

Gwasanaeth Tân ac Achub
De Cymru



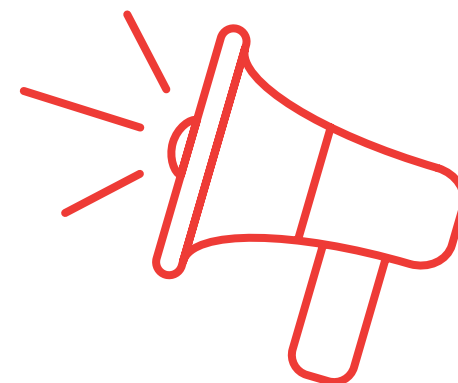
South Wales
Fire and Rescue Service

South Wales Fire and Rescue Service STRATEGIC PLAN 2019/2024



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Foreword



Huw Jakeway

Chief Fire Officer
South Wales Fire and Rescue Service



Councillor Tudor Davies

Chairman
South Wales Fire and Rescue Authority

Welcome to South Wales Fire and Rescue Service's (SWFRS) Strategic Plan for 2019–2024. This document introduces our strategic plan and explains how we intend to continue to deliver high quality services that meet the needs of our communities. Our Vision remains our key focus; "Making South Wales safer by reducing risk".

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).

Financial uncertainty continues to test our resilience going forward and there is a temptation to concentrate on costs and reduced budgets. However we strongly believe that transforming how we operate and by identifying areas to work with partners, we can create efficiencies and savings while improving the service we deliver.

Understanding the impact of climate change from the increased risk of flooding, to the risk of wildfire because of prolonged dry spells helps us to plan, prepare and deploy our resources to where they are needed across South Wales.

We need to work together with our partners in order to successfully deliver shared outcomes. This will include designing services that rely on the sharing of resources, which are delivered and targeted based on a joint understanding of risk. We will work together with our communities to involve people so they can tell us how they want services designed and delivered to meet their future needs.

This plan outlines our intentions for 2019-2024 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, whom we will work with, how we plan to deliver it and why we believe, it is important.

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.



OUR VISION

“To make
South Wales
safer by
reducing risk.”



OUR MISSION

We will achieve this through:

- **S**erving our communities needs
- **W**orking with others
- **F**acing challenges through innovation and improvement
- **R**educing risk through education, enforcement and response
- **S**ucceeding in making South Wales safer

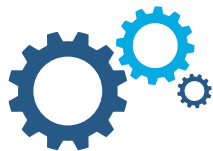


OUR VALUES

Define what we stand for;
our core rules.

Whenever you come into contact with the Service, these values should always be evident.

- Caring
- Dedicated
- Disciplined
- Dynamic
- Professional
- Resilient
- Respectful
- Trustworthy



STRATEGIC EQUALITY PLAN

The plan contains four overarching outcomes:

1. Our workforce is diverse, equally valued, and all have access to development as well as professional opportunities.
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.
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.
4. Our systems enable the timely monitoring and reporting of our legally required equality duties.

Statement of Wellbeing

At SWFRS, we are committed to meeting our obligations under the Wellbeing of Future Generations Act (2015). 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

This will assist in the process of improving the economic, social, environmental and cultural wellbeing of Wales by acting in a “manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs”. In many respects, the guidance speaks of a common sense approach to decision-making and resource allocation, and provides a framework for us to evidence our future endeavours.

The Act proposes seven goals and we have identified various actions that will contribute to these. In addition to this, we have applied a set of five “ways of working” when making decisions within the Service. We will monitor our progress toward these as part of our existing processes.



SOUTH WALES FIRE AND RESCUE SERVICE



10
Unitary
Authorities



1,100
square miles



684,040
households



1.5
million people



47,837
business premises

consists of

815

Wholtime firefighters

590

On-Call firefighters

312

Support Staff

42

Control Room Staff

IN 2017 - 2018 SOUTH WALES FIRE AND RESCUE SERVICE:



handled
32,765
emergency calls



were called to
567
accidental fires in the home

received
582
hoax calls

of which
333
Control identified as false



responded to

17,237
incidents of which



5,792
were fires

3,761

were non fire emergencies



7,684
were false alarms



attended
467
deliberate road vehicle fires



1,139
road traffic collisions



152
of which, involved
extrication of persons



carried out
977
school visits



engaging with
46,965
young people



carried out
17,396
Home Safety Checks

and carried out
890
fire safety audits

we provided:
prevention, protection & response

24

hours a day

7

days a week

365

days of the year for only

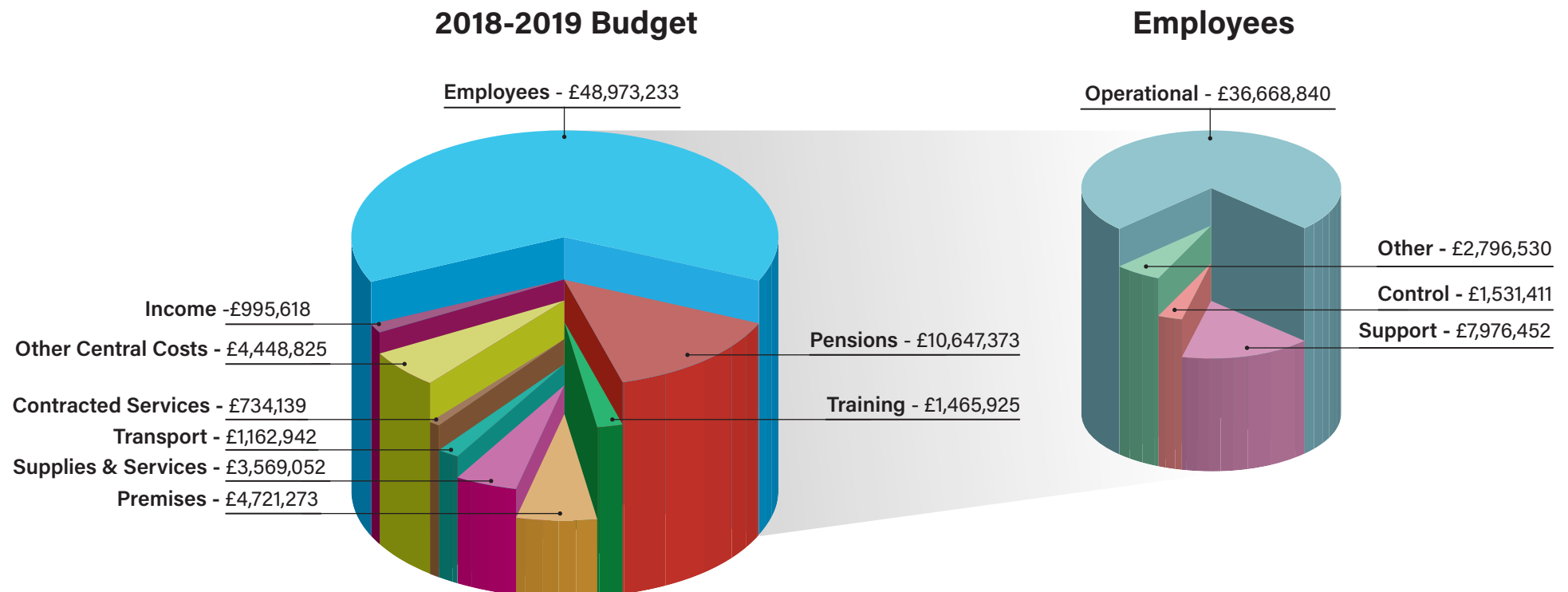
89^p

per person
per week

Our Budget

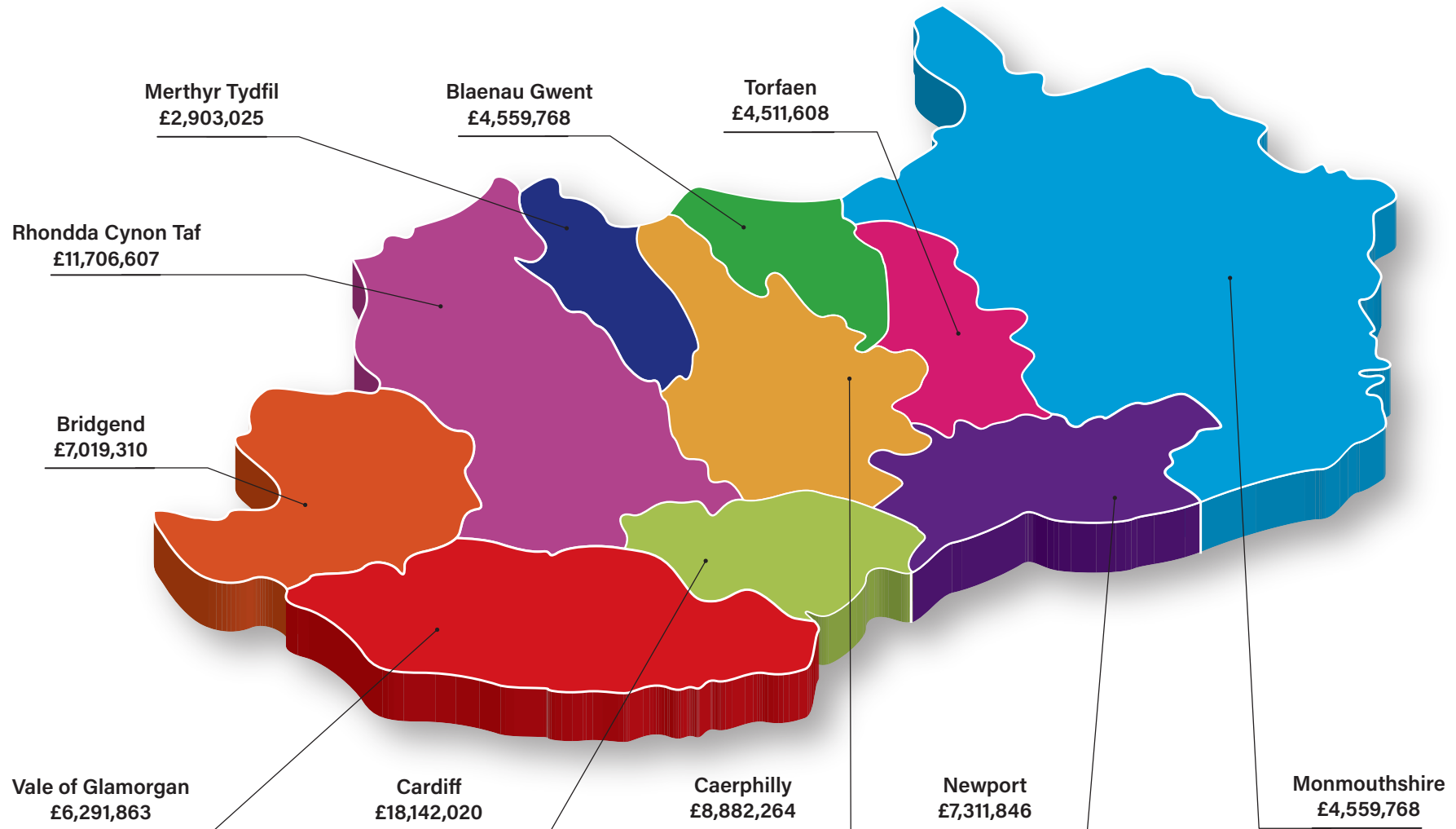
In 2019-2020, the Fire and Rescue Authority plans to spend just over £74.7 million on delivering its services, which equates to 94p per week to keep each person in South Wales safe. The money we spend comes mainly from Local Authorities. We always aim to demonstrate value for money and deliver our services 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.

