



Gwasanaeth Tân ac Achub
De Cymru
South Wales
Fire and Rescue Service

Strategic Improvement Plan 2025-2040

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Board of Commissioners Foreword

COURAGE TO ACT, COMPASSION TO CARE



Vij Randeniya, OBE



The Baroness Wilcox
of Newport FRSA
- Debbie Wilcox



Carl Foulkes, QPM, MA



Kirsty Williams CBE

Commissioners welcome the launch of South Wales Fire and Rescue Service's Strategic Improvement Plan 2025-2040, including the launch of the Service's new vision, mission, and values.

As Commissioners, in addition to ensuring that the Service performs efficiently and effectively day-to-day, we have been charged with ensuring the full and sustainable implementation of the recommendations arising from the Morris Review, as well as acting on recommendations of the Welsh Government's Chief Fire and Rescue Advisor and Inspector (CFRAI).

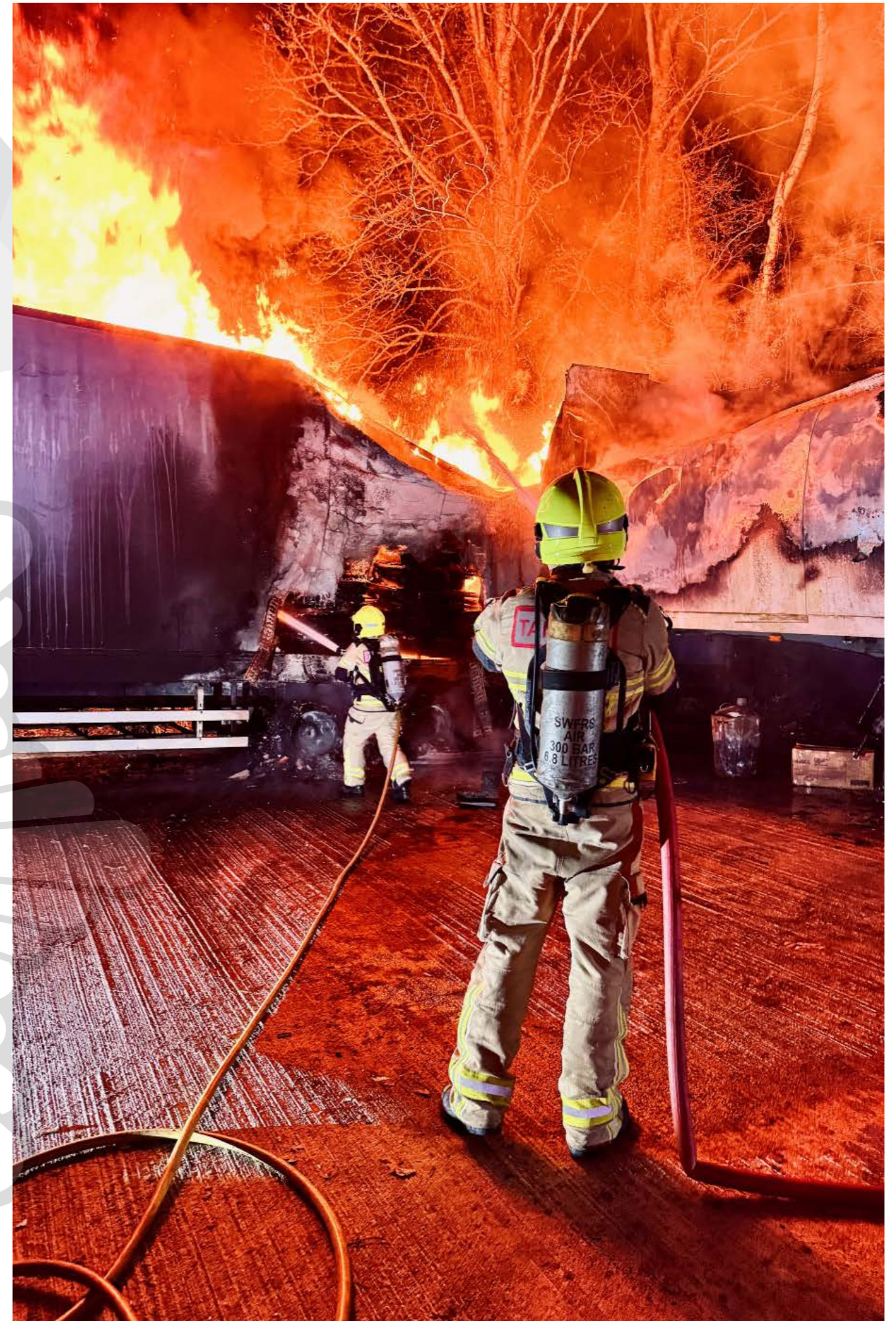
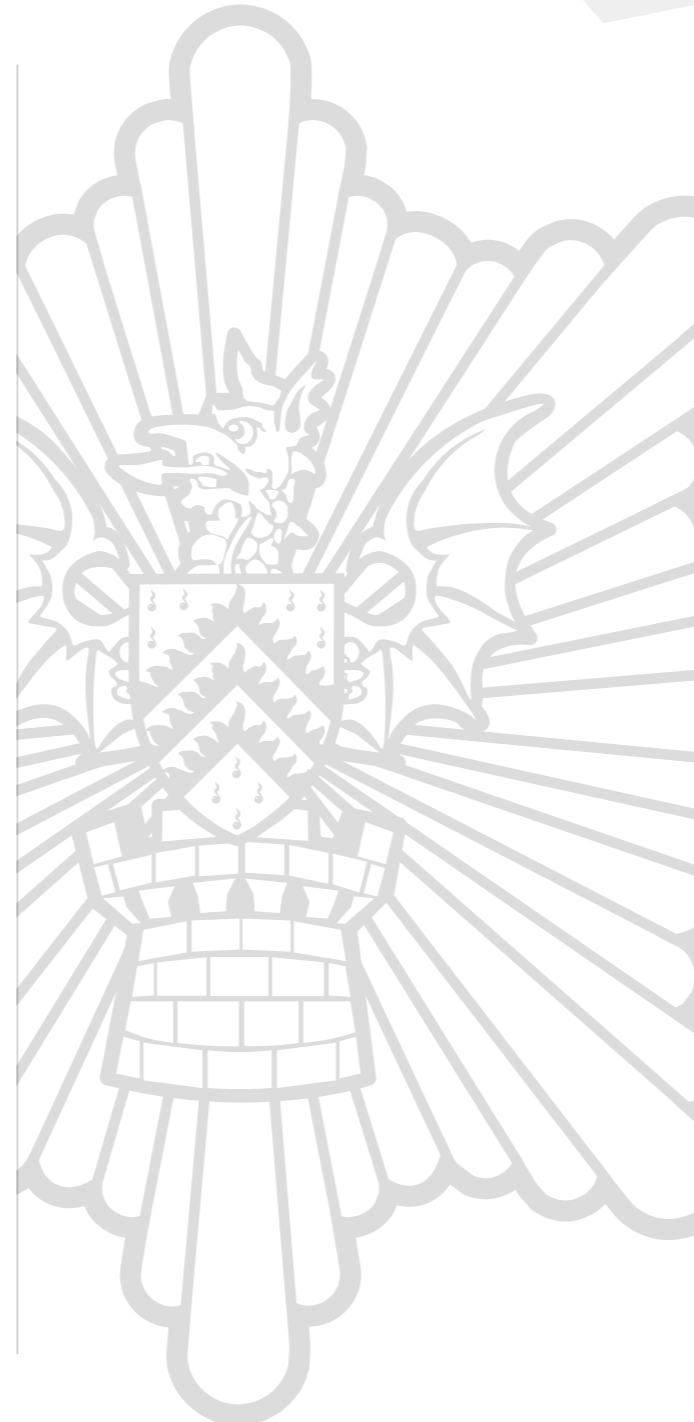
Our vision for South Wales Fire and Rescue Service, and what we are working towards, is for the Service to be a healthy, efficient and effective fire and rescue service. Delivering an excellent service to our communities and supporting staff to be their very best selves.

