

South Wales Fire and Rescue Service STRATEGIC PLAN 2020/2030

March 2020



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Foreword

This plan was prepared prior to Covid 19 and some reprioritisation will be necessary as a consequence.



Huw Jakeway QFSM

Chief Fire Officer
South Wales Fire and Rescue Service



Councillor Tudor Davies

Chair
South Wales Fire and Rescue Authority

Welcome to South Wales Fire and Rescue Service's (SWFRS) Strategic Plan 2020/2030. This document introduces our new longer-term strategic themes and explains how we intend to continue to deliver high quality services that meet the needs of our communities now and in the future.

Information available to us tells us that we can expect to see an increase in population and a growing aged population across Wales in the future. We expect an increase in weather related events such as flooding and wildfires due to climate change, an increase in road traffic collisions along with a number of other challenges based on the future of our health, the economy and technology. Our new, longer term, plan is to make sure that we can continue to deliver our vision of **"making South Wales safer by reducing risk"**.

We have introduced eight new long-term strategic themes, which can be broken down into 26 shorter term objectives. We are confident that our eight long-term strategic themes, and their objectives, will enable us to deliver a sustainable Service, ensure we fulfil our duties as statutory partners of the nine Public Service Boards (PSBs) we serve and support our continued commitment to the Well-being of Future Generations (Wales) Act 2015 (WFGA).

This plan also sets out our funding arrangements from Local Authorities settlements and identifies how we intend to spend the budget. Although we continue to face significant financial challenges, we will always respond quickly and effectively to our communities when required. We will always explore improvement opportunities and, where possible, will use collaboration and partnership working to achieve effective and efficient prevention and protection activities.

We invite you to feedback your thoughts on this plan in either Welsh or English, as we value your opinion and engagement with us, which will help us improve.

Our Strategic Themes

Strategic Theme	What we will do
Keeping you Safe 	Raise your awareness of risks through education and information, to protect you from harm.
Responding to your Emergency 	Respond quickly and effectively when you need us.
Protecting our Environment 	Make sure that we are always planning and working in a way that helps sustain the planet for our future generations.
Working with our Partners 	Work with our partners to design services that are delivered and targeted based on a joint understanding of risk, to deliver on our shared outcomes.

Strategic Theme	What we will do
Engaging and Communicating 	Talk to and involve our communities and people so that we can deliver our services to effectively meet your needs.
Valuing our People 	Support a diverse workforce that represents your community, is well trained and motivated to deliver our service.
Using Technology Well 	Continually look to use the right technology where it can improve our service to you.
Continuing to Work Effectively 	Make sure that our service provides value for money and that we are clear about how we are performing.

Statement of Well-being

We are committed to meeting our duties under the WFGA and will continue to consider the long-term effects of our actions. We will continue to work with our partners in the nine PSBs in order to ensure we safeguard and enhance the well-being of the communities we serve.

By working to the WFGAs sustainable development principle, which states that we 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 will be able to contribute to improving the economic, social, environmental and cultural well-being of Wales. The WFGA provides a framework to evidence our future activities and guides our decision making.

The WFGA defines seven goals and we have identified various actions that will contribute to these goals. In addition to this, we have applied the “five ways of working”; **Long-term, Integration, Involvement, Collaboration** and **Prevention** when making decisions within the Service. We will monitor our progress toward these as part of our existing processes.

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



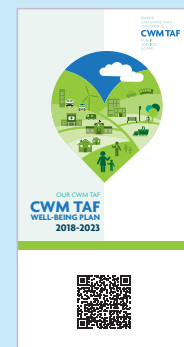
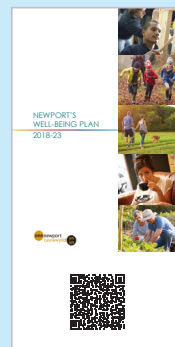
A healthier
Wales



