



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

SOUTH WALES FIRE AND RESCUE SERVICE

Annual Improvement Plan

What we did in 2019-2020 and what we plan to do in 2021-2022

RAISING AWARENESS | REDUCING RISK

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Foreword



Huw Jakeway QFSM

Chief Fire Officer
South Wales
Fire and Rescue Service



Councillor Tudor Davies MBE

Chairman
South Wales
Fire and Rescue Authority

Welcome to our Annual Improvement Plan which will give details of some of the things we have achieved in 2019-2020. We will also detail our strategic themes and suggested objectives for 2021-2022 and explain how we will deliver on these themes and objectives and measure our progress towards improvement.

This document is written to reflect on our performance in the financial year 1st April 2019 - 31st March 2020. On March 23rd 2020, the UK Government declared a nationwide “lockdown” in response to the global Covid-19 pandemic. As we publish this document, some easing of lockdown restrictions has already occurred, but others remain firmly in place and will do so for the foreseeable future.

During lockdown we continued to provide our frontline services to our communities and we were able to develop new and innovative methods of delivering some of our preventative services such as home safety checks.

Following the social distancing rule, hand hygiene and other Welsh Government guidelines, is important. We can attain a positive path toward recovery, but only if we keep working together to keep each other safe. The pandemic will impact on our plans for the year ahead and some activities that we had planned for this year will be delayed, become obsolete or have to be achieved differently as a result. As a consequence, this may have an impact on our suggested objectives for next year and we acknowledge that things may need to change depending upon any local or national restrictions that are in place at a particular point in time.

However, with that in mind, we would welcome your views and experiences in shaping a new way forward for us as a Service. Your views on how we can achieve our goals are paramount to our success.

At the end of this document, we hope you will tell us what you think about our suggested objectives by completing the survey or simply just getting in touch.

Introduction

South Wales Fire and Rescue Service (SWFRS) is one of the largest Fire and Rescue Services in the UK, covering 10 unitary authorities and a population of 1.5 million. We cover a large geographical area made up of rural, coastal and urban communities.

We have several legal frameworks that provide us with rules and guidelines on what services we must provide. These legal frameworks, include the Fire and Rescue Services Act 2004, the Local Government (Wales) Measure 2009, the Well-being of Future Generations Act (Wales) 2015 (WFGA), the Welsh Government Fire and Rescue National Framework 2016, the Equality Act 2010 and the Public Sector Equality Duty 2011.

The Local Government (Wales) Measure requires us to set and publish improvement objectives as a designated “Welsh improvement authority”. We will demonstrate where our plans have shown improvement across the seven aspects, which are:

- strategic effectiveness
- service quality
- service availability
- fairness
- sustainability
- efficiency
- innovation

The WFGA contains seven goals and aims, under its “sustainable development principle”, to improve the social, economic, environmental and cultural well-being of future generations of people in Wales. SWFRS, as a public body, is included under the Act and must set and publish “well-being” objectives, designed to maximise our contribution to achieving the Act’s well-being goals and take all reasonable steps to meet those objectives. Each year we will publish a statement and an annual report on progress and any response to recommendations given to us by the Future Generations Commissioner for Wales.

The Acts place a duty on us to keep people, communities, businesses and the environment of South Wales safe from fires and other hazards. We do this as effectively and efficiently as possible while aiming to improve social, economic and cultural well-being and to develop services that meet the immediate needs of all our communities and the Service, while enhancing the opportunities for future generations.

The Well-being of Future Generations Act (Wales) 2015

The Seven Goals of the Well-being of Future Generations Act (Wales) 2015



A
resilient
Wales



A Wales of
cohesive
communities



A Wales
of vibrant
culture and
thriving Welsh
language



A
prosperous
Wales



A
healthier
Wales



A
more equal
Wales



A globally
responsible
Wales

The sustainable development principle of the WFGA is: **“All Public Services should act 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”**

The WFGA also identifies the following five ways of working which we must consider and act in accordance with when planning and making decisions.

- Balancing short term needs with **long-term** needs
- Putting resources into **preventing** problems
- Using an **integrated** approach, balancing social, economic and environmental needs
- **Collaborating** with others to help meet well-being objectives
- **Involving** others to reflect the diversity of an area



Long-term



Preventing



Integration



Collaboration



Involvement

Our Public Service Boards

We continue to work with the nine Public Service Boards (PSBs) in our area. A PSB has a responsibility to prepare and publish local well-being plans and report annually on progress.

We are committed to meeting our obligations under the WFGA. We will always consider the long-term implications of our actions and how we can be effective members of the nine PSBs, collaborating and taking an integrated approach to delivering services, in order to help people feel safe and well in their daily lives.

Our work with the PSBs demonstrates our commitment to the sustainable development principle of the WFGA.

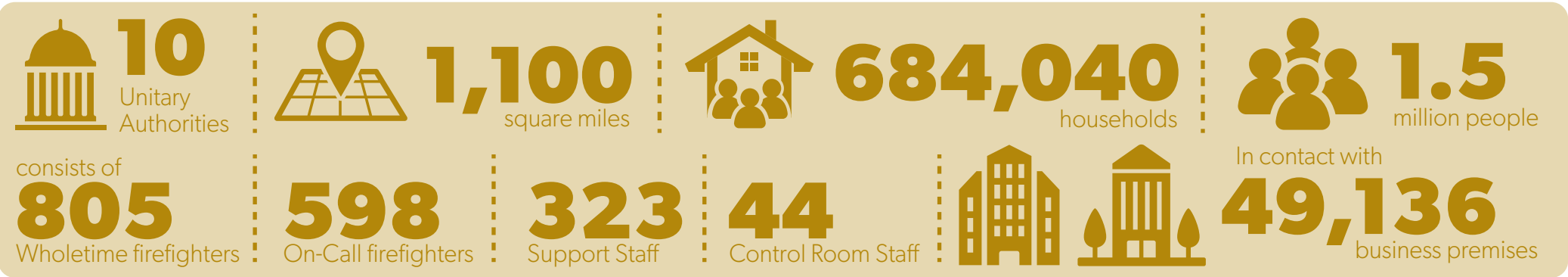
When we developed our strategic themes and objectives, we considered the seven goals of the Act and made sure that we are applying the five ways of working: long-term thinking, prevention, integration, collaboration and involvement.

We identified various actions that contribute to the achievement of the seven goals when defining our eight strategic themes and objectives for the year 2020-2021 and beyond. We will monitor and measure our progress toward these objectives as part of our existing processes.