This can only be achieved by working together (Commissioners, staff, representative bodies, and external stakeholders) and supporting each other, it cannot be achieved by one person alone. This is recognised in the Service's new Vision "Working together as

one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow."

This Strategic Improvement Plan sets out the strategic direction of the Service for the next 15 years, having been developed through consultation and engagement, and will help to secure an efficient and effective Service and the sustainable implementation of the recommendations of the Morris Review and those of the CFRAI.

It is supported by the Service's Annual Improvement Plans. By continuing to listen and understanding what people have to say, the Service will ensure that the strategic direction of the Service continues to remain fit for purpose in the years ahead.





Chief Fire Officer

COURAGE TO ACT, COMPASSION TO CARE



Fin Monahan OBE, DFC, PhD
Chief Fire Officer

Welcome to South Wales Fire and Rescue Service's Strategic Improvement Plan for 2025-2040.

CULTURE CHANGE

In February 2024, following the Fenella Morris KC Culture Review that identified serious cultural issues, four Commissioners were appointed by the Welsh Government to oversee the governance of South Wales Fire and Rescue Service. The Commissioners are working with senior leaders to develop robust processes for new strategic approaches, decision-making processes, improvements for mitigating risk, and driving greater organisational transparency to address the concerning culture of the organisation.

The Commissioners are working with the Executive Leadership Team to oversee progress on key areas of work to address the unacceptable behaviours identified in the review, and to ensure that the Service is honed for operational excellence to protect the 1.5 million people it serves.

TRANSFORMATION PROGRAMME

A Transformation Programme, known as 'Step Forward,' was launched to address the 82 recommendations highlighted by Fenella Morris KC in the Culture Review.

This project focuses on nine key work strands dedicated to improving communications, establishing a clear framework of values and behaviours, and developing leadership at all levels of the organisation to build the foundation for positive culture change.

HMICFRS REPORT

On 4 July 2024, HM Inspector of Constabulary and Fire and Rescue Services were commissioned to conduct a full inspection of the efficiency and effectiveness of South Wales Fire and Rescue Service. The results of this inspection will be available in the next few weeks, and will provide further recommendations for improvement, particularly focused on the operational aspects of the Service.

STRATEGY - VISION, MISSION AND VALUES

Recent work has focused on the strategy of the Service. This identifies the vision, mission and values of the Service and lays out the overall pathway for how we will develop the Service in coming years and decades.

As part of this work, in January 2025, we published our new culture statement. This outlines our approach to behaviour change, ways of working, and how we will embed the National Fire Chiefs Council Core Code of Ethics into practice. It also explains how we will put our communities first and the way that we will instil dignity, respect, leadership, equality, diversity and inclusion into everything we do.

The culture statement has been built and tested by our people during many workshops and engagement sessions held over recent months. It builds on the pride of our dedicated personnel and provides the cultural and ethical foundations that will allow South Wales Fire and Rescue Service to work effectively as one team, with care and compassion to effectively protect our communities.

STATION PLANS

Our 47 fire and rescue stations create annual plans based on community needs, which identify local risks. These plans also include community activities that are planned and support work of Public Service Boards (PSBs).

Within the next 12 months, South Wales Fire and Rescue Service will be launching a Service-wide Community Risk Management Plan (CRMP), which, when published, will include all foreseeable fire and rescue related risks and will consider how the Service will allocate resources for its vital prevention, protection, and response work.

CONCLUSION

The Commissioners, the Executive and Senior Leadership Teams, and staff across our sites are on a mission to make South Wales Fire and Rescue Service the best it can be. Our joint aim is to be a healthy, efficient, and effective fire and rescue service – delivering an excellent service to our communities to ensure we can continue to keep South Wales safe by reducing risk, with courage to act and compassion to care.