A more
equal Wales



A globally
responsible Wales

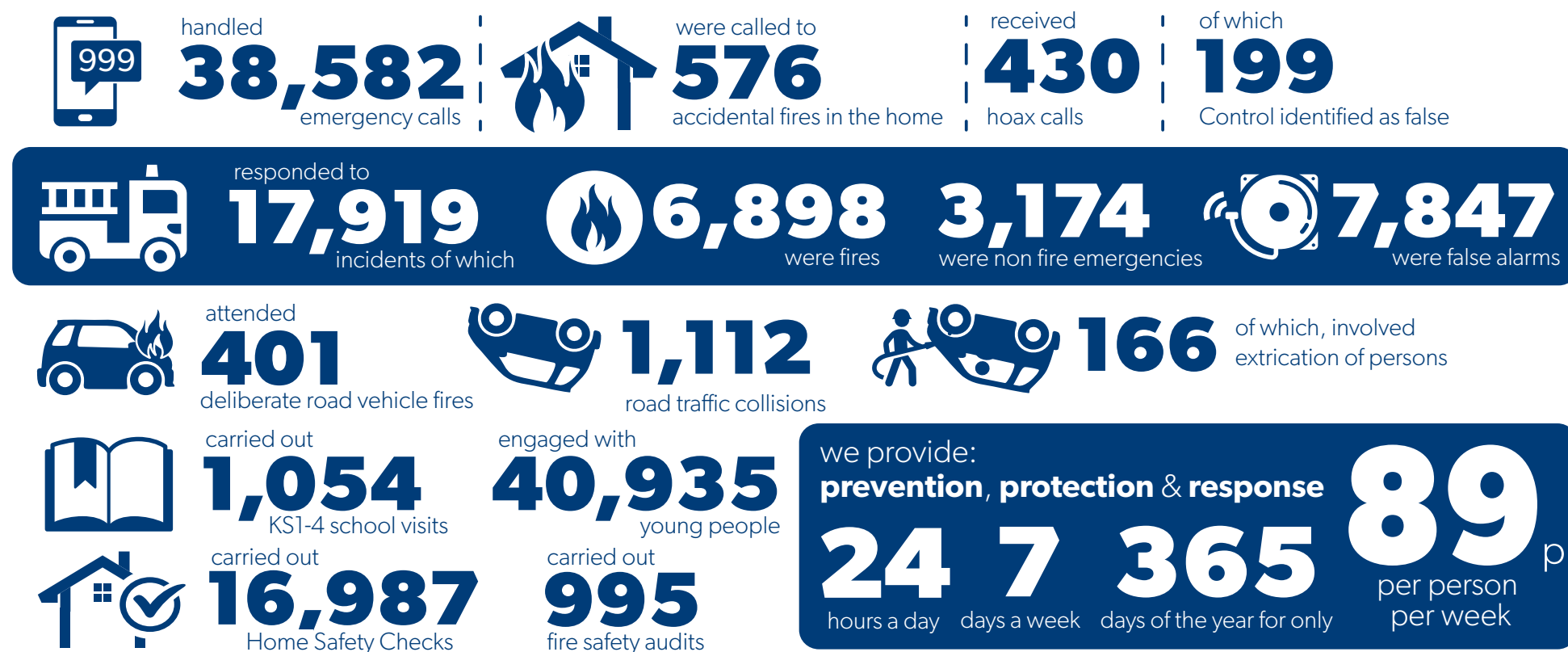


Click or scan the QR code of the PSB plan covers above to read more detail in you area.

About Us










In 2018-2019 South Wales Fire and Rescue Service:



Strategic Performance Indicators

Strategic Indicators

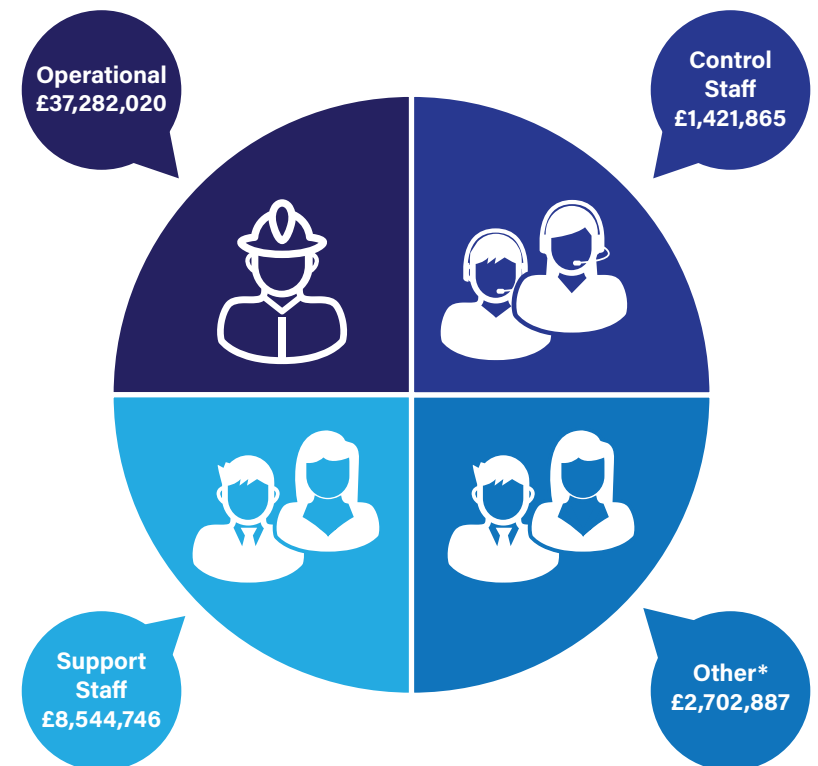
	Financial Year 15/16	Financial Year 16/17	Financial Year 17/18	Financial Year 18/19	4 Year Trend	Financial Year 20/21 Target
Total number of fires attended	6,578	5,798	5,793	6,897		5,942
Total number of false alarms attended	8,323	8,191	7,685	7,847		7,500
Total number of Road Traffic Collisions attended	1,322	1,179	1,139	1,112		1,002
Total number of Special Service Calls attended	2,101	2,147	2,623	2,062		2,276
Total number of Deaths and Injuries arising from all fires	85	92	67	71		68
Total number of Deaths and Injuries arising from accidental fires	76	74	58	55		57
Percentage of Dwelling Fires contained to the room in which they originated	84.60%	84.80%	83.70%	82.50%		85.00%

