and other hazards as effectively and efficiently as possible, while improving social, economic and cultural wellbeing.

**Fire and Rescue Services Act (2004)** is the main legislation for all Fire and Rescue Services (FRS). It sets out what is expected of us and how we must act.

**The Civil Contingencies Act (2004)** establishes a framework for emergency planning and response, ranging from local to national levels.

**The Regulatory Reform (Fire Safety) Order (2005)** is the law relating to fire safety in non-domestic premises. It states that any person who has some level of control in a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire.

**Local Government (Wales) Measure (2009)** details the legal requirements for service improvement and strategic planning by Fire and Rescue Authorities in Wales. It looks at achieving service improvement in the short term and supporting the wellbeing of communities over the longer term.

**Wellbeing of Future Generations Act (2015)** aims to improve the social, economic, environmental and cultural wellbeing of Wales now and for future generations to come.

**Fire and Rescue National Framework (2016)** sets out the Welsh Government's vision and priorities for the Fire and Rescue Authorities in Wales. It describes what the Welsh Government expects of Fire and Rescue Authorities and creates the foundation on which to build and promote improvement, efficiency and innovation.



# Statement of Wellbeing

At SWFRS we are also committed to meeting our obligations under the Wellbeing of Future Generations Act (2015) (WBFGA). It gives us the opportunity to consider the long-term implications of our actions and to work better with other members of the nine Public Service Boards we are a member of, to ensure we can enhance and safeguard the communities we serve.

For us, this commitment began at the very beginning of our strategic planning cycle where our Senior Management Team identified how we can support the seven goals of the WBFGA. From there we developed a set of five Strategic Themes which we felt guided us through the longer term. In the shorter term we established Priority Actions as a means of delivery. These were detailed in our consultation document ["How did we do in 2016-2017 and what we plan to deliver in 2018-2019"](#). The results of that consultation suggest there is agreement with our priority actions, hence the detail in this plan.

We also incorporated the sustainable development principle at all our planning stages; from strategic, through to tactical and operational. This is very much an early attempt and we recognise that with guidance from Welsh Government we will greater embed these principles, but at this stage our planning process includes this understanding and evidences that our work;

1. Looks to the long term by ensuring services are sustainable and we understand future demand
2. Takes an integrated approach by considering the whole impact of our multiple goals
3. Involves our communities in decisions by engaging with the population of South Wales; including a diversity of our population (this also supports our General Duty under the [Equality Act 2010](#))
4. Achieves more by collaborating with others
5. Understands the root cause of issues; using robust data that gives us the facts behind the story, therefore enabling us to make proactive decisions

More recently we have been involved in the production of Wellbeing Plans with each of the Public Service Boards. These nine plans will be published by May 2018 and will detail how we plan to work closely with others to improve Wales now and in the future. We have analysed how we can support each of the Wellbeing Plans to ensure that they are successful.



# Equalities

SWFRS has set out, in clear terms, a [Strategic Equality Plan](#) and reports progress on this yearly (this is in addition to a mandatory [Annual Equality Report](#)). The Strategic Equality Plan contains four overarching outcomes:

- **Outcome 1** - Our workforce is diverse, equally valued, and all have access to development as well as professional opportunities.
- **Outcome 2** - We use the Wales Procurement Strategy and procedures to ensure fair and transparent processes are used to support local businesses and improve equality & diversity.
- **Outcome 3** - We get the right data / information at the right time from the right people in order to ensure all we do meets the needs of all our communities.
- **Outcome 4** - Our systems enable the timely monitoring and reporting of our legally required equality duties.

# Welsh Language

We are eager to effectively serve those who choose to live their lives in the Welsh Language. As a result of the Welsh Language (Wales) Measure 2011, the South Wales Fire and Rescue Authority has been issued with a Welsh Language Standards Compliance Notice by the Welsh Language Commissioner. This Compliance Notice is published on our website and gives details about what services citizens can expect to receive in Welsh. We seek to engage with Welsh speakers and learners in order to improve the overall standard of service provided, including services that are provided in Welsh.

The Strategic Plan is available in [Welsh](#).

# Our Vision

Our plan for 2018-2019 is summarised below. There are five Strategic Themes which are supported by six Priority Actions. We revised our Priority Actions for this year and published them for consultation between October 2017 and January 2018.

**“To make South Wales safer by reducing risk”**

by



Serving our communities needs




Working with others

Facing challenges through innovation and improvement

Reducing risk through education, enforcement and response

Succeeding in making South Wales safer

Our Strategic Themes are;	Our Priority Actions (PA) will enable us to achieve this by;	To deliver this we plan to;
 <p><b>Reduce Risk</b></p>	PA01 - working with others to protect our communities from harm or the risk of harm	<ul style="list-style-type: none"> <li>• Roll out Safe and Well visits to all 10 Local Authorities</li> <li>• Identify the vulnerable in our communities by analysing call trends</li> <li>• Consider recommendations made following the tragic Grenfell Tower fire in London</li> <li>• Work with partners to reduce the number of refuse fires and wildfires</li> <li>• Use social media to inform our communities of ongoing risks</li> <li>• Implement a new Volunteer Scheme to support Community Safety initiatives</li> <li>• Deliver more courses at more locations of the “all Wales” Revolution initiative</li> <li>• Explore new ways to deliver the Phoenix and Crimes and Consequences projects</li> </ul>
 <p><b>Engage and Communicate</b></p>	PA02 - developing more efficient and effective ways of engaging and communicating with our communities about our services	<ul style="list-style-type: none"> <li>• Improve our community engagement at Joint Fire Control</li> <li>• Launch our new website and continue developing this throughout the year</li> <li>• Target our preventative campaigns to specific groups</li> <li>• Interview every occupier of accidental house fires as part of the LIFEID project</li> <li>• Maintain the contact that has been made with the travelling communities</li> <li>• Deliver a successful community safety event during the United Kingdom Rescue Organisation (UKRO) Challenge in September 2018</li> <li>• Utilise the Education and Engagement vehicle to educate our communities</li> <li>• Open three new fire cadet branches</li> </ul>