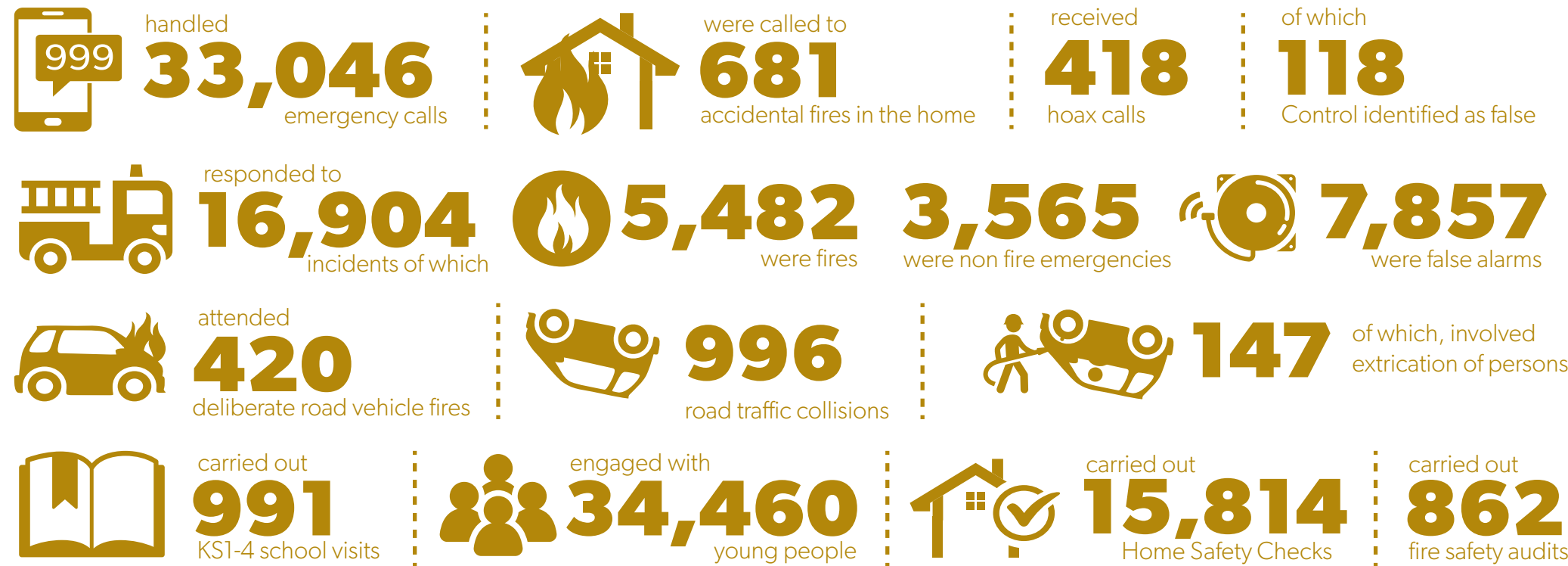
Please click on the relevant icon for the PSB well-being plan and objectives for your area.



About Us



In 2019-2020, South Wales Fire and Rescue Service:



we provide:
**prevention,
protection &
response**

24 **7** **365**
hours a day days a week days of the year for only

90_p
per person per week

What we did in 2019-2020 and how we performed?

As a Service it is important that we evaluate our performance to ensure that we are performing as effectively as possible. We do this in part by setting ourselves annual targets against Strategic Indicators set by Welsh Government, comparing our performance against the other Welsh Fire and Rescue Services and comparing our performance against other UK Fire and Rescue Services with which we share some similarities. This section gives information on the progress we are making against those key performance indicators.



The number of fires fell across our region, driven by successful Grass Fire reduction initiatives.



2019-2020 saw the lowest number of Road Traffic Collisions attended since the current recording process started in 2009-2010. The number of serious Road Traffic Collisions that required the removal of people from vehicles declined this year. We were more likely to attend lower risk incidents.



Our attendance at automatic False Alarms in buildings increased this year. Malicious False Alarm numbers remained steady.



The number of Other Special Service calls* attended has risen as a direct result of incidents linked to Storms Ciara, Dennis and Jorge in early 2020. These storms triggered a 120% rise in Flooding incidents attended this year.

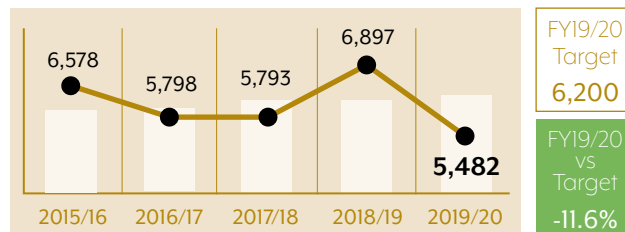


The main factors behind a rise in injuries from fires this year were deliberate grass fires and accidental fires located within the kitchen. The rise in fatalities was a result of deliberate fire actions.

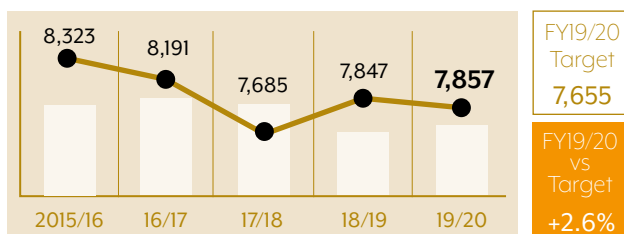
Key



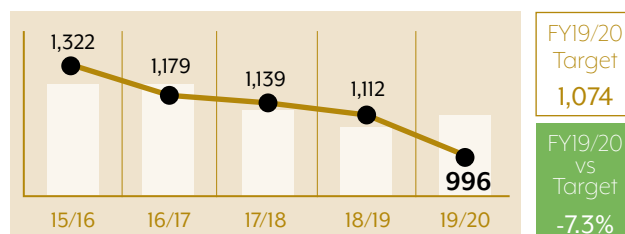
Total number of Fires attended



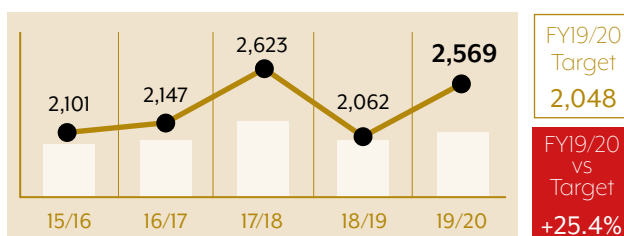
Total number of False Alarms attended



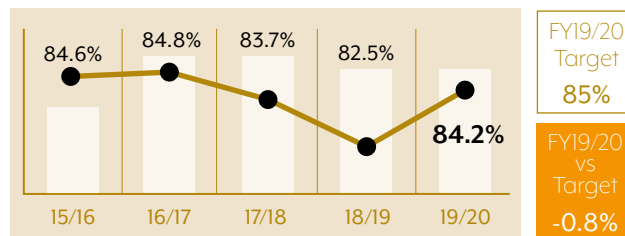
Total number of Road Traffic Collisions attended



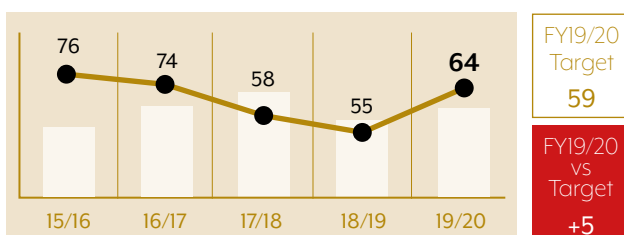
Total number of Other Special Service Calls attended



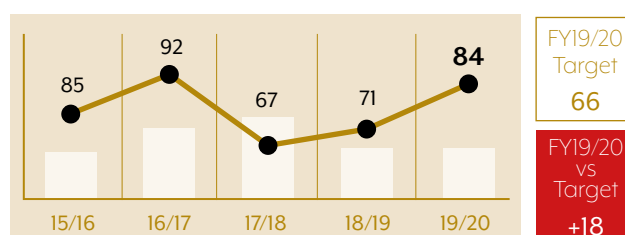
% of Dwelling Fires which were contained to the room in which they originated



Total number of Deaths and Injuries arising from Accidental Fires



Total number of Deaths and Injuries arising from All Fires

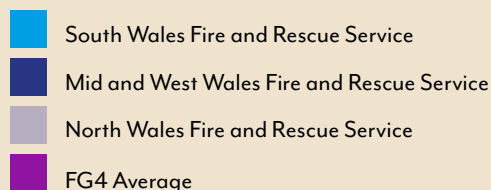


2019-2020 Comparisons to other Fire and Rescue Services

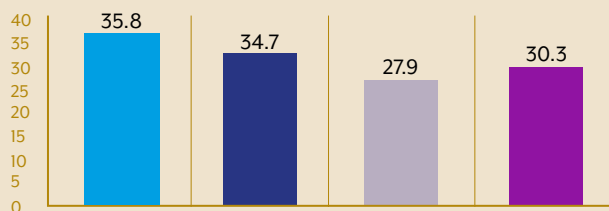
We compare our performance against the other Welsh Fire and Rescue Services and the Family Group 4 (FG4). FG4 is formed of 18 Fire and Rescue Services from Wales, England and Northern Ireland. They are similar to ourselves based on factors such as population, deprivation, risk profiles and incident volumes.