Our Budget for 2020/2021 is £74,879,797

Contributions to this are made by the local authorities we serve; Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taf, Torfaen and the Vale of Glamorgan.



Employee costs of £49,951,518 are distributed across all our staff as illustrated below.



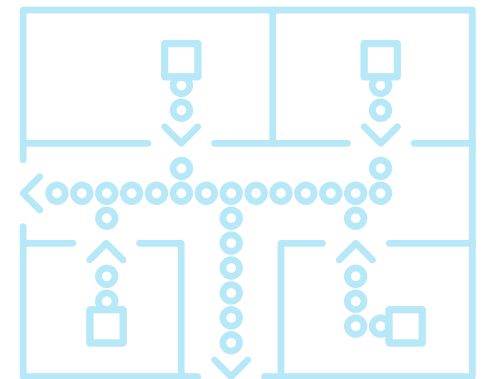
*Other Includes overtime, travel and other staff related costs.

Why we plan

We always try to improve the service we deliver to you and to manage risks through partnership working and our prevention, protection and response activities. During our yearly planning cycle, we hold planning days with our Senior Management Team to consider all Fire and Rescue related risks that could affect the communities of South Wales to determine ways in which we can effectively work to prevent these risks from harming those within our communities.

We also consider our budgets and the laws that impact us, to make sure that we focus our work in the right areas. We then develop more detailed plans for each year, which become our objectives. We consult with our staff, our communities and our partners before finalising our objectives.

Our objectives are divided into business plan tasks and we provide regular reports on our progress against these tasks to our Fire and Rescue Authority. These reports are published on our website and can be accessed here bit.ly/SWFRSPublications



How we plan

The diagrams below shows how this all fits together as a framework within the Service.


Our Planning Process



This diagram shows the external considerations which we take into account when planning, the planning levels and the links between them.



Plan Summary

Our Strategic Themes are	Our Objectives will enable us to achieve this by;	To deliver this we plan to;
<p>Keeping you Safe</p>  <p>Raise your awareness of risks through education and information, to protect you from harm</p>	<p>Reducing the impact of false alarms on our resources</p> <p>Reducing the number of fires in the home and understand the behaviours and causes of them</p> <p>Reducing the number of Road Traffic Collisions</p> <p>Reducing the number of deliberate fires</p> <p>Improving safety in and around water</p> <p>Improving fire safety in buildings in our communities</p>	<ul style="list-style-type: none"> Continue to challenge emergency calls, received as a consequence of an automatic fire alarm activating, to attempt to determine whether there is an actual fire or not Continue to work with partners in Health and Education to reduce false alarms Continue to roll out enhanced home safety checks Interview members of the public that have been involved in fires in the home to understand more about the causes behind them Investigate new initiatives for Road Traffic Collision (RTC) education Increase use of social media to provide weather warnings and areas to avoid during and after emergencies Record descriptions of deliberate fire setters, where these details are available from callers, and pass these details on to the police Use the information that the caller(s) provides to send the right crews and equipment, to prevent owners attempting a rescue of animals from water Provide “Life Survival Guidance”; reassurance and life-saving advice provided by the emergency control room operator until help arrives at the emergency Increase support for water and boat safety campaigns with the National Fire Chiefs Council (NFCC – the professional voice of the UK Fire and Rescue Service that drives improvement, development and leadership) Deliver water safety programmes to reduce the number of drownings and improve education around water safety Collect information on high-risk premises, e.g. hospitals and factories, through our Site Specific Risk Information (SSRI) process to ensure firefighter safety Implement recommendations from the high-rise working group strategic plan to keep people living in high-rise buildings safe

Responding to your Emergency





Respond quickly and effectively when you need us

Responding effectively when you need us

Doing all we can to make sure that our On Call Duty System (OCDS) is available

Training our firefighters to respond to current and future risks in our communities