The chart below shows our planned expenditure for 2019-2020. The majority of our expenditure is on employee costs; around 75% 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 figures per Local Authority area.



Our Performance



Welsh Government set Strategic Indicators to measure the performance of South Wales Fire and Rescue Service. We monitor these indicators and set targets, and then we set plans accordingly to enable us to achieve those targets set. Below is a summary of our performance for the past 4 years and outlines our target for 2019/2020.




| Strategic Indicator | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | Target 2019/2020 |
|--|-----------|-----------|-----------|-----------|------------------|
| Fires Attended | 5,917 | 6,578 | 5,797 | 5,792 | 5,900 |
| False Alarms Attended | 8,196 | 8,323 | 8,190 | 7,684 | 7,500 |
| Total Road Traffic Collisions Attended | 1,281 | 1,322 | 1,178 | 1,138 | 1,050 |
| Other Special Service Calls Attended | 2,005 | 2,101 | 2,147 | 2,623 | 2,000 |
| Deaths and Injuries Caused by Fires | 57 | 85 | 92 | 67 | 66 |
| Deaths and Injuries Caused by Accidental Fires | 47 | 76 | 74 | 58 | 59 |
| % of Dwelling Fires Confined to the Room of Origin | 85% | 85% | 85% | 84% | 85% |