	South Wales	Mid & West Wales	North Wales	FG4 Worst	FG4 Best
The total number of fires attended	5,482	3,152	1,950	5,485	1,726
The total number of false alarms attended	7,857	4,631	2,274	8,305	2,392
The total number of road traffic collisions attended	996	944	179	1,112	324
The total number of other special service calls attended	2,569	4,484	469	9,347	1,016
The total number of deaths and injuries arising from all fires	84	45	50	171	26
The total number of deaths and injuries arising from accidental fires	64	85	46	139	23
The percentage of dwelling fires which were contained to the room in which they originated	84.2%	85.4%	88.5%	This is not a Strategic Indicator used by all of FG4	

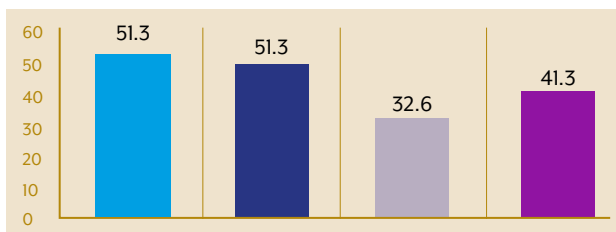
Key



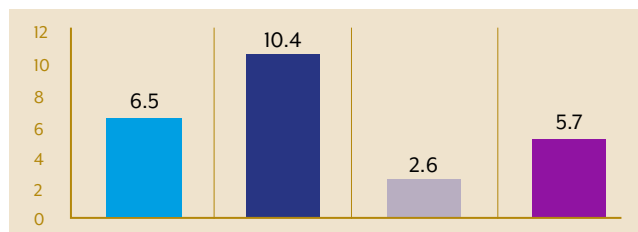
Total number of Fires attended per 10,000 population



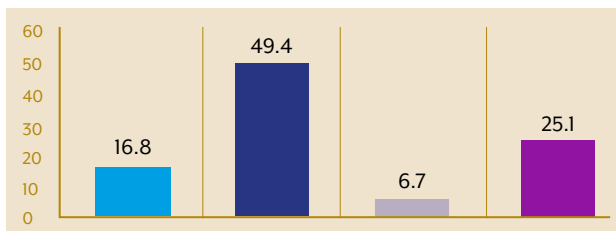
Total number of False Alarms attended per 10,000 population



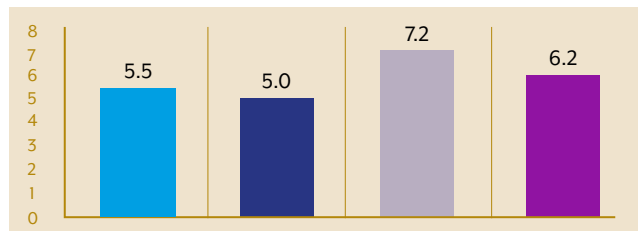
Total number of Road Traffic Collisions attended per 10,000 population



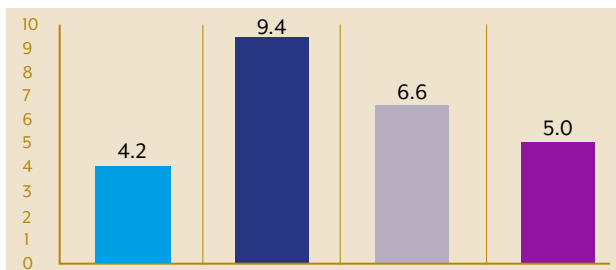
Total number of Other Special Service Calls attended per 10,000 population



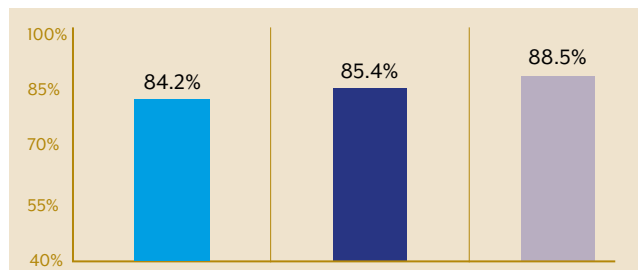
Total number of Deaths and Injuries arising from All Fires per 100,000 population



Total number of Deaths and Injuries arising from Accidental Fires per 100,000 population



% of Dwelling Fires which were contained to the room in which they originated



We had seven Priority Actions in 2019-2020. This is a summary of what we achieved

Priority action 1

Provide an efficient, effective and relevant response to all our communities

We said we would:

- 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
- Be better prepared to deal with incidents involving buildings where the height can have a serious impact on evacuation

What we did

- Collaborated with a number of partners i.e. Local Authorities, Natural Resources Wales (NRW) and Fly-tipping Action Wales to reduce deliberate fires
- Continued to work with partners and local Stations in identifying and responding to incidents of deliberate fire setting
- Completed the rollout of new Breathing Apparatus and associated digital radios
- Continued support for our On-Call Delivery Team to ensure we are recruiting for On-Call stations
- 32 Operational Skills Presentation (OSP) packages have now been updated
- Water awareness training is now being delivered on all Wholetime and On-Call courses
- Created all breathing apparatus courses for the Real Fire Training Facility, including lesson plans and course profiles
- Created a High Rise Working Group to ensure our crews have the right information and training to deal with incidents in these types of buildings
- Updated the High Rise Standard Operating Procedure and we will continue to amend as we learn more. Where a high rise building is identified as posing a greater risk to firefighters, then arrangements have been made for familiarisation visits to be carried out
- Developed and evaluated a new operational audit process. This will ensure accuracy of critical information and a more proactive method of evaluating risks identified at audits, then sharing and rectifying the issues
- Updated and published our Flexible Rostering System with the aim of increasing engagement and understanding across Operations and Representative Bodies, to be reviewed every 3 months

Wildfire Conference - Cardiff

During summer 2019 South Wales Fire and Rescue Service felt the impact of wildfires all too close to home with devastating fires across the South Wales valleys. The aftermath of such fires was detrimental on local communities, the environment and wildlife habitat. These incidents also pose a significant risk to fire crews attending.

In November 2019 we organised and hosted a conference at the Principality Stadium that brought delegates from around the world to share a broad view of how effective and coordinated land management can help to reduce the threat and consequences of wildfires.

