



Gwasanaeth Tân ac Achub

De Cymru

South Wales

Fire and Rescue Service



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SOUTH WALES FIRE AND RESCUE SERVICE

Strategic Plan 2020-2030

1ST APRIL 2024 - YEAR FIVE UPDATE

RAISING AWARENESS
REDUCING RISK

This document is also available in Welsh



Our Strategic Plan

Every year we write plans to explain our work to improve safety for the people and businesses of South Wales. Our Strategic Plan describes what we have done in the last year and what we plan to do next year.

As a Fire and Rescue Service, our work includes:

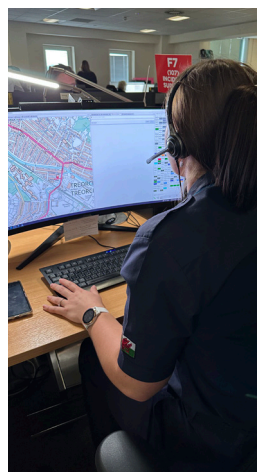
Prevention and Protection

We work closely with partners to provide tailored education, engagement and review protection measures in place such as smoke alarms or land management (to reduce wildfires). We assess those who are most at risk to make sure we are actively support those who are most vulnerable.



Response

In addition to domestic, commercial, refuse, and wildfires we attend, our response work includes road traffic collisions, search and rescue, assisting other services, and international support. All of which depends on the effective call-handling and dispatch from our Joint Fire Control teams.



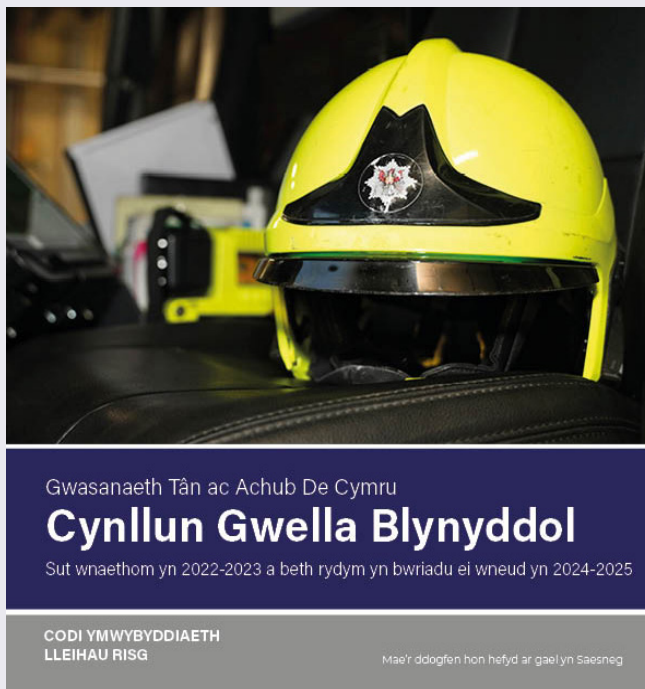
Identifying our Priorities



Our Annual Improvement Plan

This looked at where our services are needed and who is at greater risk. We asked for feedback on our ideas for 2024-2025 to understand whether these matched your priorities. From your responses and our work to involve the staff working across the Service, we found some important topics:

- Use the Independent Culture Review as an opportunity to improve, so that we value our staff, we become more inclusive and communicate better
- Give more information about the work we do
- Do more to work to reduce risk
- Review our On-Call system for the firefighters who work part-time
- Work more with other organisations
- Improve our ICT systems
- Look at how our journeys can be more sustainable
- Be more accountable and transparent



Independent Culture Review and Thematic Reviews

At the end of 2022 there were press reports of misogyny and ineffective disciplinary procedures at South Wales Fire and Rescue Service. Following a review that engaged with past and present staff, Fenella Morris KC published her report in January 2024. This identified a number of areas of concern and made 82 recommendations for improvement.

Shortly after, Welsh Government intervened and replaced the Fire and Rescue Authority with four Commissioners who have been tasked with delivering specific changes, including those recommended in recent thematic reviews from the Chief Fire and Rescue Advisor.

Legislation and other requirements

What we do and the way we plan and work is set out by Welsh Government in a range of legislation, some of which applies not only to fire and rescue but to all public services. Our ways of working and focus on the future show our commitment to the **Well-being of Future Generations**, supported by the **Socio-Economic Duty** which ensures we consider those most disadvantaged in our plans and decision making. **Social Partnership** responsibilities will build the involvement of trade unions in our planning, ensuring staff are fully represented.



Our Aim - To make South Wales safer, by reducing risk

We must understand the most important and relevant risks; if we are not addressing the right risks our work will not be effective, and we cannot achieve our aim. This not only means addressing challenges we face as a service, but also community, societal and global issues both now and in the longer-term. Some of these risks include:

Climate Change

We have already seen changes to the demands we face due to climate change: longer and more frequent periods of extreme weather are expected to increase wildfires and flooding. We must make sure we are ready; our staff and our equipment need to be appropriate for these different scenarios.

Helping others to prevent risk and be prepared for different events is a huge part of our prevention work. We must work closely with partners, landowners, and other organisations to educate and prepare for climate change events such as wildfires or flooding.

Another important aspect is our work to be more sustainable; helping to be part of the solution and reducing the effects of climate change means identifying where we can improve our efficiencies and work towards becoming net zero.