Our strategic themes are;	Our Priority Actions (PA) will enable us to achieve this by;	To deliver this we plan to;
 <p><b>Nurture Sustainable Resources</b></p>	<p>PA03 - ensuring we attract, develop and retain a workforce that reflects our communities and is capable of delivering effective services today and in the future</p> <p>PA04 - reducing our Service's impact on the environment to ensure future sustainability</p>	<ul style="list-style-type: none"> <li>• Roll out the Volunteer Scheme to involve the community with our Service</li> <li>• Deliver recruitment messages whilst undertaking Community Safety activities</li> <li>• Continue with the new strategy for On Call Duty System (OCDS) recruitment</li> <li>• Develop succession plans to ensure we attract, develop and retain quality staff</li> <li>• Build a new Compartment Fire Behaviour Training (CFBT) facility to train staff</li> <li>• Develop a whole-life system when purchasing new equipment</li> <li>• Explore the use of electric or hybrid vehicles throughout the Service</li> <li>• Install new energy efficient LED lighting across our sites in South Wales</li> <li>• Replace a number of ineffective air conditioning units in our buildings</li> <li>• Extend and develop a number of new 'co-location' projects with our partners</li> </ul>
 <p><b>Embrace Technology</b></p>	<p>PA05 - ensuring we use technology to enable efficient and improved service delivery</p>	<ul style="list-style-type: none"> <li>• Develop virtual reality risk reduction campaigns</li> <li>• Pilot a mobile device to reduce paper associated with Safe and Well visits</li> <li>• Develop a risk-based Business Fire Safety Management Information System</li> <li>• Seek upgrades and tools to enhance call handling and mobilising</li> <li>• Explore every opportunity to utilise technology when procuring new equipment</li> <li>• Develop the Fleet Management System, aiming to be paperless by 2019</li> <li>• Procure new firefighting equipment that monitors wellbeing and safety</li> </ul>
 <p><b>Strengthen Partnerships</b></p>	<p>PA06 - working with our Public Service Boards to support local communities</p>	<ul style="list-style-type: none"> <li>• Implement and support actions outlined within the Wellbeing Plans of the PSBs</li> <li>• Engage with Local Authority Planning and Building Regulation Departments</li> <li>• Strengthen our partnership with South Wales Police via the Joint Fire Control</li> <li>• Continue to work with agencies to refer all vulnerable individuals identified</li> <li>• Work with partner agencies at the testing stage of our new website</li> </ul>



# Strategic Theme 1

We will **Reduce Risk** by:

**Working with others to protect our communities from harm or the risk of harm**

(PA 01)

## **This means:**

We will provide prevention of, protection from and a response to emergencies in order to protect our communities. Evidence suggests that our preventative activities have been extremely influential in the reduction of emergencies in recent years, a trend we are eager to maintain and improve. One of the key drivers for our preventative campaigns programme is the information we obtain from and share with other organisations, which allows us to develop specific campaigns based on statistical evidence. We therefore want to “get the right data / information at the right time from the right people in order to ensure all we do meets the needs of all our communities” (Equalities Outcome 3) and ensure “our systems enable the timely monitoring and reporting of our legally required equality duties” (Equalities Outcome 4).

## **To deliver this we plan to:**

- Use social media to inform our communities of adverse weather conditions, flooding and any other large scale incidents that may cause disruption or potential risk to them.
- Roll out Safe and Well visits to all 10 Local Authorities, which involve educating recipients around fall prevention, advice on carbon monoxide, smoking cessation, fire safety and crime prevention.
- Consider recommendations from the two inquiries linked to the Grenfell Tower fire in London with regards to high rise living.
- Identify the vulnerable in our communities by analysing call trends in the newly formed Prevention and Protection Team at Joint Fire Control. This will allow them to provide early notification of vulnerable individuals to relevant partners and departments.

- Work with partners to reduce the number of refuse fires and target areas affected by wildfires.
- Implement a new Volunteer Scheme to support Community Safety Initiatives and to deliver key messages to a wider audience.
- Provide support to asylum seekers by fitting 'easy read' fire safety signs to all doors at their accommodation and also provide the safety message in their tenancy pack on arrival. This will also raise awareness of a range of issues such as cooking and electrical safety.
- Work with existing partners and explore new ways to deliver the Phoenix and Crimes and Consequences projects.
- Create agreements for data sharing with other agencies that can identify those who need our support the most.
- Launch our new website, which will allow users to access information relating to their safety and wellbeing.
- Continue to use Direct Electronic Incident Transfer (DEIT) technology to allow a fast and practical exchange of incident information and updates across the other emergency services.
- Continue gathering critical risk information to enable our crews to carry out their operational activities in an environment that is as safe as possible with the information they need when they need it.
- Deliver more courses at more locations of the "all Wales" Revolution Initiative (in conjunction with the other two Welsh Fire and Rescue Services) working with offenders and those identified as being at risk of offending. We have joined with the Police, Prison Service, Red Cross and other valued partners to deliver the car crime awareness initiative in local fire stations hoping to make young people think about the consequences of their actions.