“ The conference was a unique opportunity to learn from each other and discover new ways of responding and preventing wildfires. ”

Station Commander Craig Hope - South Wales Fire and Rescue Service



Priority action 2

Work with others to provide education to all our communities to prevent harm and protect against the risk of harm

We said we would:

- Develop Home Safety visits to include greater support for people
- 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
- Work with owners and occupants of tall buildings to reduce the likelihood and impact of fire

What we did

- Developed an Enhanced Home Safety Check (EHSC) that now captures in-depth referral details to help determine that the right equipment was installed to reduce risk in the home
- Explored self-education and modified home safety education to make the service and our resources fit the needs of the household and its risk and to ensure we continued to support our communities during the Covid-19 pandemic
- EHSC training has been completed for Cardiff & the Vale of Glamorgan Fire Stations
- Set up a project to learn from people who have had a house fire and we continue to monitor and evaluate our results
- Identified all buildings across South Wales which have been fitted with a failed cladding system, or fall into our Risk Based Inspection Program due to height. This information has been provided for firefighters to ensure that they are fully aware of their location
- Completed 1,347 Site Specific Risk Information (SSRI) for High Rise Residential Buildings.
- All High Rise buildings in South Wales have been inspected. We carried out a full fire safety audit and completed a National Fire Chief's Council (NFCC) questionnaire to identify the type of cladding system covering the external envelope of the building. This information is now on our audit database and is available for future reference
- Identified fire safety issues in high rise buildings and informed the building's responsible person, providing them with a schedule of works to complete
- Undertook Home Safety Checks to residents of high rise buildings in South Wales, to provide reassurance and advice on fire prevention safety and evacuation
- Continue to ensure the effective and efficient use of our resources by targeting our highest risk premises, responding to identified trends as appropriate
- Business Fire Safety (BFS) has assigned additional officers to attend meetings with our various partners
- Amended our Risk Based Inspection Programme (RBIP) to allocate suitable resources to continue our risk reduction activities

- Continued to gather and share information with South Wales Police, Welsh Ambulance Service NHS Trust and mental health teams within the Joint Public Service Centre. Information sharing has also started with North Wales FRS

Surround the Town

One of the new initiatives Road Safety worked on in 2019 was Surround the Town - the largest road safety event in Wales in 2019. Two events were carried out in 2019, one in Newport in October and the second in Cwmbran in November. This was a joint venture between Gwent Police and SWFRS, working closely together to achieve a common goal of 'keeping our roads safer for everyone'. This was a reactive and proactive operation with all the education based around the '[Fatal 5](#)'.

“ Surround the Town is an initiative which aims to improve the lives of all who live, work and visit Newport. We all have the right to use the roads safely and through working together as partners we hope that our messages will make a difference, making Newport a safer place for everyone. ”

Police Sergeant Jason Williams
Gwent Police



Priority action 3

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

We said we would:

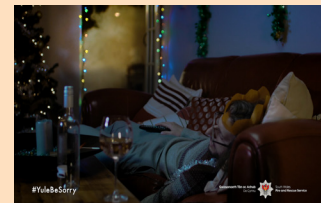
- Review how Fire Stations use social media and other methods of communication to engage with their local communities
- Develop and enhance communications and engagement utilising a variety of mediums internal and external to the Service
- Deliver Community engagement events through a range of activities

What we did

- More Fire Station Facebook pages were introduced to better engage locally with our communities with an emphasis on risk reduction, recruitment and the promotion of fundraising events and community activities
- A training programme was established to enable Stations to manage their own pages
- A media campaign for Wholetime recruitment ran in October 2019, driving 3,100 registrations and 570 viable candidates for 50 roles

Electrical Safety Week

In November, Electrical Safety Week Wales, prompted 2,500 online votes on safety topics and home safety through #YuleBeSorry in December generating 55,000 video views.



- Campaigns using innovative video and social media concepts such as #DontFuelTheFire relating to the disposal of household waste saw a 22% reduction in refuse fires compared to the previous year, with over 500 less fires in hotspot areas. The campaign received a wealth of press coverage from BBC, ITV, Daily Mail and an overwhelming response on social media from the public and our partners
- Innovative communication tools were introduced into the Service, such as the livestream of a White Ribbon guest speaker talk to fire stations and the use of Slido for live interactions with staff on our Middle Leaders training day
- Developed an online forum, "Shout", to enable effective communications with staff
- A series of engagement events were delivered to provide prospective firefighter applicants for our Wholetime firefighter recruitment campaign with an insight into the physical demands of the role
- Continued our engagement work with communities in South Wales throughout the year, attended numerous school and community based events and showcased the careers available at jobs fayres and employment events

- The Parc Prison youth offender intervention programme was successfully delivered and an evaluation and review has been undertaken between Parc Prison staff and SWFRS.
- Supported survivors of domestic abuse via the Momentum Project; three courses were run in 2019-2020

999 Weekend

Thousands of people descended upon Cardiff Bay on the weekend of September 21st and 22nd 2019 as South Wales Fire and Rescue Service, South Wales Police and the Welsh Ambulance Services NHS Trust hosted the very first joint 999 Weekend in South Wales.



Celebrating a combined proud history of keeping the people of South Wales safe, the free event coincided with the 50th anniversary celebrations of South Wales Police, and saw a full programme of fun family activity at the water side venue.

The event boasted a range of displays and demonstrations from all three services, including Fire Cadets, the Hazardous Area Response Team, Police dogs, a tri-service mock road traffic incident operation and a live performance from UDOIT Dance Foundation. The crowds flooded to the Roald Dahl Plass to get a close look at various aspects of the emergency services at work.

Station 20

For six months we gave ITV cameras exclusive access to crews at Barry Emergency Services Station, providing viewers with a unique insider look into the role of a modern day firefighter.

Each episode, which aired at 8pm on three consecutive Mondays in July 2019, drew in an audience of over 130,000 people, showing our crews responding to a number of incidents ranging from major incidents, to the rescue of an elderly resident stuck in a lift.

“ I can honestly say
I felt emotionally proud
to be the Chief Fire Officer
of South Wales
Fire and Rescue Service. ”

Chief Fire Officer Huw Jakeway QFSM
South Wales Fire and Rescue Service



Priority action 4

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

We said we would:

- Have a clear focus on health and fitness of our staff through appropriate support mechanisms
- Complete the Real Fire 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 need

What we did

- Offered health and fitness advice, which included providing personalised exercise programmes and healthy eating advice to all staff
- Delivered various exercise classes including yoga, boxercise and beginners fitness to all staff
- Worked with all departments to provide individual advice and guidance on health, wellbeing, and workplace attendance
- Moved our in-house occupational health unit to a new premises with improved facilities and equipment in October 2019
- A new trauma course was developed, delivered and quality assured by the Welsh Ambulance Service NHS Trust
- Delivered a programme of finance, budgetary and procurement training throughout the financial year for staff.
- Developed plans to evaluate corporate job roles to ensure pay equality
- Began our Mental Health Project in November 2019 which aims to improve the mental health support for our employees to prevent, protect and promote awareness of wellbeing and mental health

Overall Absence reduced by
8% on the previous year.

Reduced long term sickness by
16%

Reduced the number of injuries on duty by
31%

Conducted
2,175 medical appointments including routine medicals and other appointments, such as physiotherapy, counselling and telephone consultations.

Real Fire Training Facility



During 2019 we saw the completion of the Service's new Real Fire Training Facility constructed on land next to the existing Cardiff Gate site. This is only the third facility of its kind in the United Kingdom with other Services looking to follow our lead. This technologically advanced facility features a three storey fire house which allows firefighters to carry out breathing apparatus (BA) training in a range of challenging fire scenarios.

The building incorporates both high and low pressure water systems supplied by two four-thousand litre water tanks which are powered by electric pumping systems, which negates the need for traditional fire engine involvement. This further reduces the environmental impact from both noise

and emissions. Additional systems include an artificial 'cold' smoke capability which is installed in all areas of the facility.