Vision, Mission, Values



Gwasanaeth Tân ac Achub
De Cymru
South Wales
Fire and Rescue Service

Our Chief Fire Officer (CFO) and the Senior Leadership Team (SLT) have created a new strategy, and this was shaped by our staff. 939 operational and 283 corporate colleagues took part, as well as fire cadets and the Executive Leadership Team (ELT). This will ensure it is a strategic plan designed by and for SWFRS staff and ensure we all work together. Having a vision, mission, and values that are relevant for us all, we will all come together as one team to be the best we can be for ourselves, each other, and people in our communities across South Wales.

NEW VISION

Working together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.

NEW MISSION

To serve our communities, by reducing risk and responding to emergencies.

NEW VALUES

Compassion – We act with compassion.

Courage – We approach situations with moral and physical courage.

Respect – We respect each other, our partners we work with and the public we serve.

Integrity – We act with integrity always.

Excellence – We aim for excellence in all that we do.

Strategic themes

The table below sets out the eight strategic themes which are the foundation for our Strategic Improvement Plan 2025-2040. Our annual improvement objectives are built within these themes, which also structure our priorities and planning as we work to deliver on our vision statement:

“Working together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.”

We have mapped these themes to the Well-being of Future Generations (Wales) Act 2015 (WFGA) to demonstrate how our priorities contribute to the seven wellbeing goals.



Strategic Themes

Effective working Working together as one to achieve operational excellence through clear accountability and transparent policies and procedures.		Protecting and enhancing our environment Carrying out our activities in a way that helps sustain the planet for our future generations.	
Prevention Focusing on prevention work to help reduce the need for you to call us.		Communication and Engagement (internal, external, consultation, social partnership) Enhancing our communications and engagement with our staff, partners, and communities.	
Protection Focusing on protecting life and property.		Valuing and developing our people Putting our people at the heart of the Service by having a diverse, highly developed workforce motivated to deliver for the communities of South Wales.	
Response Ensuring we respond quickly and effectively when you need us.		Innovation transformation Harnessing and innovating the advancements in technology and data to deliver a modern future proofed service.	



Strategic themes

Following publication of our Annual Improvement Plan on 31st October 2024, we opened a 12-week public consultation on our plans and priorities for 2025-2026. The purpose of this was to allow the public, partners, and our staff to have input on our plans and priorities for the coming financial year.

Examples of key themes raised by our most recent consultation are shown in the Annual Improvement Plan consultation and engagement section and include valuing our people, ensuring a safe and inclusive environment, being transparent while always involving and communicating effectively.

In November 2024, we welcomed our new CFO, and as part of the Service's new strategy we have consulted with staff to review our vision, mission and values, consequently updating our eight strategic themes.

We will look back on our highlights and successes against our previous strategic themes in our next Annual Improvement Plan, which will be published on 31st October 2025.

Effective working

Working together as one to achieve operational excellence through clear accountability and transparent policies and procedures.



A prosperous Wales



A Wales of vibrant culture and thriving Welsh language



A healthier Wales

We will review our governance framework

- **WHY:** Following publication of 'Sound the Alarm': The Governance of Fire and Rescue Services in June 2024, questions were raised about the extent to which governance arrangements may have contributed to the cultural failings identified in the Culture Review. The introduction of a new governance framework is needed; both in response to this, and to make us more accountable and consistent with other public bodies.
- **HOW:** Our Governance and Strategy project, part of our Transformation and Change Programme, will set the structures in place to support change now and prepare us for future challenges. This project will deliver three workstreams: delivery of statutory functions, transparency and scrutiny and decisions made and shared.

We will develop a Service-wide Community Risk Management Plan (CRMP)

- **WHY:** We must assess community related risks and use this knowledge to decide how those risks will be reduced.
- **HOW:** We will produce a CRMP which will assess risk, consider the demand for our services and the vulnerability of our communities using data and information to help make informed decisions. From this, we will develop actions focused on the prevention of fires and other types of emergencies.