## **We are doing this because:**

Whilst developing the Wellbeing Plans for each of our Public Service Boards we were told by the public that they want safe, friendly and well connected communities. We will play our part by sharing information with partners and contributing at a local level to achieve this goal. Collaborative working will ensure we deliver a joined up message to people in communities, not only about safety but also a range of other initiatives to improve the wellbeing of the whole community. This will ensure future generations benefit from the work we are doing now, including specific data targeted responses to people and areas most at risk. We will deliver a wide range of prevention activities to keep our communities safe.



# Strategic Theme 2

We will **Engage and Communicate** by:

**Developing more efficient and effective ways of engaging and communicating with our communities about our services**

(PA 02)

## **This means:**

We will improve and streamline the way we communicate and engage with local people about local services. We will use a number of methods to create a two way dialogue with people on how we deliver our services. The way we engage is improving and our reach is widening, however we appreciate that we need to get better. With this in mind we will try harder to reach the under-represented groups and communities we need to engage with more. Our messages, and those of our partners, will be targeted at those who most need our help.

## **To deliver this we plan to:**

- Improve our community engagement at Joint Fire Control from recommendations by our Prevention and Protection team.
- Launch the new website and continue developing this throughout the year. It will include mobile and tablet optimisation and will enable us to provide information via images, video and easy read content. Accessibility options will include multiple languages, large text, and reading tools, displaying information in a clear way.
- Target campaigns to specific groups, changing the way in which we deliver messages to the community e.g. via the use of virtual reality software.
- Interview the occupier of every accidental house fire in our area as part of the LIFE BID (Lessons in Fire and Evacuation Behaviour in Dwellings) project and to learn from this information in order to shape our education and media campaigns.

- Maintain the contact that has been made with traveller communities to help distribute fire safety information and carry out Safe and Well visits to fit natural gas detectors, carbon monoxide detectors, smoke and heat alarms.
- Deliver a successful community safety event during the United Kingdom Rescue Organisation (UKRO) Challenge in September 2018 in Cardiff Bay. This will include a planned schedule of events, outreach activity, campaigns and shared messages. The event is a unique opportunity for us to share key messages with the general public during a high profile weekend of events.
- Utilise the Education and Engagement vehicle to educate and inform our communities.
- Open three new fire cadet branches, resulting in up to 60 additional young people receiving safety education and support from us.
- Develop a new “all Wales” licensing protocol (in conjunction with the other two Welsh Fire and Rescue Services) to ensure that there is a consistent approach to informing and consulting with businesses such as public houses and gambling clubs to ensure that their staff and customers are safe.
- Produce information designed to reach all audiences and have consideration to easy read, different languages and sensory impairment.

## We are doing this because:

Understanding, listening to and representing our communities is a crucial part of our role. We are looking at ways in which we do this; we recognise that society is changing and therefore we need to change how we communicate. We will achieve this by opening up channels of communication with all, especially under-represented groups and communities.

This will benefit everyone because it will allow us to keep people updated about issues that may affect them. We can also listen to what our communities are saying and act quickly to resolve issues. This will include intelligent data led campaigns that identify and target those most at risk of crime or abuse.







## Strategic Theme 3

We will **Nurture Sustainable Resources** by:

**Ensuring we attract, develop and retain a workforce that reflects our communities and is capable of delivering effective services today and in the future**

(PA 03)

**Reducing our Service's impact on the environment to ensure future sustainability**

(PA 04)

### **This means:**

Our sustainable resources include our staff members as well as the physical resources we use. We will therefore continue to build on the foundations that we have laid in becoming an employer of choice and will work hard to retain our employees to keep the high skill levels and knowledge within the Service. This will allow us to deliver our services in an efficient and professional manner. During recruitment campaigns we will make all reasonable efforts to ensure our employees reflect our communities and are diverse, valued and have access to development, as well as professional opportunities (Equalities Outcome 1). We will also continue to reduce the Service's impact on the environment with a number of initiatives to ensure that we play our part in future sustainability. Decision making and planning within the Service will have a strong focus on sustainability and, wherever possible, we will purchase from local sustainable sources (Equalities Outcome 2).

### **To deliver this we plan to:**

- Roll out the Volunteer Scheme to attract people from all groups in our communities to be involved with our Service.
- Take the opportunity to deliver recruitment messages whilst undertaking Community Safety activities in our communities.
- Continue with the new strategy for the On Call Duty System (OCDS), to ensure that we are able to attract applicants from our local communities who meet our needs and offer them flexibility around their existing commitments.