Priority action 5

Reducing our Services' impact on the environment to ensure future sustainability

We said we would:

- 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

What we did

- Installed new high efficiency electric hand dryers in our headquarters and removed paper towels from washroom areas, reducing cost and waste disposal
- Installed programmable thermostats on our Fire Stations to control the ambient air temperature, using a pre-set temperature control system that reduces gas consumption and carbon emissions
- Installed a new kit drying system at Cwmbarn, Pontyclun and Porthcawl fire stations. The technology used dries kit from the inside out and removes moisture from the air. An auto shut off of the system occurs when all the moisture from the room has been removed
- Purchased 50 refurbished office chairs to the same specification as our current office chair, avoiding land fill and making a financial saving
- Continued to refine the controls on our Building Management System (BMS) on all our sites to further reduce gas and electricity consumption
- Determined what we will need to support our electric vehicles e.g. electrical charging points in order to replace diesel pool cars with new electrical vehicles
- Put plans in affect to replace 22 diesel vans with electric vans and purchased three
- Reduced the use of paper by promoting the use of electronic access for agendas, meetings and reports
- Reused furniture no longer in use on stations / departments reducing the need to purchase new items and avoiding old furniture going to landfill
- Started a project to comply with future Welsh Government legislation with regards to waste management.
- Significantly reduced our business travel through the greater use of video conferencing and remote working

Self-charging hybrid vehicles

We have introduced six self-charging hybrid vehicles to our operational fleet in order to reduce our carbon footprint by reducing carbon emissions.



Carbon Reduction and Sustainability

South Wales Fire and Rescue Service recognises how important it is for us to make sure we are committed to reducing our carbon emissions and the impact we have on the environment in everything we do. Within our Carbon Reduction Plan 2020-2023 we have set ourselves a challenging action plan to help us achieve these aims.

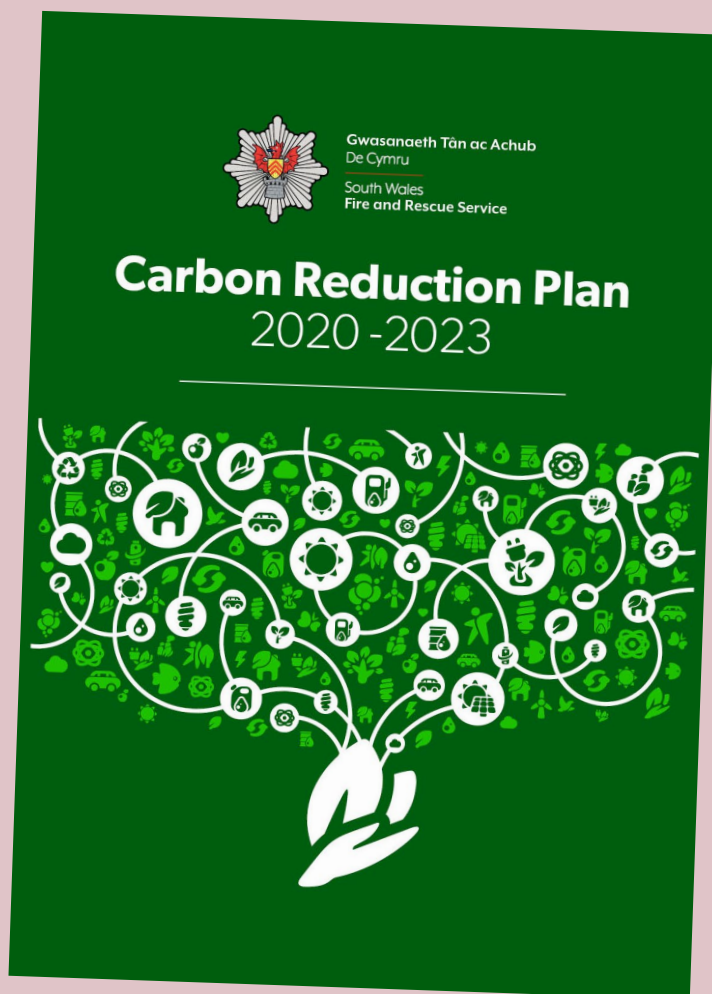
Reduce Demand: reduce the amount of goods or services consumed through identifying unnecessary waste as a result of overstocking, poor storage, and ensure continued management control and challenge the need for the purchase in the first place

Reduce Emissions: source products with greater energy performance or seek more sustainable alternatives to meet our need

Re-use: identify products and components which can be used again for the same purpose for which they were conceived and prepare for re-use either by us or the supplier

Recycle: recycling products at end of life to avoid waste to landfill and request information from suppliers to identify recycling potential

Clothing recycling points have been set up around the Service which will be donated to The Fire Fighter's Charity. 'Helping Hand Community Project' food donations helped provide for local foodbanks and homeless charities over the Christmas period.



Priority action 6

Ensuring we use technology to ensure efficient and improved service delivery

We said we would:

- 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 System (BMIS) as a central data hub

What we did

- Protected our network and servers by upgrading firewalls, anti-virus, malware protection and software updates
- Backed up our data to assist recovery in the event of a loss of data or ransomware attack
- Conducted Business Impact Analysis (BIA) across the Service so we are prepared to continue to provide essential services during any disruption
- Completed a self-assessment as part of our journey to gain an accreditation in Cyber Essentials Plus/IASME Governance Standard. This award will provide reassurance to the public and staff that we take adequate precautions to protect confidentiality, integrity and availability of data and systems
- Hosted virtual training sessions around flexible working, data protection and security for our staff
- Produced guidance for staff working from home on the need to be alert to an increased risk of cyber threats
- Set up an All Wales group to improve and better understand data sharing across the three Fire and Rescue Services
- Based on user feedback, the Incident Recording System (IRS) was updated to improve the quality and accuracy of information gathered
- Updated the new contracts management system to ensure it meets all requirements
- Upgraded the Mobile Data Terminal software
- Continued to review the use of our risk modelling tool, Fire Service Emergency Cover (FSEC) and conducted market research into other models, as well as investigating what other Fire and Rescue Services use

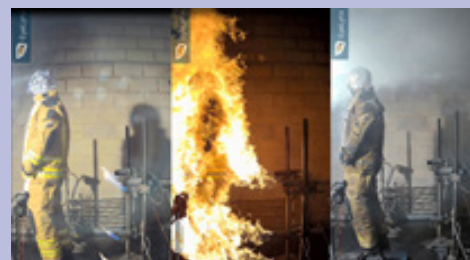
New Personal Protective Equipment (PPE) introduced

Purchased new structural firefighting kit for the three Welsh Fire and Rescue Services. The new kit is revolutionary in design and performance as it will reduce heat stress and enable better firefighter safety in the years ahead.

“ It is of the utmost importance that we provide our firefighters with the very highest standards of protection. ”

Joint statement, the three Chief Fire Officers for the Fire and Rescue Services in Wales

The PPE has been tested rigorously by our firefighters, alongside PPE from competing manufacturers and this Structural Firefighting PPE scored the highest marks with our firefighters and within the wider stringent requirements of the All Wales procurement process.

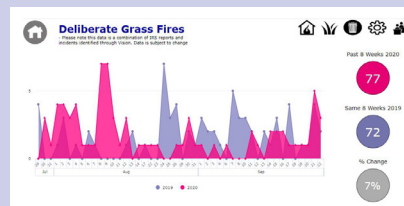


The advanced fire kit will protect all 3 Welsh Fire Services into 2030. In trials before purchasing, the kit underwent a total flame engulfment test to ensure it afforded maximum protection to the wearer. It will provide high levels of comfort, breathability and freedom of movement, whilst ensuring excellent thermal protection.

The design has key features which will enhance the wearer's experience, improve internal air flow and help keep the wearer cool. The kit is also lightweight, water resistant and quick drying.

Business Management Information System (BMIS)

Created performance dashboards on our Business Management Information System (BMIS) such as a Home Safety dashboard for the management and monitoring of all home safety checks.