How we plan



Plan Summary

| Our Strategic Themes are; | Our Priority Actions (PA) will enable us to achieve this by; | To deliver this we plan to; |
|--|--|--|
| Reduce Risk  | <p>PA1 - Ensuring we provide an efficient, effective and relevant response to our communities.</p> <p>PA2 - Working with others to provide education to our communities to prevent harm, and protect against the risk of harm.</p> | <ul style="list-style-type: none"> • Improve the way we respond to fires and other emergencies • Have the right people, tools, vehicles and skills ready at the right time and in the right place • Develop Home Safety visits to include greater support for people • Be better prepared to deal with incidents involving buildings where the height can have a serious impact on evacuation and work with owners and occupants of these building to reduce the likelihood and impact of fire • Gather information from people who have had a fire in order to prevent future fires • Ensure that firefighters have vital information about buildings and other installations available to them when they need it |
| Engage and Communicate  | <p>PA3 - Developing efficient and effective ways of engaging and communicating with our communities to involve them in how we deliver our services).</p> | <ul style="list-style-type: none"> • Review how Fire Stations use social media and other methods of communication to engage with their local communities • Develop and enhance communications and engagement utilising a variety of mediums internal and external to the Service • Deliver Community engagement events through a range of activities |

| | | |
|---|--|---|
| <p>Nurture Sustainable Resources</p>  | <p>PA4 - 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>PA5 - Reducing our Service's impact on the environment to ensure future sustainability.</p> | <ul style="list-style-type: none"> • Have a clear focus on health and fitness of our staff through appropriate support mechanisms • Complete the Compartment Fire Behaviour Training Facility at Cardiff Gate Training Centre and ensure it meets the training needs of the Service • Ensure that our training activities meet the operational needs of the Service • Develop an Immediate Emergency Care / fire trauma course to meet operational needs • Review the effect that our activities have on the environment and work to eliminate, minimise and reduce this • Develop actions to reduce the effect that operating our vehicles have on the environment |
| <p>Embrace Technology</p>  | <p>PA6 - Ensuring we use technology to enable efficient and improved service delivery.</p> | <ul style="list-style-type: none"> • Make sure our ICT systems are efficient, effective and protected against cyber-attacks. • Develop plans for use in the case of a failure of ICT systems • Ensure firefighters clothing and equipment is of the highest standard • Utilise our Business Management Information Systems as a central data hub |
| <p>Strengthen Partnerships</p>  | <p>PA7 - Working with our Public Service Boards and partners to support local communities.</p> | <ul style="list-style-type: none"> • Continue to reduce risk by working effectively with our Public Service Boards in our local communities • Introduce, develop and monitor a strategy for reducing false alarms received via automatic fire alarm systems |



Strategic Theme 1

We will **Reduce Risk** by:

Ensuring we provide an efficient, effective and relevant response to our communities

(PA 01)

Working with others to provide education to our communities to prevent harm, and protect against the risk of harm

(PA 02)

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).

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. Working together will ensure we deliver a joined up message to people in communities, not only about safety but also about 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.

Some things we have done already

- Replaced our water rescue equipment
- Reviewed and assessed our training plans for Water Rescue
- Commenced construction of a Compartment Fire Behaviour Training facility
- Tested our business continuity through exercises involving our Auxiliary Reserve and Securitas staff
- Facilitated and encouraged close working between our Fire Control watch officers and South Wales Police Force Incident Managers
- Conducted successful community safety and engagement events alongside the UK Rescue Organisation challenge in Cardiff Bay and the Emergency Services Day
- Conducted hot-strikes and Home Safety Checks following dwelling fires
- Engaged with building owners to ensure that all buildings in our area meet the relevant safety standards following the Dame Judith Hackett review after the Grenfell Tower disaster
- Delivered training with West Midlands Fire Service, to operational personnel concerning high-rise firefighting.
- Worked with representative bodies to further the roll out of home safety checks
- Commenced data review to predict a 50-year incident trend analysis given a variety of external factors to assist in determining long-term service requirements, resources and training
- Expanded Home Safety Checks to include questions on falls prevention, Carbon Monoxide safety, Smoking cessation, burglary prevention, dishonest schemes (SCAMS) and Cold homes
- Continue to reduce unnecessary attendance of FRS resources by assisting building owners and responsible persons in reducing occurrences of unwanted fire alarm activations
- Learned from every accidental dwelling fire by conducting post fire surveys





Strategic Theme 2

We will **Engage and Communicate** by:

Developing efficient and effective ways of engaging and communicating with our communities to involve them in how we deliver our services

(PA 03)

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. In addition to this, we recognise the need for a team approach and appreciate the importance of engaging, consulting and involving all stakeholders to jointly shape our future services. This approach will ensure we consider the diversity of our communities and staff in our future planning.