- Look at new ways of training our OCDS firefighters to ensure the programme is adapted to their availability, thus leading to greater attraction and retention.
- Develop Leadership Development Programmes that meet the needs of the supervisory, middle and strategic leaders. This will ensure that our current and future leaders are developed to meet the evolving needs of the public sector and are capable of delivering effective services today and in the future.
- Develop succession plans to ensure we attract, develop and retain quality staff.
- Develop and implement a Health and Safety training strategy that will allow us to effectively manage and promote health and safety throughout all areas of the Service.
- Increase the number of fire cadet branches and explore the development of a mini cadet branch to target younger children.
- Build a new Compartment Fire Behaviour Training (CFBT) facility at Cardiff Gate Training and Development Centre which will ensure that all firefighters receive the most up to date critical risk training. The facility will ensure that there are no emissions of unburnt products of combustion emitted to the local environment.
- Reduce the amount of paper we use in printing by exploring more efficient ways of sharing our safety messages.
- Use more efficient means of communication to support less reliance, wherever possible, on printed materials with a limited shelf life. For example send out safety literature to those with email addresses (with their permission) rather than providing them with a paper items.
- Develop a whole-life system when purchasing new equipment, where we look at how we dispose of equipment by recycling it when it comes to the end of its lifespan.
- Replace all paper hand towels in toilets with new high power hand drying units, saving on paper and recycling.
- Explore the use of electric or hybrid vehicles throughout the Service.
- Develop a number of 'co-location' projects similar to those at Monmouth, Abergavenny and Llantwit Major where we share facilities with other partners such as the Welsh Ambulance Service Trust.



- Continue to reduce the number of deliberate outdoor fires through our campaigns such as Bernie, Dawns Glaw and Operation Bang.
- Issue Safe and Well booklets containing education and environmental messages about fly tipping and recycling.
- Install new energy efficient LED lighting, which includes passive infra-red sensors, for movement detection and emergency lighting. This investment will save over 450,000 kg / CO<sub>2</sub> (Carbon dioxide) per year across our sites in South Wales.
- Replace a number of ineffective air conditioning units. By replacing these units, we envisage an annual emission saving of around 100,000 kg / CO<sub>2</sub> per year.
- Install a Building Management System (BMS) into a number of fire stations which will reduce gas and electricity consumption at each site and allow us to remotely monitor usage from our headquarters. This investment is expected to save approximately 150,000 kg / CO<sub>2</sub> per year.
- Install new boiler plant control systems in a number of fire stations that will reduce waste and energy costs. This is expected to save in the region of 76,000 kg / CO<sub>2</sub> per year.

## **We are doing this because:**

We believe it is important to attract, develop and retain a workforce that is a fair reflection of our communities and can deliver our services in a professional way now and in the future. Additionally, we believe it is also essential to reduce our impact on the environment and encourage innovative ways of working that produce less carbon emissions each year. This supports our Wellbeing Plan goals as well as the Welsh Government's aim for public sector organisations to become carbon neutral by 2030 (carbon neutral refers to the calculation of an entity's total carbon release as zero, brought about by balancing the amount of carbon it releases with the amount it offsets). This supports our sustainability plans to reduce, remove or recycle as much as we can to reduce our impact on the environment.

## **Sustainability**

The Wellbeing of Future Generations Act (2015) (WBFGA) states that "all public services should act in a manner which seeks to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs". We have undertaken activities for some time that reduce our impact on the environment. We have made long term investments into systems that reduce waste and we will continue to look at ways that make SWFRS a leader in sustainability. All decisions and plans we make will consider the Sustainable Development Principle, which includes the process of improving the economic, social, environmental and cultural wellbeing of Wales that is embedded within the WBFGA. **(We urge you to think before printing this document and consider the environmental impact that it will have)**



# Strategic Theme 4

We will **Embrace Technology** by:

**Ensuring we use technology to enable efficient and improved service delivery**

(PA 05)

## **This means:**

We have ensured that we have Information and Communication Technology (ICT) systems that are available to make efficiencies and also to support our service delivery. We have invested in the new systems so that we can improve the way we work and will continue to do this. It will also allow us to get the right data and information at the right time from the right people, in order to ensure all we do meets the needs of our communities (Equalities Outcome 3).

## **To deliver this we plan to:**

- Further develop the Business Management Information System (BMIS) to monitor and improve the efficiency within the Service. This will allow service wide information to be viewed in a central system, increasing transparency and creating a culture of information sharing and monitoring. The Risk Register, Audit Action Database and Project Management processes will also be centrally located within the system.
- Pilot a mobile device to reduce paper associated with Safe and Well Visits. This involves using the device to present and collect information during the visit.
- Develop a project within our Finance Department to ensure “faster closure” of our annual accounts. This will allow us to meet the revised timescales set out in the Accounts and Audits Regulations, and provide accurate financial information to our auditing partners in a timely manner.
- Develop virtual reality risk reduction campaigns. Virtual reality allows users to experience safety messages using a digital environment whilst wearing a headset.

- Develop a risk-based Business Fire Safety Management Information System for inspecting business premises in South Wales. This new system will connect a number of external datasets which will allow a more complete assessment of risk, and will help us to more effectively identify, target and address risk, whilst simultaneously making improvements to our performance.
- Seek new upgrades and tools to enhance call handling and mobilising actions through our Joint Fire Control Systems Team.
- Further safeguard business continuity by ensuring that improved fall back systems are in place and tested to provide a smooth transition in the event of any failure of technology at the Joint Fire Control.
- Introduce more e-learning packages to reflect modern technology and to streamline risk critical training areas.
- Continue with the development and implementation of the Gazetteer and Geospatial (G2D) project, to enhance our current mapping systems and provide our operational crews with critical operational intelligence to enable them to make our communities safer.
- Explore every opportunity to utilise technology when procuring new equipment, such as heart rate and GPS (Global Positioning System) monitoring tools within our new breathing apparatus, which monitors firefighters' wellbeing whilst fighting fires. This includes digital advances in fire ground radios for greater firefighter safety.
- Further develop the Fleet Management System with the aim of going paperless by 2019. To achieve this, we will create electronic service sheets and capture all vehicle tests electronically using Bluetooth technology to link to vehicle files.