Priority action 7

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

We said we would:

- Continue to reduce risk by working effectively with our Public Service Boards in all our local communities
- Introduce, develop and monitor a strategy for reducing false alarms received via automatic fire alarm systems

What we did

- Continued to attend our respective PSB groups to ensure that our statutory responsibility conveyed under the WFGA is supported
- Worked on the Green Infrastructure (Tree Project) - A project initially designed to map green infrastructure to identify potential sites for tree planting on Bridgend County Borough Council owned land, which will bring multiple benefits to biodiversity, air quality, and noise pollution, reduce flooding and provide community woodland and green space for recreation
- Worked with Natural Resources Wales, the Health Boards and Valleys to Coast Housing (V2C) to apply a mapping tool to our own land ownership to identify additional locations for tree planting
- Continued our involvement on the Caerphilly PSB Apprenticeship Delivery Group. The group meets on a quarterly basis and has developed a plan to drive the work over the next four years. The plan links to our own website apprenticeship page, which encourages applicants to join our apprenticeship scheme in various departments
- Recruited nine apprentices across various departments
- Delivered the Momentum Project, running three courses to support women who have survived domestic abuse. This supports Cardiff PSB's - Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) service, which started in 2018-2019. The service has been extended to enable support for more children and young people and work is ongoing to develop a service to support male survivors
- Supported PSBs aims to reduce offending and improve the life opportunities for the 18-25 age group. We ran various projects to support those in that age group at risk of offending, e.g. our Crimes and Consequences and Phoenix projects
- Delivered dementia friendly sessions to a number of our staff throughout 2019. This supports the Cardiff PSB objective 'Cardiff is a great place to grow older'
- Led at the Vale of Glamorgan PSB on the Objective "enable people to get involved, participate in their local communities and shape local services". An Engagement group has been established which will adopt the National Principles for Public Engagement in Wales. The group has had meetings and discussions to take forward the actions outlined in the Well-being Plan and a framework is in development. Building on the PSB's work with the Children's Commissioner for Wales the group will be focussing on how partners involve and engage children and young people in their work

- Continued to call challenge and intelligently mobilise fire engines to support the drive to reduce attendance to false alarms and contact premises, following mobilisations to unwanted fire signals, to discuss the proactive management of premises to comply with responsible person duties
- Continued to work with South Wales Police to develop partnerships between mental health, social workers and ambulance staff within the Joint Public Service Centre
- Continued to engage with key external stakeholders, including health boards and local education authorities with the aim of reducing false alarms received from automatic fire alarms (AFA)
- Changed our response to AFA incidents. During daytime only one fire engine is mobilised at normal road speed to the majority of AFA incidents, except for those incidents in higher risk premises, for example, hospitals, high rise premises and sheltered accommodation.
- Implemented new procedures for addressing premises with unacceptable numbers of false alarms and engaged with “responsible persons” and other key stakeholders to raise awareness of why and how to reduce false alarms in their premises
- Made the general public aware of the costs and risks associated with false alarms, as well as providing information on how to prevent them occurring. A Wales-wide radio campaign reached tens of thousands of listeners and eye-catching content has been delivered through social media and via the BBC Wales News website: BBC ANIMATION <http://bit.ly/FalseAlarmsAnimation>

RTC Inter-agency Exercises

Since 2017, Merthyr and Tonypany Fire Stations have been running multi vehicle RTC Inter-agency exercises in collaboration with Cwm Taf University Health Board Education Department (CTUHB Ed) and the Welsh Ambulance Services NHS Trust (WAST).

Consultants responsible for junior doctor training explained that exposure to a complex multi-agency scenario would provide practical experience of how SWFRS and WAST use the team approach to bring complex incidents to a successful conclusion. This was seen as vital to help prepare the doctors when first working in, or being in charge, of a busy A&E department or similar environment.



White Ribbon Day



November 25th is the International Day for the Elimination of Violence Against Women, also known as White Ribbon Day.

South Wales Fire and Rescue Service continue to be extremely proud to be a White-Ribbon accredited organisation with our own Chief Fire Officer Huw Jakeway QFSM, MSc, FFireE a proud ambassador for the UK campaign.

This year's event signaled a first for our Media and Comms team who, together with our ICT Department, were able to live stream the presentation to all staff across our Service for the first time, providing them with the opportunity to log onto PCs or mobile devices and watch remotely. The live stream was viewed 150+ times.



AFA Incidents at Health Boards have reduced from

680 to 604 (-11%)

AFA Incidents at Residential homes have reduced from

494 to 418 (-15%)



Fire engines in attendance to Hospitals have decreased from

971 to 860 (-11%)

Fire engines in attendance to Residential homes have decreased from

736 to 622 (-15%)

“ Control are proactively helping to reduce turnouts to Automatic Fire Alarms. Information is provided on every Unwanted Fire Signal call received to our Business Fire Safety team within 24 hours. Joint Fire Control ring back all AFA premises to check if there is a fire before mobilising a fire engine. The Prevention and Protection Team contact premises that have forgotten to inform their fire alarm company that they are testing and track down contact details for premises, so contact can be made before mobilisation. ”

Station Manager Natalie Pearce-Martin
Emergency Response

Finance and Procurement

ACCOUNTANCY

	March 2019	March 2020
Employee Costs	£54.9 million	£59.6 million
Premises Related Expenses	£5.0 million	£5.0 million
Training Expenses	£1.5 million	£1.4 million
Supplies and Services	£3.8 million	£4.2 million
Transport Related Expenses	£1.3 million	£1.4 million
Contracted Services	£0.9 million	£0.8 million
Capital Costs / Leasing	£4.6 million	£4.6 million
Income	- £1.6 million	-£5.1 million
Total	£70.4 million	£71.9 million

2020-2021
REVENUE GRANTS
£6.2 million
.....
PRIVATE FINANCE
INITIATIVE GRANT
£1.1 million
.....
CAPITAL PROGRAMME
£6.6 million
£1,264,000 Vehicles
£1,719,000 ICT
£3,655,000 Property

PROCUREMENT

South Wales FRS will, wherever practical, use Welsh Suppliers for common and repetitive goods and service and will work with the National Procurement Service of Wales and Welsh Local Government Association to identify suitable spend areas for potential manufacturing growth. £7,363,575 of our total spend of £23,884,446 was with Welsh Suppliers.

Our Audit Performance

We are audited regularly by our internal auditors - 'TIAA' and external auditors - Audit Wales. Here is a summary of the findings from their audits in the financial year 2019-2020.

“ **‘TIAA’ is satisfied that, for the areas reviewed during the year, South Wales Fire and Rescue Service has reasonable and effective risk management, control and governance processes in place.** ”

TIAA

The Auditor General at Audit Wales provides assurance on financial matters and confirmed in their report dated 31 July 2019 that, the Service's accounting statements:

“ **Present a true and fair view of the Authority's and Fire Fighters' Pension Fund's financial position and transactions.** ”

Audit Wales

The Auditor General issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Authority's and Fire Fighters' Pension Fund's financial position and transactions.

“ **I have audited the financial statements of: the South Wales Fire and Rescue Authority; and the Fire Fighters' Pension Fund Account. In my opinion the financial statements: give a true and fair view of the financial position of South Wales Fire and Rescue Authority and the Fire Fighters' Pension Fund as at 31 March 2019.** ”

Audit Wales

What we plan to do in 2021-2022

Our longer term vision of “Making South Wales Safer by Reducing Risk” remains.

To achieve this, we have a set of eight Strategic Themes. These themes and their related objectives will enable us to continue to provide an effective response to our communities in their time of need and deliver a service that is aligned to the principle of the WFGA;

“ All public services should act 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. ”

We propose Objectives that have been developed by listening to feedback from our early consultation with a variety of people throughout South Wales and taking into account our commitment to build equality, diversity and sustainability into everything we do – from creating a workplace that truly values the diversity of employees, to delivering people-centred services to all our communities in South Wales.