- Ensure our policies and procedures are up to date reflecting current Standing Operating Procedures, (SOPS) – a set of step by step instructions to assist with the successful completion of complex tasks
- Ensure we can support busy periods in Joint Fire Control (JFC)
- Use technology to assist caller location identification, e.g. British Telecom Enhanced Information Service for Emergency Calls (EISEC) that helps control room staff to identify the caller's location, and send the nearest fire engine to them
- Continue using our recruitment planner to target numbers of staff by Fire and Rescue Station priority
- Monitor OCDS recruitment activities through the development of an OCDS future planning system
- Maintain the competence of our staff and use lessons learnt from debriefs and training exercises to minimise risk
- Identify future trends that demand new training programmes
- Develop methods to identify and reward high performing individuals through their development plans

<p>Working with our Partners</p>  <p>Work with our partners to design services that are delivered and targeted based on a joint understanding of risk, to deliver on our shared outcomes</p>	<p>Working with our PSBs to support our communities</p> <p>Working with our partners to deliver our services where they are needed</p> <p>Reviewing and evaluating our existing partnerships</p>	<ul style="list-style-type: none"> • Work on joint purchasing arrangements for equipment and services with our PSB partners • Work with local authority community workers to maximise potential recruitment / engagement opportunities and focus resources appropriately • Work with the Joint Emergency Services Group (JESG), which brings together all the emergency services in Wales including NHS Wales, the Welsh Government and armed forces, to understand demand across the emergency services • Continue to work with the other Welsh Fire & Rescue Services to agree and follow the same training information • Introduce a joint IT system in collaboration with South Wales Police and Gwent Police to manage staff appointments with Occupational Health services • Work with the four Wales Local Resilience Forum areas to establish areas large enough to accommodate the command and logistical support of all agencies required for a major incident, across Wales
<p>Engaging and Communicating</p>  <p>Talk to and involve our communities and people so that we can deliver our services to effectively meet your needs</p>	<p>Delivering on the recommendations of the Investors in People (IiP) report</p> <p>Involving our communities and making sure they have their say in what we do</p> <p>Helping to keep our communities safe delivering safety education and attending community events</p>	<ul style="list-style-type: none"> • Deliver against actions arising from the November 2019 Investors in People report and prepare for full health check formally due in October 2020 • Develop a plan for staff that will include improving two-way engagement between Operations, HQ and Stations • Develop a smartphone App as another way for all staff to communicate • Improve the use of social media by Fire and Rescue Station and JFC staff when sharing good news stories and community safety messages • Support Fire and Rescue Stations to continue to hold local community events with JFC also in attendance • Continue to support risk reduction activities through education of our businesses and communities • Ensure all our communication in the Welsh language complies with the Welsh language standards and we use technology to report on progress

Protecting our Environment



Make sure that we are always planning and working in a way that helps sustain the planet for our future generation

Reducing the usage of single use materials

- Review the use of single use materials at emergencies and throughout the Service via our Sustainable Strategy
- Review our purchasing policy for promotion and marketing items in line with our environmental commitment

Exploring the use of electric vehicles


- Purchase electric vehicles and install an electric vehicle-charging infrastructure

Reducing our energy use and our carbon footprint

- Improve the monitoring of our fuel usage and track the carbon footprint of each vehicle
- Explore new ways of working to reduce travel, e.g. to limit appliance movements for training and deliveries of supplies to Fire and Rescue Stations

Considering how our activities impact on the environment

- Carry out a review to develop more sustainable Fire and Rescue Stations e.g. reducing use of paper and single use plastic.
- Explore opportunities for reducing our carbon footprint by encouraging the sharing of vehicles and the use of technology to access meetings remotely
- Embed actions detailed in our Biodiversity Plan
- Report and publicise our energy consumption and waste production levels
- Reduce our use of consumables including paper, ink, cartridges, etc. in our day-to-day activities

<p>Using Technology Well</p>  <p>Continually look to use the right technology where it can improve our service to you</p>	<p>Using the most suitable technology and equipment to improve our services</p> <p>Reviewing the standard and use of technology and equipment across the Service</p>	<ul style="list-style-type: none"> • Review the use of Closed Circuit Television, Satellite Navigation and smart phones on fire engines • Develop training for firefighters in the use of thermal imaging cameras • Explore a range of new systems for use in JFC to improve our response to emergencies • Improve on the use of the self service features of our computer based Human Resources system • Investigate an improved contract management system • Monitor the use of our new Breathing Apparatus (BA) technology at incidents to highlight any user issues • Update our Fleet Management System to improve the system and its functions • Introduce a 24/7 health and safety accident and near miss reporting system
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Valuing Our People




Support a diverse workforce that represents your community, is well trained and motivated to deliver our service