## **We are doing this because:**

Our technological developments make a positive contribution to the wider wellbeing of our staff and the communities we serve. The way we use our data and information, and the way we share it, will be more closely monitored to safeguard how this information is presented.

The General Data Protection Regulations means that careful planning and proactive management will be required to ensure that we comply with the new laws that govern how we handle data. This will benefit our communities as we will have extra safeguards around how information is shared with partners. It will also have a greater impact on how we deliver our services using technology to protect and inform people, as there will be greater scrutiny on how this area of the Service is managed.





# Strategic Theme 5

We will **Strengthen Partnerships** by:

**Working with our Public Service Boards to support local communities**

(PA 06)

## **This means:**

Being a statutory partner on the nine Public Service Boards (PSBs) within our service area means that we have worked in a collaborative way with our partners to shape their Wellbeing Plans. We will build on this great work and ensure that the plans deliver improvements to the people in our communities for the long term. The ultimate aim is to ensure we act today in a manner that does not compromise the ability of future generations to live healthy and happy lives. We will share data with our PSB partners to ensure we all do that we can to meet the needs of all of our communities to reduce incidents and keep our communities safe and healthy (Equalities Outcome 3).

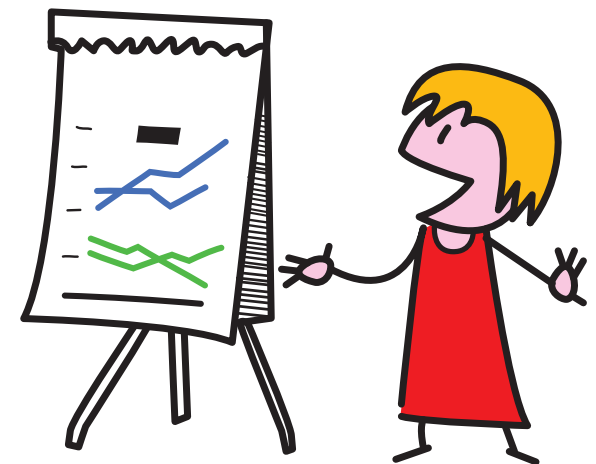
## **To deliver this we plan to:**

- Work together to ensure we implement and deliver actions resulting from the wellbeing plans produced by the PSBs.
- Work with our partners in order to ensure that we provide comprehensive safety advice to citizens during our Safe and Well visits. These visits will be rolled out to all 10 Local Authorities and will include falls assessment, smoking cessation, carbon monoxide and home security. This may be expanded to include information such as flooding, healthy eating, dementia awareness and bowel cancer screening.
- Continue to support our Local Resilience Forums from a business continuity perspective, feeding the wider issues and needs of our communities into the work of our PSBs.
- Engage more closely with Local Authority Planning and Building Regulation Departments to ensure fire safety matters in new buildings are addressed to the highest standards.
- Strengthen our partnership with South Wales Police via the Joint Fire Control.

- Work with partners to reduce the number of refuse fires and target areas affected by wildfires.
- Continue to work with existing partners and explore new partnership opportunities, in order to deliver both the Phoenix and Crimes and Consequences Projects to a wider audience.
- Continue to work in partnerships with agencies to refer vulnerable individuals identified through engagement.
- Continue to work with partner agencies such as Stonewall, Age Cymru and PSB partners at the testing stage of the new website.

### **We are doing this because:**

When public services collaborate, we can achieve more. We have, for many years, had strong links with our partners and now, being part of the PSBs will strengthen these ties. The success of the Wellbeing Plans requires a concerted effort by all partners and South Wales is depending on us to play a key role in shaping the future. This will benefit our communities in many ways, all of which are encompassed in the seven wellbeing goals. Ultimately, we will be creating a better Wales now and for future generations.





# Did you know we have already

## Reduced Risk by;

- Continuing to reduce the number of fire deaths, deliberate fires and road traffic collisions.
- Developing and expanding our existing “Home Safety Checks” into “Safe and Well Visits”. These visits now include advice to help an individual improve their health and wellbeing and encompasses and satisfies the goals of the [Wellbeing of Future Generations Act \(Wales\) 2015](#) and the [Social Services and Wellbeing Act \(Wales\) 2014](#).
- Relocating our Fire Control, along with Mid and West Wales FRS, from Pontyclun to the South Wales Police Joint Public Service Centre at South Wales Police HQ Bridgend. We have implemented new shift patterns, flexible working, support teams, collaborative meetings and joint training with South Wales Police.
- Procuring new breathing apparatus (BA) following an extensive “all Wales” procurement process (in conjunction with the other two Welsh Fire and Rescue Services). This has enhanced firefighter safety by providing state of the art monitoring for firefighter safety and wellbeing, which gives the Incident and Sector Commanders live information on all BA wearers entering a risk area.
- Refurbishing the breathing apparatus training facilities at Merthyr, Bridgend, Caerphilly and Tonypany fire stations to enable more realistic training scenarios.
- Restructuring our Business Fire Safety department to respond to the impact of the Grenfell Tower fire and to investigate the likelihood of similar risks associated with high rise living in the South Wales area.
- Immediately engaging with our Local Authorities and building control along with social landlords, after the Grenfell Tower fire, to identify the number of residential premises above six stories within the area of South Wales. This resulted in 209 residential premises requiring an audit. We were able to deploy our resources to those buildings to conduct joint inspections to those premises that we perceived to be the most at risk.