We are doing this because:

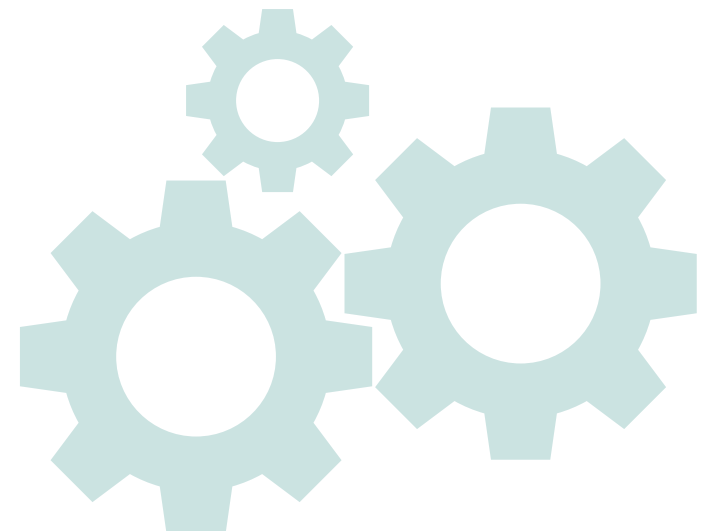
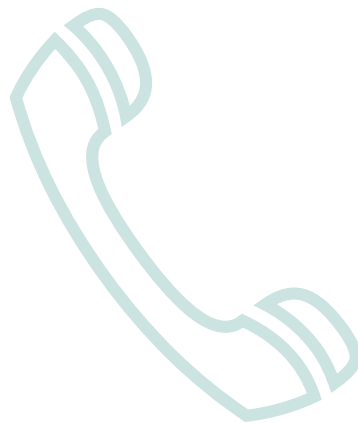
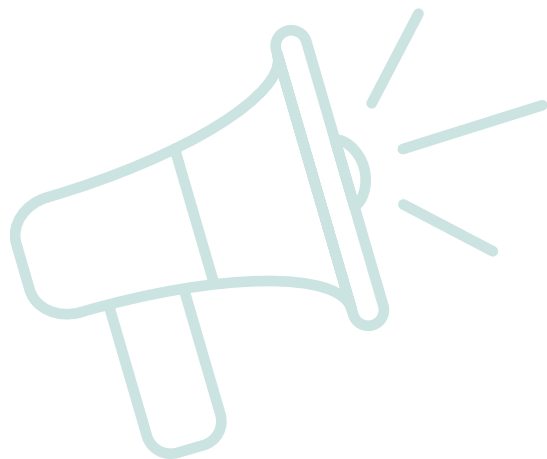
Understanding, listening to and representing our communities is a crucial part of our role. We are looking at ways in which we do this; we recognise that society is changing and therefore we need to change how we communicate. We will achieve this by opening up channels of communication with all, especially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

Engaging and communicating allows us to connect with our communities and gain valuable information on the services we provide. We believe engaging with you aids our understanding of those at greater risk and allows us to adapt our activities to suit the needs of communities and individuals.

Some things we have done already

- Revised our Communications and Engagement Strategy
- Maximised our opportunities to engage and consult with our communities through planning by our Communications and Engagement Group ensuring that all activities are compliant with GDPR, the Equality Act 2010 and the Welsh Language standards
- Increased our engagement with communities where we struggle with on call recruitment
- Capitalised on our engagement opportunities during the UK Rescue Organisation event at Cardiff Bay. We utilised innovative methods of engagement, e.g. touch screen questionnaire, simplified language
- Identified an external training provider and enabled team members to attend appropriate training to further develop their social media and engagement skills in order to support our revised social media and engagement plans for 2019
- Continued our successful use of social media and other digital channels to engage and communicate with residents and other key stakeholders. The Service's Facebook page currently has 22,000 followers and the Service's Twitter account has over 26,000 followers thanks to the proactive way we engage using social media
- Awarded gold for Best In-house PR Team at the 2018 CIPR Pride Cymru Awards
- Further developed station social media pages aimed at engagement and communication with their local communities
- Launched a SWFRS Instagram Page
- Launched a new corporate website





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 04)

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

(PA 05)

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).