We will develop individual strategies for Prevention, Protection and Response

- **WHY:** Prevention, protection and response are the three more visible public facing areas of the Service, with the highest exposure to risk for our communities and personnel. It is therefore appropriate that we have clear strategies for how we will ensure our people are fully prepared and ready to meet these requirements and keep our communities safe.
- **HOW:** We will create individual strategies for prevention, protection and response covering how we will better manage risk, prioritising those who are most vulnerable through a continuous improvement and learning approach in accordance with national guidance, operating procedures, and business continuity processes.

We will ensure that our Business Fire Safety (BFS) department shapes and puts into practice all new legislation and guidance changes within Wales

- **WHY:** There have been many regulatory changes in Wales over the last few years, including the introduction of the Fire Safety Act 2021 and the Building Safety Act 2022. As a regulator, we must keep up with changes to ensure the application of legislation is appropriate and consistent.
- **HOW:** We continue to work in partnership with Welsh Government, Unitary Authorities, and other Welsh FRS' to shape additional legislation in the Building Safety (Wales) Bill, and fully support the Welsh Building Safety Programme.

We will explore ways to monitor and evaluate community safety performance outcomes

- **WHY:** To ensure we achieve our strategic aims, it is important we monitor our performance.
- **HOW:** A new performance management system will be developed, enabling us to work more efficiently and evidence the good work taking place.

We will explore options for the contracted services at our Cardiff Gate Training and Development Centre (CGTDC)

- **WHY:** The contract with the current provider is expiring in 2030.
- **HOW:** We are exploring our present and future requirements to inform the future procurement procedure.

We will review and update our policies and procedures to improve fairness, better consider our risks, empower our people, and enhance efficiency

- **WHY:** The Culture Review highlighted shortcomings in our policies and procedures and the impact they had on decisions and actions.
- **HOW:** A transformation programme has been created to review and develop an inclusive, comprehensive suite of policies and procedures with supporting guidance and training. This will result in staff having greater confidence that they will be carrying out their duties efficiently, effectively, and fairly.

Establish and trial a standards and evaluation unit (STANEVAL) for operations and corporate teams

- **WHY:** This will provide internal assurance and a higher degree of confidence in quality levels across the Service by enhancing our learning and sharing best practice across teams and stations.
- **HOW:** We will encourage collaborative learning in the spirit of adopting a 'just culture.' This will help to set, monitor, and uphold professional standards, supporting and developing our colleagues through our transformation programmes.



Prevention

Focussing on prevention work to help reduce the need for you to call us.



We will reduce the number of fires in the home and understand causes and behaviours

- **WHY:** To prevent the loss of life, risk of injury, and destruction of property and the environment.
- **HOW:** We will improve our use of data and intelligence, improve public education and awareness, and identify and prioritise those at highest risk.

We will reduce the number of individuals Killed and Seriously Injured (KSI) in Road Traffic Collisions (RTCs)

- **WHY:** Preventing deaths from occurring due to RTCs is a top priority for us.
- **HOW:** We will further develop and deliver road safety initiatives to young people.

We will reduce the number of deliberate fires and minimise the impact of wildfires

- **WHY:** Deliberate fires continue to provide a clear and present danger to our environment, our economy, and our communities.
- **HOW:** We will increase public awareness, work with partners, and target land management and intervention activities at “hotspot” areas.

We will improve safety in and around water

- **WHY:** Responding to flooding and water rescue is one of our statutory duties. “On average 37 people die each year in water-related incidents in Wales.” – WaID Water Incident Database.
- **HOW:** We will further develop our joint work with partners, identify areas of concern, and continue to engage with and educate members of the waterside economy and communities.

“ WE WILL FURTHER DEVELOP AND DELIVER ROAD SAFETY INITIATIVES TO YOUNG PEOPLE.

Protection

Focussing on protecting life and property.