Our Strategic Plan 2020-2030 can be found here and is supported by other key plans below:

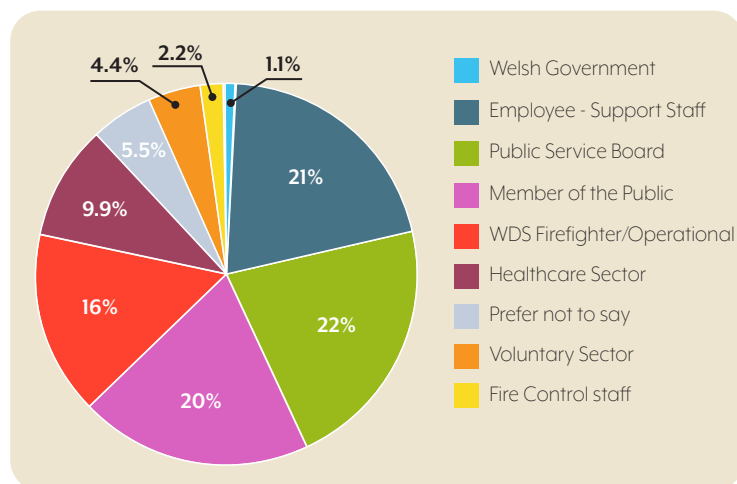
[Our Strategic Plan 2020-2030](#)

[Our Strategic Equality Plan 2020-2025](#)

[Our Carbon Reduction Plan 2020 - 2023](#)

How we developed our plan for 2021-2022

We carried out an exercise to consult early and surveyed what is important about our Service with various people in South Wales, including staff, public and partners. The survey ran for three weeks and closed on 14th August 2020. We received a total 101 responses from participants represented in the chart below.



The responses showed significant support for all eight of our strategic themes with each one scoring 4 or above, where 5 indicates that the theme is regarded as being “very important”.

The survey also highlighted areas we should focus on next year to improve our Service. These areas are:































- 1. Community safety, education and engagement**
- 2. Staff wellbeing and engagement**
- 3. Partnerships**
- 4. Training**

Our senior management team has taken into consideration all the information obtained from the survey and looked also toward future priorities, risks and ways of working, to develop our proposed objectives for 2021-2022.

A key priority next year will be the implementation of the Socio – Economic Duty that Welsh Government was due to commence on the 29th September 2020.

Due to Covid-19 pandemic, this duty has been re-prioritised and an exact date for implementation is not yet known. When it comes into force, the duty will place a legal responsibility on our Service when taking any strategic decisions, to have due regard of the need to reduce the inequalities resulting from socio-economic disadvantage. The legislation is intended to complement other statutory duties such as the Public Sector Equality Duty and the WFGA and we are preparing our Service in readiness for this duty, which is anticipated in early 2021.

Our Strategic Themes

Strategic Theme	Supports Well-being of Future Generation Goals			Supports Public Service Boards Objectives		
Keeping you Safe	 A Resilient Wales	 A Wales of Cohesive Communities		 Safer Communities	 Best Start	 Reduce Social and Economic Inequalities
Responding to your Emergency	 A Resilient Wales	 A Healthier Wales		 Safer Communities	 Working Together	
Using Technology Well	 A Globally Responsible Wales	 A Wales of Cohesive Communities		 Working Together		
Working with our Partners	 A Wales of Cohesive Communities			 Working Together		
Engaging and Communicating	 A more Equal Wales	 A Wales of Cohesive Communities		 Working Together	 Getting Involved	
Valuing Our People	 A more Equal Wales	 A Healthier Wales	 A Wales of Vibrant Culture and Welsh Language	 Employability, Skills and Opportunities	 Healthy Lifestyles	
Protecting Our Environment	 A Globally Responsible Wales			 Protect the Environment		
Continuing to Work Effectively	 A Prosperous Wales	 A Wales of Vibrant Culture and Welsh Language		 Reduce Social and Economic Inequalities	 Working Together	 Cities that Work

Keeping you Safe



A Resilient
Wales



A Wales of
Cohesive Communities

This means...

Our vision **“Making South Wales safer by reducing risk”**. We do this through our education, prevention and protection services. Our objectives under this theme will focus on prevention and education, as we believe that education can prevent fires and other emergencies.

Our Objectives...

- **Reduce the impact of false alarms on our resources**
- **Reduce the number of fires in the home and understand the behaviours and cause of them**
- **Reduce the number of road traffic collisions**
- **Reduce the number of deliberate fires**
- **Improve safety in and around water**
- **Improve fire safety in buildings in our communities**

We propose to do this because...

Keeping South Wales safe and well-connected is important to us. Reducing fires enables us to protect our natural environment, thus supporting the rural economy, our communities well-being and protecting current and future generations.

Some things we are planning...

- Use technology for community engagement and deliver services such as home safety advice and virtual school visits via our on line facilities
- Target fire and road safety activities to the needs of different people at greater risk in our communities
- Create a more “person-centred” risk approach to targeted activities delivered jointly by our Business Fire Safety (BFS) and Community Fire Safety (CFS) departments
- Inspect premises and businesses that are operating differently due to the COVID-19 pandemic
- Educate our communities to ‘Be Water Aware’ during flooding and water leisure activities

Responding to your Emergency



A Resilient
Wales



A Healthier
Wales

This means...

We will always ensure that we provide an efficient and effective response to our communities when needed. This requires us having highly trained personnel and the latest equipment available to ensure that the safety of our communities is never compromised. We will continue to invest in our firefighters to ensure that they can respond to the wide range of incidents we face now and in the future.

Our Objectives...

- **Respond effectively when you need us**
- **Do all we can to make sure that our On Call Duty System (OCDS) firefighters are available**
- **Train our firefighters to respond to current and future risks in our communities**

We propose to do this because...

Our response is set out in our Strategic Plan, along with what we will do to continue to improve our operations. We also need to have plans in place to ensure we are prepared and available to respond to emergencies, whilst maintaining our core service provision.

Some things we are planning...

- Review our Water Rescue Strategy and buy three rescue tenders with additional water rescue facilities
- Improve retention of our On-Call Duty System firefighters
- Test our plans to operate effectively and respond to all emergencies during times of crisis should our resources be temporarily reduced/affected e.g. COVID-19 pandemic
- Rollout new mobile data terminals to support our Site Specific Risk Assessments (SSRIs) following the High Rise project
- Ensure that we have the correct resources in place to respond to emergencies as they arise
- Review and develop our operational skills training programme in line with future demands on our Service.

Using Technology Well



A Globally
Responsible Wales

This means...

Using technology well to improve our processes and systems to make them future proof, as we recognise that this plays a vital role in how we deliver our services. From our operational firefighting techniques and equipment to our back office support systems, we intend to maximise technological advances to support and improve service delivery.

Our Objectives...

- **Use the most suitable technology and equipment to improve our services**
- **Review the standard and use of technology and equipment across the Service**

We propose to do this because...

Our technological development will make a positive contribution to the wider well-being of our staff and the communities we serve.

Effective use of ICT and equipment will ensure that operational resources are best placed to respond effectively to incidents. When buying services and supplies, we will use the Wales Procurement Policy Statement 2015 and procedures to ensure fair and open processes are used to support local businesses and improve the local economy.

Some things we are planning...

- Increase the use of multimedia and video conferencing equipment on Stations for staff training, engagement and community services, such as virtual school visits
- Upgrade our Fleet Management system
- Buy a patient management system in collaboration with other Emergency Services
- Start a three year replacement programme of devices e.g. desktop, laptop and tablets
- Use a module within our HR system to capture and track soft skills training with staff
- Upgrade our office software to improve efficiency and collaboration with our partners and other agencies

Working with our Partners



A Wales of
Cohesive Communities

This means...