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:

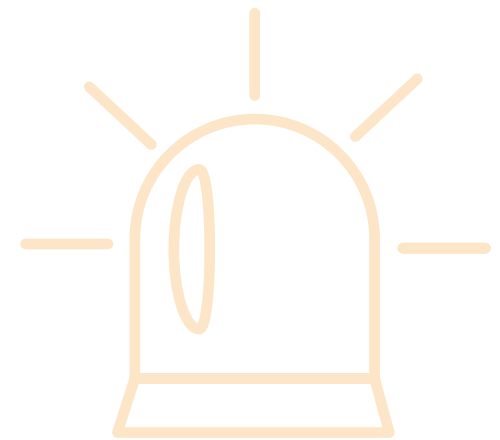
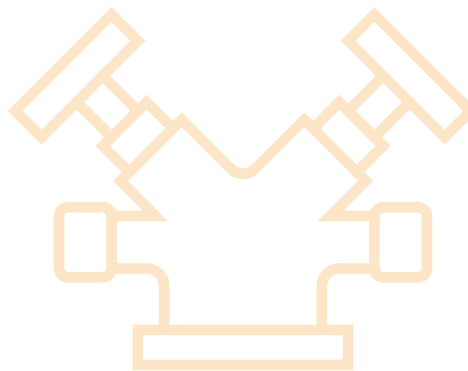
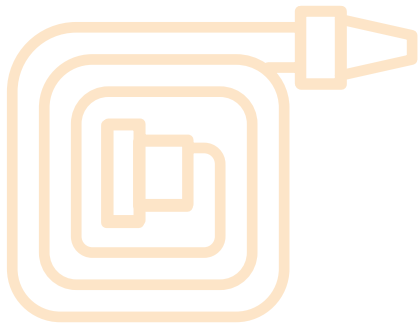
The Wellbeing of Future Generations Act (2015) (WBFGA) states that “all public services should act in a manner which seeks to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs”. We have undertaken activities

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.

Some things we have done already

- Commenced the build of a new Compartment Fire Behaviour Training (CFBT) facility at Cardiff Gate Training and Development Centre that 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
- Introduced the Inclusive Fire Service Plan that pulls into one place the inclusion, cultural, and behavioural remedies needed to make sure that meaningful improvements deliver actual results for staff and potential users of our services
- Created, subsequent to Investors in People Silver Award, a Staff Engagement Network that allows us to understand our employees and let them contribute to what we do more effectively
- Conducted “On Call” recruitment events
- Introduced eight additional “On Call” contracts
- Maintained the needs of the Service through the firefighter development to competent programme
- Communicated the outcomes of our IIP report to all staff and created a staff network to progress the development areas identified within the report
- Progressed the installation of LED lighting at our sites
- Installed building management systems at our sites
- Explored the use of electric or hybrid vehicles throughout the Service
- Procured two Euro 6 emissions compliant fire engines to improve our existing fleet
- Introduced an electronic fuel management system and installed a fuel tank at FSHQ to assist efficient and effective use of vehicles and improve internal controls

- Replaced all paper hand towels in toilets with new high power hand drying units, saving on paper and recycling
- Installed new energy efficient LED lighting, which includes passive infrared sensors, for movement detection and emergency lighting. This investment will save over 450,000 kg / CO₂ (Carbon dioxide) per year across our sites in South Wales
- Replaced a number of ineffective air conditioning units. By replacing these units, we envisage an annual emission saving of around 100,000 kg / CO₂ per year
- Installed a Building Management System (BMS) into a number of fire stations that will reduce gas and electricity consumption at each site and allows us to monitor usage from our headquarters. This investment is expected to save approximately 150,000 kg / CO₂ per year
- Installed 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 / CO₂ per year
- Explored more efficient solutions for power consumption and environmental factors e.g. in our Datacentres.
- Share our premises effectively with other blue light services to reduce the overall carbon footprint
- Procured a strategic leadership programme through the University of South Wales on behalf of the three Fire and Rescue Services in Wales. The first cohort commenced earlier in the year. The inaugural Pioneer programme is due to complete in January 2019
- Reviewed and assessed course profiles and lesson plans for Water Rescue to ensure accuracy in capturing the correct content according to DEFRA guidance





Strategic Theme 4

We will **Embrace Technology** by:

Ensuring we use technology to enable efficient and improved service delivery

(PA 06)

This means:

We have ensured that we have Information and Communication Technology (ICT) systems that are available to make efficiencies and 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).