## Improved the way we engage and communicate by

- Targeting prevention activities to support a reduction in casualties from road traffic collisions.
- Introducing a multi-use ‘Education and Engagement’ vehicle into our Community Safety and Partnerships department. This vehicle contains an external touch screen monitor, which allows delivery of key safety messages at multiple locations. There is also a driving simulator built into the rear of the vehicle for engagement with young drivers.

- Educating and informing the public by delivering numerous award winning preventative campaigns using several different delivery methods. We were awarded Silver in the Chartered Institute of Public Relations Awards 2017 in both the Community Relations and Outstanding In House Team categories.
- Developing and delivering prevention programmes with our prison services, which include sessions on safety to those within the prison system in preparation for release. Prisoners meeting the identified criteria of issues with alcohol or substance misuse and due for release undertake specific home safety education sessions in preparation for their release. They are also provided with a safety resettlement pack with the offer of an onward referral for a Home Fire Safety Check upon release.
- Introducing the “all Wales” Revolution Road Safety education engagement initiative (in conjunction with the other two Welsh Fire and Rescue Services) which is aimed at those identified as being at risk.
- Transforming the Young Firefighter programme into the Fire Cadets programme.

### **Improved the way we nurture sustainable resources by;**

- Training in excess of 450 personnel from Crew Manager (CM) up to and including the Chief Fire Officer (CFO) in Incident Command to the Skills for Justice Standard. We are the only Fire and Rescue Service in the UK to have completed this at this time.
- Reviewing National Operational Guidance, ensuring our operational staff are provided with the most current and up to date guidance and information to enable them to function safely and effectively.
- Installing new boiler plants into Bridgend and Porthcawl fire stations, which will begin to make gas savings of a minimum of 25% per year.
- Implementing the new fuel management system to monitor vehicle and fuel usage with an aim of reducing our consumption.

### **Improved the way we embrace technology by;**

- Successfully procuring and rolling out new lightweight (red) fire kit for all operational staff, which will have a significant impact on their working conditions outside of compartment fire incidents.
- Completing the roll out of individual personal respirators, providing our operational staff with enhanced Personal Protective Equipment (PPE) for their health and wellbeing.
- Developing our Electronic Maintenance Scheduler system with additional software within the Fleet Management System to improve vehicle efficiencies. The new system provides instant access to monthly planned preventative maintenance programmes and allows planning of more efficient and effective ways of scheduling vehicle servicing and ensuring the timely supply of parts.

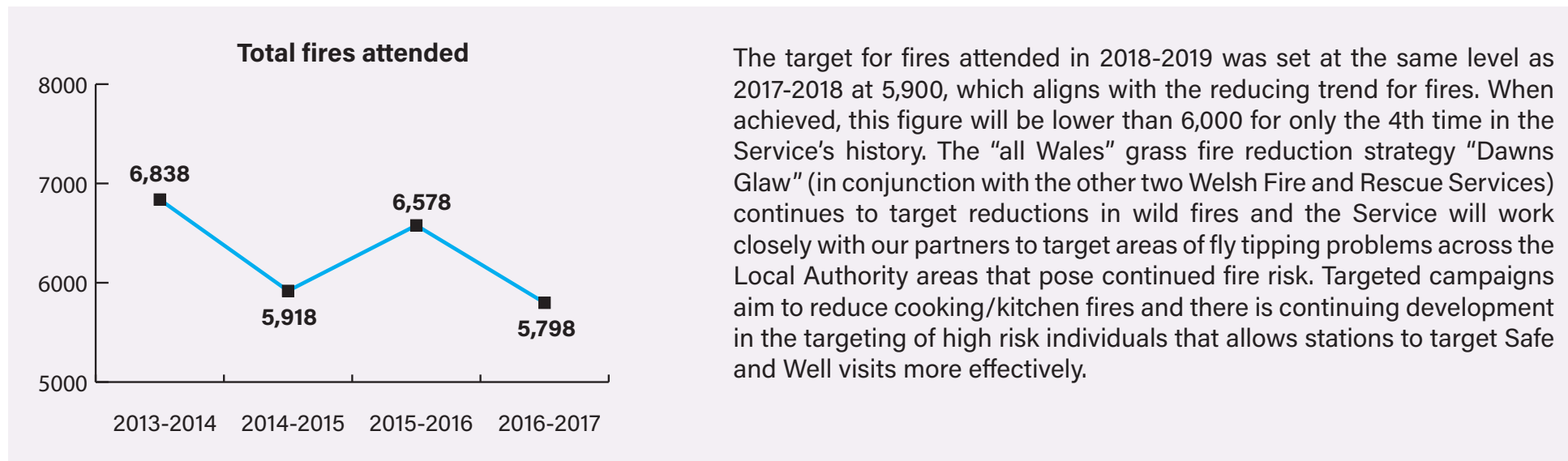
- Introducing workshop technology, large touchscreens and personal tablets, allowing technicians more autonomy to create and update their own job cards. These connect to the Fleet Management System, providing key data / information ensuring informed decisions are made when responding to scheduled maintenance and non-scheduled repairs.
- Integrated partner datasets to create a risk matrix for use in 2018, to identify those at most need of a "Safe and Well visit"