Attracting a workforce that reflects and represents our communities

Developing our people by identifying training and development opportunities

Supporting our people to feel well, healthy and happy at work

- Implement the inclusive Fire and Rescue service delivery plan, which considers equality, diversity, cultural and behavioural issues within the Service
- Develop more options for where, when and how our staff work to encourage recruitment of currently underrepresented groups
- Establish networks with local equality groups and hold “taster” day sessions
- Embed an effective appraisal process throughout the Service
- Provide necessary training to staff in our Fleet and Engineering Department according to service needs, to include specialist areas e.g. boats and electric vehicles
- Continue to explore the opportunities for implementing an apprenticeship scheme for Business Fire Safety Officers
- Develop online data protection training
- Embed the Fire Fit Program, designed to increase the health and fitness of firefighters, on Fire and Rescue Stations and introduce well-being training for our Watch (team) Managers
- Create a clean sterile cab environment for our firefighters by providing storage facilities for BA equipment outside of the crew cab
- Provide a safer working environment for our body shop Fleet and Engineering staff
- Develop a programme to support the mental health of all staff for example a colleague support system
- Develop a wide-ranging approach to improving employee well-being to reduce sickness absence and focus on health and fitness promotion

<p>Continuing to work effectively</p>  <p>Make sure that our Service provides value for money and that we are clear about how we are performing</p>	<p>Being clear and publicly accountable</p> <p>Maximising value for money while improving our service</p>	<ul style="list-style-type: none"> • Collect and monitor the right data to measure how we are performing • Ensure calls to JFC are recorded, monitored and audited • Publish all reports that highlight performance in a way that is easy to understand • Support the joint emergency services co-location strategy and explore further opportunities to share premises in the future • Develop a method to capture guidance on large procurement projects to ensure cost effective future procurements • Develop key performance indicators to assess productivity and performance across our Service • Ensure all operational firefighter training courses are always fully attended
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Keeping you Safe



A resilient
Wales



A Wales of cohesive
communities



A healthier
Wales

We will **Keep you Safe** by:

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

This means:

We will provide prevention of, and protection from, emergencies in order to keep our communities safe. Evidence suggests that our preventative activities have been extremely influential in the reduction of emergencies in recent years, a trend we are keen 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.

Some things we have already done:

- Tested our business continuity plans through exercises involving our reserve firefighters
- Continued close working between JFC officers and South Wales Police incidents managers
- Expanded Home Safety Checks to Enhanced Home Safety Checks, which include advice on falls prevention, carbon monoxide safety, quitting smoking, burglary prevention, dishonest schemes (SCAMS) and cold homes
- Continued to reduce unnecessary attendance of Service resources to unwanted fire alarm activations
- Learned from every accidental dwelling fire by conducting post fire surveys

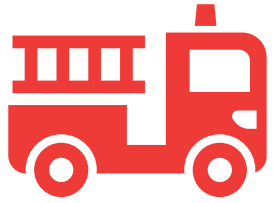
During 2020/2021, we will:

Deliver a wide range of prevention activities to ensure that future generations benefit from the work we are doing. We will share information with partners to deliver a joined up message to people in our communities, not only about safety but also about a range of other initiatives to improve the well-being of the whole community.

Key tasks are to:

- Engage with responsible persons/premises owners following false alarms to reduce false alarms in the future
- Continue the roll out of Enhanced Home Safety Checks
- Train all station commanders to carry out LEAF (learning evaluation after the fire) investigations for every accidental dwelling fire
- Analyse road safety data to ensure our education and prevention activities are aimed at the most at risk groups
- Continue to deliver and improve our services to domestic abuse victims
- Develop and deliver innovative approaches to support arson reduction
- Deliver water safety programmes to reduce the number of drownings in South Wales and drowning incidents when members of the public travel outside South Wales
- Implement the recommendations from the high rise working group , in order to keep people in non-domestic buildings safe from fire





Responding to your Emergency



A resilient
Wales



A healthier
Wales

We will **Respond to your Emergency** by:

- Responding effectively when you need us
- Doing all we can to make sure that our On Call Duty System (OCDS) is available
- Train our firefighters, emergency fire control staff and other staff to respond to current and future risks in our communities

This means:

We will mobilise fire engines and crews quickly and according to what is needed at the incident. We will gather key information from the caller, then send appropriate equipment and people according to the needs of the incident, whilst supporting the caller during their emergency and providing ongoing support to the attending crews throughout the event, to secure a safe outcome.