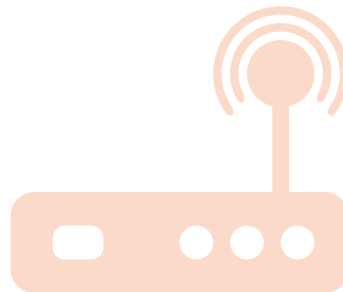
We are doing this because:

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.

Some things we have done already:

- Further developed Fire Control systems at the Joint Fire Control in Bridgend
- The three Welsh FRS produced a technical specification for new Mobile Data Terminal software
- Implemented Quantum Graphical Information System (QGIS) as a mapping solution
- Introduced a new website that embraces the latest technology and is designed for the public we represent
- Rolled out new agile devices across the service such as smartphones, tablets, laptops to provide easier secure access to systems and services
- Utilised the latest technology of 4G, satellite and virtual desktops on the new Incident Command Unit
- Provided all users with the ability to access service systems from personal and service owned devices in a secure manner





Strategic Theme 5

We will **Strengthen Partnerships** by:

Working with our Public Service Boards and partners to support local communities

(PA 07)

This means:

We have a well-established and proud history of working with partners to deliver measureable improvements whilst securing greater efficiencies. However, we recognise that to meet future demands, working together will become even more important. This will include contributing to local strategic priorities and assisting in improving community wellbeing through our involvement in key partnership groups.

Our future success is directly linked to how we work with others. We recognise the importance of meaningful and effective collaboration and the need to develop and maintain initiatives with key partners. Working together we will support the delivery of better outcomes for our communities and assist in delivering our services in a better, more cost effective and efficient way.

Being a statutory partner on the nine Public Service Boards (PSBs) within our service area means that we have worked closely 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).

Over the next five years, we aspire to be recognised as a key enabling partner within the wider public and private sector.

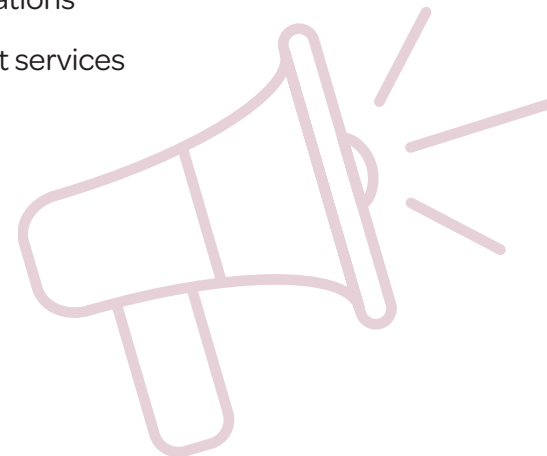
We are doing this because:

When public services work together, 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.

Cohesive working as part of a well-connected community can deliver wider improvement rather than working alone, therefore ensuring greater opportunity to keep residents, businesses and visitors of South Wales safer. This will not only benefit our communities but it will significantly contribute to the Wellbeing of Future Generations Act. We believe we have a duty to get the right data and information at the right time from the right people in order to ensure we meet the needs of all our communities. We cannot do this alone; we must work with others to achieve this.

Some things we have done already

- Continued to maximise opportunities both with external partners, e.g. at Joint Fire Control, and with internal partners, e.g. Fire Control Prevention and Protection and Service Delivery
- Worked with the farming community to look at the problem of wildfires to encourage more farmers and landowners to develop safe and effective “burn plans”
- Engaged effectively with our nine PSB partners
- Updated our Community Safety Memorandum of Understanding in line with General Data Protection Regulations
- Improved partnership working through further expansion of our co-location of premises with other blue light services



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.

Have your say

We are always looking for ways to improve our services and 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.

We would particularly welcome your comments and / or questions with regards to this Strategic Plan, what we have done already and what we intend to do in the future.

We welcome correspondence in Welsh and English - we will respond equally to both and will reply in your language of choice without delay. We welcome calls in Welsh and English.

Write to us

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South Wales Fire and Rescue Service
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CF72 8LX

Visit our website

www.southwales-fire.gov.uk

Call us

01443 232000



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De Cymru



South Wales
Fire and Rescue Service