### Improved the way we strengthen partnerships by;

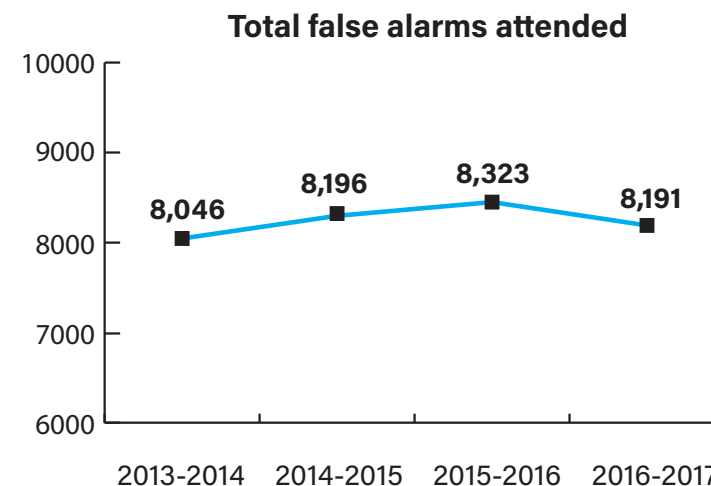
- Contributing to draft wellbeing plans for the nine PSBs, which have been approved by the Fire and Rescue Authority.
- Working in collaboration with Gwent Police on the "Motivating our Youth" Summer Project. Our Crimes and Consequences Team successfully delivered workshops to participants within Blaenau Gwent during the summer of 2017.
- Aligning projects with Blaenau Gwent County Borough Council and Welsh Government involving various agencies sharing data about those who are vulnerable or at risk. This data is utilised for emergency and non-emergency engagement.
- Forming a new partnership between our Phoenix Project and Torfaen Pupil Referral Unit. This was to improve the wellbeing of young people whose lives are affected by anxiety, low self-esteem and confidence.
- Smoothly transitioning to a tri-service station at Abertillery where we work in partnership with Gwent Police and the Welsh Ambulance Service NHS Trust.
- Delivering training through initiatives with Cambridgeshire Fire and Rescue Service by training their firefighters, as well as Incident Command training for operational and strategic level staff from the Environment Agency in England.
- Working in collaboration with our multi-agency partners to ensure a successful and safe European Champions League Final at The Principality Stadium in May 2017 raising the profile of South Wales globally.
- Significantly reducing our attendance at false alarms generated by automatic fire alarms between April 2016 and August 2017 through effective partnership working with the owners of commercial premises in our area. In addition to attending less false alarms we are also sending out fewer fire engines to those calls we do attend. By acknowledging that the problem spans a broad range of stakeholders with many differing functions and priorities. We were able to work with alarm receiving centres, health boards, local education authorities, and commercial premises.

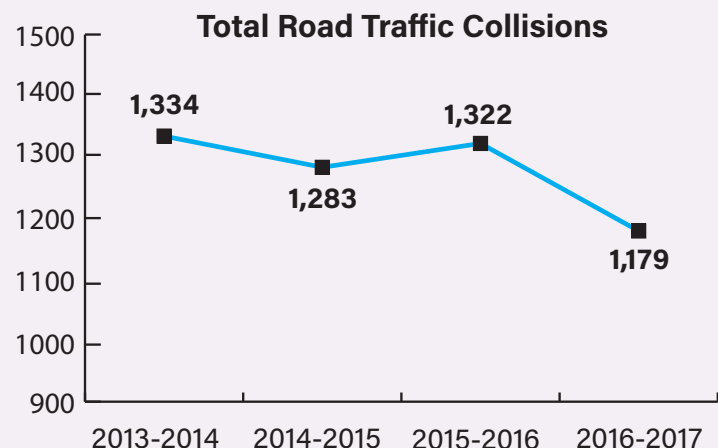
# Performance

The following charts show our performance over a four year period.



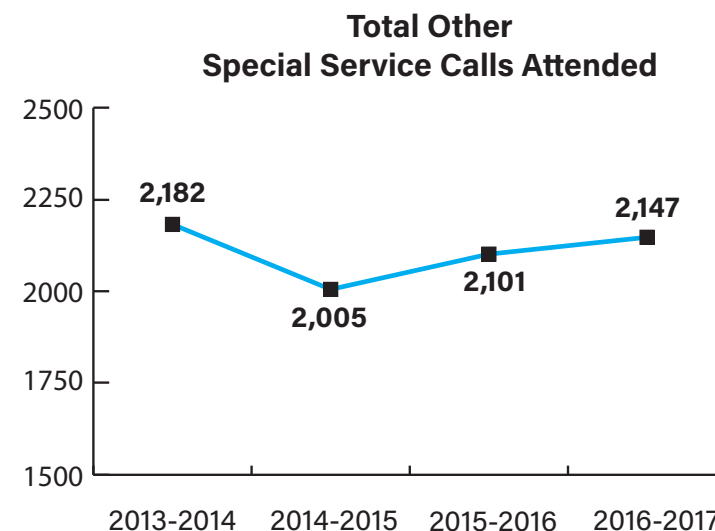
The total false alarms attended target has been set at 7,500. Joint Fire Control will continue to challenge all calls received as a result of automatic fire alarms in order to prevent unwanted mobilisations. Agreements are also being negotiated with various organisations to reduce attendances during business hours, which should further reduce the total of false alarms attended. This target, when achieved, would be the lowest number of incidents attended since the formation of the Service in 1996.