Population Change

Age, disability, and economic factors all contribute to risk. An aging population needs different services to work closely with each other to support the most vulnerable people in our communities effectively.

Our safety messages and responses to incidents are only effective if they are accessible to all people. We must plan and evaluate our work, using feedback from people and organisations and be adaptable in our approach so everyone is included and protected.

As the cost-of-living impacts everyone, this can make people more vulnerable to different risks. Planning for economic risks is essential, not only today but also in the future.

Understanding our communities, who they are and how this is changing, allows us to identify and plan for risks more effectively, making sure we protect those who most need us.

New Technology

Electric vehicles and products powered by lithium-ion batteries mean different risks; not just electric cars and bikes, but scooters are becoming used much more frequently. As these technologies are new, our understanding of the risks involved are still being learned. Also, to keep up with the constant changes, we must learn, plan and adapt on a regular basis. This applies not only to our responses but to our work with schools, and other organisations, so people in our communities also have an up-to-date understanding. We cannot do this alone; we need to work alongside other services, seek expert advice, and work closely with our communities to be effective.



Our Priorities for 2024-2025

To show how we are meeting our responsibilities in our plans, we use eight Strategic Themes to shape our objectives:

Keeping you Safe

- Change our policy on attending Automatic Fire Alarms, giving us more time for risk reduction and training
- Make better use of our data and other sources that can help us reduce risk
- Ensure we are helping those at most risk to be safe
- Work with others to promote water safety
- Ensure building managers understand their responsibilities
- Make sure we are ready to deal with the impact of climate change

Responding to your Emergency

- Review our training programme for operational staff
- Update our driver training courses
- Work with other fire and rescue services in Wales on training
- Use our On-Call review to identify opportunities for development and improvement
- Upgrade systems in Joint Fire Control

Working with our Partners

- Work with others to identify who is most at risk
- Improve data sharing with our partners
- Make sure we and our partners benefit from joint working
- Look at how we can share premises with other emergency services

Involving and Communicating

- Publicise who we are and what we do
- Work together to improve the Service
- Ask our staff how we can improve communication

Protecting and Enhancing our Environment

- Work to minimise the impact of wildfires
- Start work on our first carbon neutral station
- Upgrade our training facility to reduce environmental impact
- Improve waste management and increase recycling
- Measure and report on our progress against the actions within our Carbon Reduction Plan
- Improve our fleet recording to help monitor efficiency



Using Technology Well

- Upgrade communication systems on fire engines
- Use ICT to help our staff stay in touch and involved
- Make more use of mobile technology
- Find ways of working across departments more efficiently
- Make our ICT systems more secure and safe
- Support Joint Fire Control in new projects

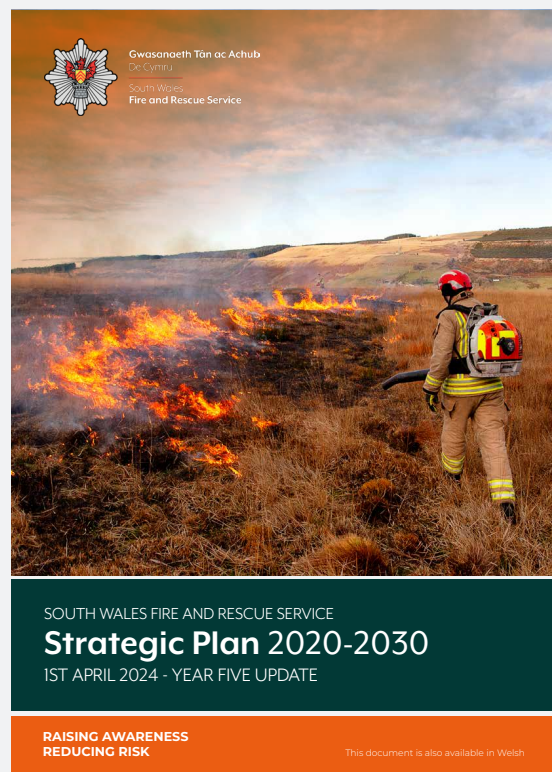
Valuing our People

- Respond to the Independent Culture Review by implementing all recommendations
- Reorganise our People Services department to support the Service
- Review On-Call retention rates
- Develop foundation skills training for all staff

Continue to Work Effectively

- Measure what we do to show the difference we are making
- Report clear information for the public and others
- Ensure our procurement processes are fair and robust by working with others

If you would like more information, including details of our budget, our previous performance with specific examples of local work and our supporting plans you can access our full plan on our [website](#) or by clicking on the image.





Welsh Language

We are committed to fulfilling our duty to ensure the Welsh language is not treated less favourably than the English language and to support those who choose to communicate via the medium of the Welsh language. In accordance with the Welsh Language Standards 2015, we received a Compliance Notice from the Welsh Language Commissioner setting out the Welsh Language Standards that apply to us.

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 to improve the overall standard of our service provision.

Alternative versions

We publish a full version of this plan and both versions are available on our website with "Speak the website" audio facility. If you would like this information in another format, please [contact us](#).

Have Your Say

We are always looking for ways to improve our services and to ensure the information we provide is meaningful. All feedback is reviewed and considered as we develop our plans. For regular updates and invitations to take part in consultations and surveys, join our Stakeholder Register.



Write to us

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Website

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Contact us

www.southwales-fire.gov.uk/contact-us



Call us

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We welcome correspondence in Welsh and English.

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

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