Some things we have already done:

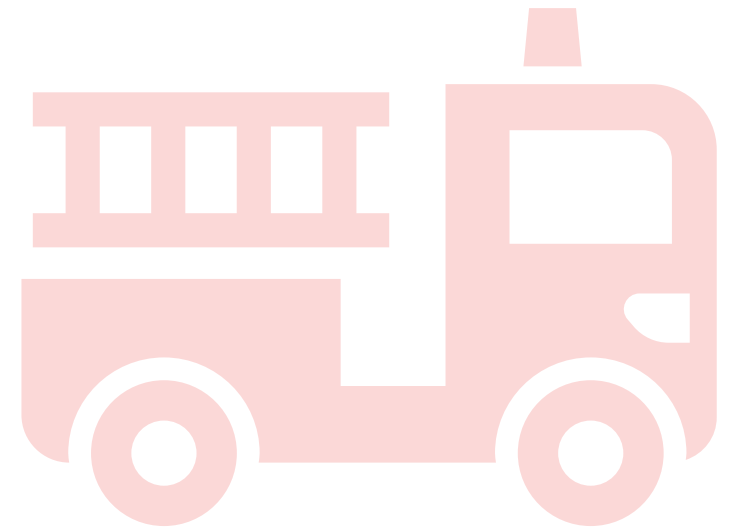
- Conducted Fire Station audits to ensure our vehicles, equipment and crews are fully prepared to respond
- Analysed trends that helps us identify risks in the future; for example an increase in the number of electrical and cooking related fires as the cause of accidental dwelling fires
- Developed Community Risk Management Plans for each Fire and Rescue Station, where current information is used to update statistics and track a Station's local incident trends and performance on a quarterly basis
- Collected information on high-risk premises, e.g. hospitals and factories through our Site Specific Risk Information (SSRI) process to ensure firefighter safety

During 2020/2021, we will:

Continue to respond quickly and effectively to all emergencies and train our firefighters to respond to current and future risks in our communities. We will focus on firefighter core skills training and do all that we can to ensure the maximum availability of our OCDS firefighters.

Key Tasks are:

- Monitor fire engine availability, further develop fire control staff decision making when allocating resources to incidents and ensure that I.T. tools, e.g. mapping, are used to assist caller location identification
- Review and report on the efficiency and effectiveness of emergency response at our JFC
- Improve the training pathway of our OCDS firefighters from initial recruitment to fully competent status
- Monitor and review the competence of firefighter and fire control staff, including the management and maintenance of our Fire and Rescue Station exercise programme
- Develop a training exercise programme (including 10 or more fire engines) at identified high-risk sites, in order to develop the skills of emergency incident commanders who would be in charge of an incident





Working with our Partners



A resilient
Wales



A Wales of cohesive
communities

We will **Work with our Partners** by:

- Working with Public Service Boards (PSBs) to support our communities
- Working with our partners to deliver our services where they are needed
- Reviewing and evaluating our existing partnerships

This means:

We will build on a well-established history of working with our partners to deliver service improvements in a cost effective manner. Working with others in a joined up approach is vital to support the delivery of better outcomes for our local communities, avoid duplication of effort and spend public money wisely. As a statutory partner on each of the nine PSBs within our service area, we support delivery of individual Well-being Plans and ensure that our activities improve the lives of the people in our communities for the long term. We will share data with our PSB partners to reduce incidents, keep our communities safe and healthy and make necessary changes to our partnerships as the new needs of our communities emerge.

Some things we have already done:

- Improved partnership working with more sharing of premises with other emergency services
- Worked with the farming community and Natural Resources Wales to combat the problem of wildfires by developing safe and effective “burn plans” – controlled burning of waste grassland to prevent the spread of any wildfire
- Strengthened our partnership with South Wales Police through our JFC
- Worked with Gwent Police and Caerphilly PSB to form a Community Safety Hub where working together helps resolve issues of anti-social behaviour
- Actively participated with our PSB partners on other well-being initiatives for example, encouraging healthy eating and improving your fitness

During 2020/2021, we will:

Continue to work with and strengthen existing partnerships and seek to develop new partnerships where that can be beneficial to our communities. Our role within the nine PSBs helps support our aim to deliver services when and where they are needed, targeting our resources to areas and situations of high risk and to those people living within our communities who, for a variety of reasons, are our most vulnerable residents.

Key Tasks are to:

- Work on jointly purchasing equipment and service providing opportunities with our PSB's
- Support the Joint Emergency Services Group (JESG) premises sharing strategy by reviewing current lease arrangements
- Review and improve our resilience arrangements with North Wales Fire and Rescue Service and South Wales Police
- Support our PSB partners in developing the electrical charging equipment network to support hybrid and electric powered vehicles
- Work with the four Welsh Local Resilience Forums to establish Multi Agency Strategic Holding Areas (MASHA) across Wales
- Introduce a joint occupational health "staff/patient" management system in collaboration with South Wales Police and Gwent Police
- Liaise with our local authority community workers to maximise potential recruitment and engagement opportunities and focus our resources appropriately
- Continue to support the healthcare agreement to build closer working relationships with Local Health Boards
- Develop partnership working with the Royal National Lifeboat Institute (RNLI) and North and Mid and West Wales Fire and Rescue Services to deliver Water Rescue Boat Operation (WRBO) and other water related training





Engaging and Communicating



A more equal
Wales



A Wales of vibrant
culture and thriving
Welsh language



A Wales of cohesive
communities



A resilient
Wales

We will **Engage and Communicate** by:

- Delivering on the recommendations of the Investors in People Report
- Involving our communities and making sure they have a say in what we do
- Helping to keep our communities safe by delivering safety education and attending community events

This means:

We will make sure that all our communities and staff are involved in helping us provide an excellent community service by offering a range of opportunities to our staff and citizens to help shape our activities in the future. We will also look to gain more views on how we share information with you.