We have a well-established and proud history of working with our partners to deliver measureable improvements, efficiencies and meeting future demands. This will include contributing to local priorities and assisting in improving community well-being.

Our Objectives...

- **Work with our Public Service Boards (PSBs) to support our communities**
- **Work with our partners to deliver our services where they are needed**
- **Review and evaluate our existing partnerships**

We propose to do this because...

We recognise the benefits of working in partnership with other organisations to deliver best value services for the communities we jointly serve. Sharing knowledge and skills is at the heart of our Service's future. New arrangements with our local partners and other fire and rescue services are already in place, but we aim to further these relationships and also identify other opportunities to work collaboratively. Partnership working will not only enable us to share what we do and how we do it, but will make us better placed to identify additional opportunities to improve from others, ensuring a more efficient and cost effective service to our communities.

Some things we are planning...

- Develop more joint emergency service facilities at Stations
- Review and develop our Community Fire Safety Partnerships
- Ensure our Fire Crime Unit is effective 24/7 and is assisting social services departments with risks such as domestic abuse
- Improve data sharing with our partners across public services to help us provide the right support to those most vulnerable
- Develop our leadership capabilities by working and training our leaders jointly with other emergency services

Engaging and Communicating



A more
Equal Wales



A Wales of Vibrant Culture
and Welsh Language

This means...

We will improve the way we communicate and engage with our staff, stakeholders, communities and partners by taking a positive approach to communication. Communication is a key priority in making sure that our staff, stakeholders, communities and partners are aware of the work we undertake, the challenges we face and can be involved in shaping our services of the future. We believe that we can effectively deliver our key messages through ensuring a continued focus on education, engagement and communication.

Our Objectives...

- **Deliver on the recommendations of the Investors in People report**
- **Involve our communities and make sure they have their say in what we do**
- **Help keep our communities safe through education and attending community events**

We propose to do this because...

Working as part of a well-connected community can deliver wider improvement than working alone, therefore ensuring greater opportunity to keep residents, businesses and visitors to South Wales safer. This will not only benefit our communities but it will significantly contribute to the WFGA.

Some things we are planning...

- Provide more local opportunities for members of our communities to access safety information at a time and place that suits them
- Utilise ICT such as large screens on Stations for staff engagement and to enable improved two way communication
- Consider the views and opinions of our staff and the public when making decisions on changes to our services, equipment and facilities

Valuing Our People



A more
Equal Wales



A Healthier
Wales



A Wales of Vibrant
Culture and Welsh
Language

This means...

Our workforce should represent the communities we serve, be diverse, equally valued and staff should have access to development as well as professional opportunities. Next year we propose that one objective should focus on our staff. This will contribute to us developing a diverse, equally valued workforce that serves our communities. The development of the Inclusive Fire Service Plan, details our gender pay gap work and the inclusion, cultural, and behaviours needed to make sure that improvements deliver actual results for both current/future staff and users of our services. The introduction of our virtual on line Shout forum will help us better understand staffs' issues and let them more easily contribute to what we do more effectively.

Further developments to our Staff Engagement Network, for example the establishment of an online forum, will help us understand our staff and let them contribute to what we do more effectively.

Our Objectives...

- **Attract a workforce that reflects and represents our communities**
- **Develop our people by identifying training and development opportunities**
- **Support our people to feel well, healthy and happy at work**

We propose to do this because...

Equality and diversity is at the heart of our Service culture. We will provide clear pathways for progression and a healthy working environment for the safety and well-being of staff, implementing work practices which support a healthy lifestyle and work life balance.

Some things we are planning...

- Develop wellbeing spaces at all our workplace locations as 'quiet areas' for staff
- Implement the principles and practices of the Service's new Mental Health Strategy
- Develop a new appraisal process supported by suitable technology
- Extend the leadership development programme to enhance the leadership capability throughout the organisation and meet the standards as laid down by the NFCC
- Increase the use of flexible working and home working for staff
- Determine the best ways to engage with our diverse communities, to tap into the talent within these groups for our future recruitment

Protecting Our Environment



A Globally
Responsible Wales

This means...

We know that our activities have an effect on the global and local environment and are committed to minimising any negative impacts. This year we have developed a Carbon Reduction Plan and we propose actions that focus on reducing our environmental impact. We commit to embracing renewable energies to support sustainability and the environmental goals of the WFGA.

Our Objectives...

- **Reduce our usage of single use materials**
- **Explore the use of electric vehicles**
- **Reduce our energy use and our carbon footprint**
- **Consider how our activities impact on the environment**

We propose to do this because...

We believe in long term investment 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 social, economic, environmental and cultural well-being of Wales as embedded in the WFGA.

Some things we are planning...

- Use document management systems to reduce the paper we use in our everyday work
- Install electric vehicle charging points across the Service
- Recruit a Sustainability Officer to support meeting the targets of our Carbon Reduction Plan
- Review our use of promotional materials for our safety education and awareness campaigns to reduce their use if non-essential and ensure they are reusable and /or recyclable

Continuing to Work Effectively



A Prosperous
Wales



A Wales of Vibrant Culture
and Welsh Language

This means...

We always aim to demonstrate value for money and deliver our services at the lowest possible cost and 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. We will work on medium and long term planning, against continued financial challenge and the changing risk profiles of our communities. We will support Fire and Rescue Authority Members and provide them with the information they need to effectively conduct their leadership and scrutiny roles.

Our Objectives...

- **Be clear and publicly accountable**
- **Maximise value for money while improving our service**

We propose to do this because...

We recognise that our staff are our most valuable asset, however for our staff to be effective they need to have the best facilities and resources available to them. Our spending decisions on physical assets need to be efficient and effective to support and respond to our service delivery. These decisions will be scrutinised by our Finance, Audit and Performance Management Committee and we aim to ensure we provide value for money for the service we provide to the public in South Wales.

Some things we are planning...

- Review training delivery to reflect the challenges posed by the COVID-19 pandemic
- Create a more person-centred approach to risk, where activities are co-produced between our Buildings Fire Safety (BFS) and Community Fire Safety (CFS) departments
- Encourage our staff to use the Shout Forum to suggest their ideas of how our Service can operate better
- Review our Terms and Conditions for staff in line with increased use of flexible and home working arrangements

Welsh Language

We are committed to effectively serve those who choose to live their lives via the medium of the Welsh Language. As a result of the Welsh Language Standards 2015, 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 our proposed objectives [Have Your Say 2020](#)

Alternative versions

If you would like this information in an alternative language or format such as easy read, large print, Braille or audio please contact us.



Write to us

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



Website

www.southwales-fire.gov.uk



Call us

01443 232000



@SWFireandrescue



@SWFireandrescue



@sw_fire_and_rescue

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

Volunteers

South Wales Fire and Rescue Service is looking to recruit individuals from a variety of backgrounds, with differing skills and abilities, who represent the communities we serve.

Volunteers will be expected to work alongside our specialist teams to deliver the Service's key messages. It's a rewarding experience, providing the opportunity to meet new people and undertake new challenges. The local community knowledge that you can provide, will enhance and complement the role of the Service in meeting the needs of our communities. You can help make South Wales safer for all.

All we ask is your availability for a suggested minimum of eight hours per month, willing to help for a minimum of six months. Most initial volunteering opportunities will be carried out during normal working hours, Monday to Friday, with some evening and weekends. This will change as the scheme progresses and more opportunities arise.

To find out more about volunteering roles, please click the link below:

www.southwales-fire.gov.uk/en-GB/working-for-us/volunteer-scheme



Gwasanaeth Tân ac Achub
De Cymru



South Wales
Fire and Rescue Service

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

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