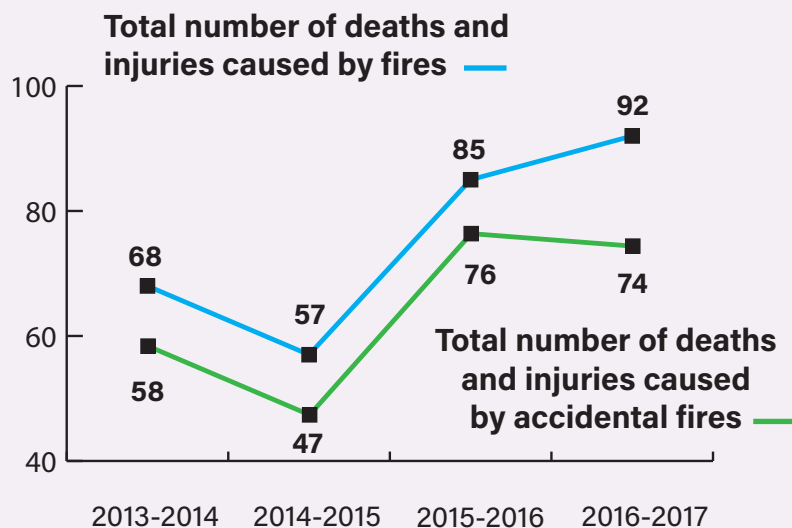




The total road traffic collisions target has been set at 1,050. Preventative activities such as the Domino Programme which educates new drivers and young people about the dangers of road traffic collisions. The campaigns are expected to further reduce the number of incidents attended in coming years.

The target number of other Special Service Calls has been set at 2,000. These are all non-fire incidents, such as flooding, lift release and rescue caused by water. This target set is much reduced from the expected figure in 2017-2018 of 2,641 (which could largely be attributed to incidents attended as part of the Fire Medical Response (FMR) pilot and collaborative work with the Welsh Ambulance Service Trust. However a national decision to discontinue the FMR pilot in September 2017 should see the number of incidents attended return to the levels witnessed prior to 2016-2017). The Service will also aim to reduce incidents of effecting entry/exit and lift rescues which are determined to be of lesser risk, by challenging calls via Joint Fire Control and working closely with repeat callers to reduce such incidents. The Authority will also continue to positively influence national negotiations whenever possible to enable the Service to deliver FMR in the future.

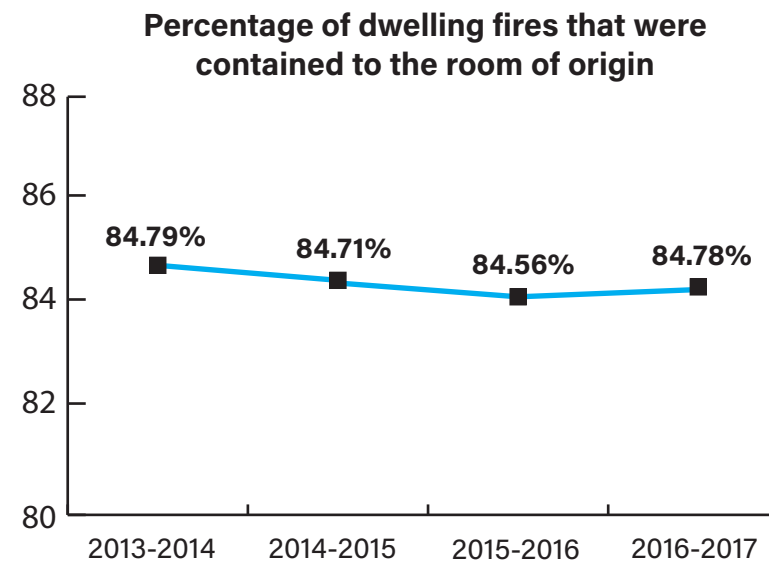




The target total number of deaths and injuries from fires has been set at 66 and the target total number of deaths and injuries from accidental fires has been set at 59. Continuing the good progress, we will push forward to further understand the root causes of fire related injuries, using both the data recorded from previous fire related injuries and additional data gathered through further engagement with the individual casualties involved.

This will be achieved primarily through 'Major Injury Case Studies' (which are carried out for all fire related fatalities and serious injuries), the Service's ongoing commitment to the UK wide LIFEID project and a number of campaigns which include Summer, Kitchen and Bonfire Safety.

The target for the percentage of dwelling fires which were contained in the room of origin has been set at 85%. The annual trend for this indicator shows a marginal decrease but each annual variance is extremely small. This indicator is very much influenced by actions and behaviours of the dwelling occupants before or at the time of ignition. These include adopting fire safety advice and closing doors which can prevent fire spread.



# Have your say

We are always looking for ways to improve our services and also to present information that is meaningful. In order to do this we want to ensure that your views are considered when delivering our activities and presenting information to you.

## Write to us

Service, Performance and Communication  
South Wales Fire and Rescue Service  
Forest View Business Park  
Llantrisant  
CF72 8LX



To contact us go to our website: [www.southwales-fire.gov.uk](http://www.southwales-fire.gov.uk)

Telephone us on **01443 232000**

Email us at [enquiries@southwales-fire.gov.uk](mailto:enquiries@southwales-fire.gov.uk)



**Gwasanaeth Tân ac Achub**  
De Cymru



South Wales  
**Fire and Rescue Service**