Some things we have already done:

- Attended, organised or coordinated over 85 community events
- Planned and ran engagement events with our Recruitment Team and partners such as Race Equality First in order to create a more diverse workforce
- Promoted and managed very successful Firefighter-Fit sessions at Fire and Rescue Stations across South Wales for prospective candidates for our full time fire fighter recruitment campaign in order to give a good insight into the physical and practical requirements of the role
- Attended the 2019 Pride Cymru event in Cardiff
- Organised film and radio requests for BBC, ITV and Wales Online etc. for a number of topics of great public interest

During 2020/2021, we will:

- Improve the way we engage and communicate important safety messages for our communities through our website, more use of social media and working with our partners
- Develop and implement a staff communications plan
- Develop a smartphone app for use by staff to help communication
- Encourage and support Fire and Rescue Stations to hold local events with their communities



Protecting our Environment



A globally
responsible Wales



A healthier
Wales



A resilient
Wales

We will **Protect our Environment** by:

- Reducing our usage of single use materials
- Exploring the use of electric vehicles
- Reducing our energy use and our carbon footprint
- Considering how our activities impact on the environment

This means:

We will execute our activities in a manner that helps sustain the planet for our future generations.

Some things we have already done:

- Ordered 20 hybrid vehicles for use by our staff
- Installed LED lighting on all fire service sites to reduce our energy consumption
- Replaced the air conditioning units at our headquarters
- Installed Building Maintenance Systems (BMS) on all our Fulltime Duty Fire and Rescue Stations that allows us to manage our energy use
- Installed programmable thermostats in all Community Rooms in our On Call Duty System Fire and Rescue Stations to control the temperature
- Installed an interlocking control system between our fire engine bay doors and the fire engine bay heating on our Fire and Rescue Stations

During 2020/2021, we will:

Review and take action as necessary in order to reduce our carbon footprint and therefore reduce the negative impact of our activities on the environment.

Key tasks are to

- Reduce the use of paper within the Service
- Maximise the use of video conferencing to reduce the need to travel to meetings
- Explore the electric vehicle-charging network to enable us to use electric powered vehicles
- Exploring new ways of working to reduce travelling times across the Service
- Consider the use of alternative fuels for our vehicles going forward including our heavy goods vehicles
- Review our working practices to reduce our carbon footprint, including our method of delivering goods to our Fire and Rescue Stations
- Introduce an electronic ordering system to reduce the use of paper in our purchasing department
- Adopt a green energy approach to all new building designs
- Reduce our electrical and gas energy consumption at identified sites by utilising renewable energy





Using Technology Well



Aglobally
responsible Wales

We will **Use
Technology
Well** by:

- Using the most suitable technology and equipment to improve our services
- Reviewing the standard and use of technology and equipment across the service

This means:

We will constantly review our use of technology so that the most suitable hardware and software is being used in order to help keep you safe.

While technology continues to develop at great speed, our focus is always on using the best technology to record and monitor emergency calls, send the right equipment to you and help us at the scene of the emergency incidents themselves.

Another very important aspect for us is to build resilience into our systems so that they are using the most up to date software and hardware but with robust backup arrangements in place in the event of systems failure.

Some things we have already done:

- Invite offers from potential suppliers to provide replacement of our ICT equipment
- Completed most of the work required to upgrade our mobile computers on our fire engines, to make sure our crews have the most accurate and up to date information for use when responding to emergencies

During 2020/2021, we will:

Continue to review our use of technology, both for our front line service and our back office system to support our firefighters and fire control staff in carrying out their duties to help keep you safe and respond well should you need help.

Key tasks are to:

- Update our internal Fleet Management system to use the most effective systems for ensuring that our vehicles are all maintained to a very high standard
- Replace some of our network servers in order to ensure that our Information, Communications and Technology (ICT) systems can benefit from the use of the latest technology and be more resilient
- Improve our ICT systems so that they have greater protection from potential cyber-attacks
- Fully complete the upgrade to our mobile computer terminal systems on our fire engines
- Research the next major update of computing hardware and software to meet the needs of users
- Install Geographic Positional System (GPS) on all Fire and Rescue Stations to enable our mobile computer terminals on our fire engines to work more effectively





Valuing our People



A more
equal Wales



A healthier
Wales



A prosperous
Wales



A Wales of vibrant culture
and thriving Welsh language

We will **Value our People** by:

- Attracting a workforce that reflects and represents our communities
- Developing our people by identifying training and development opportunities
- Supporting our people to feel well, healthy and happy at work

This means:

We recognise and value our people as the most important asset in achieving our objectives. It is through our people that excellent community service will be delivered. To succeed, we need the right people, with the right skills and values, in the right place at the right time. Our leaders will champion our culture, live by our values and facilitate a high performance, talented, skilled, diverse and motivated workforce. We will develop a wide ranging approach to improving employee well-being to reduce sickness absence and focus on health and fitness promotion. Whether an employee or volunteer in the Service, everyone has a key role in keeping our communities safe.

Some things we have already done:

- Created and implemented a Service Volunteer Scheme to involve the community in delivering a wide variety of activities
- Delivered recruitment messages while undertaking community safety activities and other engagement events such as the United Kingdom Rescue Organisation (UKRO) challenge 2018
- Developed and implemented a new recruitment strategy for OCDS
- Published our Strategic Equality Plan 2020-2025 and our People Plan 2020 - 2023

During 2020/2021, we will:

Seek to attract and employ a workforce that reflects and represents our communities in South Wales, so those groups that are currently under-represented in our Service and in specific job roles, will make up a larger proportion of our workforce in the future. We will develop our people by identifying and delivering training, development and progression opportunities, with the establishment of career pathways and succession plans. We will provide a safe and healthy working environment and ensure that the physical and mental well-being of our people is at the heart of any related strategies and procedures.

Key tasks are:

- Build on the significant success and progress made during the 2019 fulltime fire fighter recruitment process which resulted in nine firefighters being recruited from a background currently under represented within the Service
- Implement the Inclusive Fire and Rescue Service delivery plan
- Implement a review of all corporate staff roles to address any equal pay and gender pay gaps
- Deliver against actions arising from the November 2018 liP interim report and prepare for a full health check in October 2020
- Develop clear approaches for the identification and development of our staff, identifying future workforce and succession plans
- Provide management and leadership training courses and events to make sure the Service is positioned to respond to future challenges
- Develop a whole approach to improving employee well-being to reduce sickness absence and focus on health and fitness promotion
- Develop a programme to support the mental health of all staff for example a colleague support system





Continue to Work Effectively



A prosperous
Wales



A Wales of vibrant culture
and thriving Welsh language

We will **Continue to Work Effectively** by:

- Being clear and publicly accountable
- Maximising value for money while improving our service

This means:

We will be clearly accountable to the public by making sure that our communities understand the risks in their area. We will inform the public of what we are responsible for delivering through partnership arrangements and how we plan to do this. This Strategic Plan gives citizens the opportunity to understand our objectives and also gives an opportunity to contribute to this plan by providing feedback. Our Annual Improvement Plan(s) will inform the public of the success we have had in achieving these objectives and the scope of further progress. Severe pressure on public finances will continue for the foreseeable future and the life of this plan. We will pursue all feasible opportunities to identify efficiencies and to keep costs down, while discharging our core duties effectively. Our aim is to maximise value for money while improving our service.

Some things we have already done:

- Maximised use of our Fire and Rescue Stations at Abertillery, Barry and Llantwit Major by sharing premises with other emergency services that also supports working together
- Installed LED lighting at our headquarters and Fire and Rescue Stations which uses much less electricity and provides better lighting
- Installed building management systems, across all sites, to record and monitor gas and electricity consumption monthly and annually. We are working to reduce consumption and costs accordingly
- Published Freedom of Information requests on our website

During 2020/2021, we will:

Work closely with key partners in order to provide joined up, accessible, effective services to citizens and support the Service to become as efficient and cost effective as possible. We will, individually and collectively, reflect on local demands, risks and operating models to identify and realise potential savings, whilst maintaining public safety. We will provide open and honest reports on our performance and give Fire and Rescue Authority members the opportunity to scrutinise those reports.

Key tasks are:

- Collate evidence of all the activities we carry out in relation to the PSB well-being plans and report our contribution to the progress of the PSBs' objectives
- Review the a computer based system we use to assess the response capabilities of the Service and the time it takes to arrive at an emergency and consider its future use or another risk-modelling product
- Explore further opportunities for procurement projects with our PSBs and other partners, e.g. JFC jointly purchasing headsets with South Wales Police
- Develop an all Wales guidance for large purchasing projects to ensure effective purchasing arrangements in the future
- Review our contracts with suppliers to ensure appropriate standards and legal arrangements are agreed and adhered to
- Make the most of ICT solutions throughout the Service to create staff capacity and cost savings e.g. staff self-service
- Monitor and make sure that the training courses we hold are well attended



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.

Write to us

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

Call us

01443 232000



Website

www.southwales-fire.gov.uk



@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.

Gwasanaeth Tân ac Achub
De Cymru



South Wales
Fire and Rescue Service