We will provide our firefighters with enhanced knowledge of buildings, firefighting provisions, and local risks, aiming to reduce firefighter injuries and deaths, keep our communities safe and improve our response

- **WHY:** This will provide firefighters with enhanced knowledge of buildings, firefighting provisions, and local risks, with the aim being to reduce injuries and deaths.
- **HOW:** We have implemented a trial of Commercial Fire Safety Checks (CFSCs) utilising operational crews to improve firefighter and community safety. Our focus is on specific buildings governed by existing future station plans, and historical incidents which affect firefighter safety.

We will work closely with our partner agencies to establish the full extent of work required to make high-rise residential buildings (HRRBs) safer

- **WHY:** This has been a critical area for many years and was a focal point in the recently published Phase 2 of the Grenfell Tower Inquiry.
- **HOW:** We will continue to work with Welsh Government and other partner agencies to fully establish the status of HRRBs and to collaborate on delivery of the Welsh Building Safety Programme.

We are exploring options to recruit more inspecting officers with enhanced succession planning into the Business Fire Safety (BFS) department

- **WHY:** Our BFS department continually experiences change of uniformed inspecting officers, placing an increased pressure on the need to develop inspectors to a competent level. Despite all efforts to attract, recruit, and retain sufficient staff to meet the demands of the Regulatory Reform (Fire Safety) Order 2005, challenges persist, leading to the need for several proposals aimed at mitigating these risks and ensuring the future effectiveness of the Service’s statutory fire safety duties.
- **HOW:** This will support the services improvement plan of building a workforce that represents the communities we serve. This will also support the department in reducing the impact of succession planning, transfers, retirements, and promotions.



Response

Ensuring we respond quickly and effectively when you need us.



A resilient Wales



A healthier Wales

We will work to reduce the time we take to arrive at an emergency by ensuring that our fire engines are optimally deployed and that our firefighters are prepared for rapid and effective incident response

- **WHY:** Time is critical at emergencies, and having firefighters arrive earlier can help limit the escalation of an incident.
- **HOW:** We will adopt a strategic, data-driven approach involving optimising resources, improving operational processes, and continuously monitoring performance against a newly defined response standard.

We will review and amend, where necessary, the required number of fire engines we send to each type of emergency

- **WHY:** Risks within our communities, demographics, and public expectations have changed significantly.
- **HOW:** An annual review will be implemented to ensure that our response models are both efficient and aligned with the risks within our communities.

We will adopt a strategic approach to measure, improve, and sustain on-call firefighter availability, ensuring it aligns with station needs and risk profiles

- **WHY:** Ensuring adequate on-call firefighter availability is critical to maintaining our operational readiness. Balancing availability against required staffing levels to meet community risk demands presents a unique challenge.
- **HOW:** We will analyse risk profiles and compare them with current on-call availability. We will target recruitment campaigns aimed at boosting on-call firefighter numbers, particularly in areas where availability does not meet station establishment needs. We will invest in ongoing development programs for on-call firefighters to ensure they remain highly skilled and motivated.

We will improve our existing post incident reviews

- **WHY:** We live in a constantly changing world with existing and emerging risks. We must become a learning organisation which adapts and evolves our operational capabilities and competencies to meet these changing risks.
- **HOW:** We will explore a comprehensive and structured post-incident review framework which is designed to capture key lessons from both real incidents and training exercises.

We will reduce the number of times we send fire engines to automatic fire alarm (AFA) activations which result in being false alarms to free up time for operational crews to undertake training or risk reduction activities

- **WHY:** During 2023-2024, we attended 5,974 AFAs, which accounted for 31.5% of all incidents attended. Additionally, 1,518 AFA calls were filtered/challenged at the point of the call by our Joint Fire Control (JFC), and a further 929 AFA mobilisations were recalled while enroute to incidents. During 2023-2024 the total call impact on the Service was 8,421.
- **HOW:** The change to our response to AFAs will reduce the demand on operational resources, whilst ensuring the most vulnerable in our communities continue to receive protection by tailoring this change to assessed risk. This will ultimately enhance our overall efficiency and effectiveness.

We will enhance the efficiency and effectiveness of joint exercises and partnerships to ensure a coordinated, rapid, and resilient response across all levels of emergency management

- **WHY:** To ensure that we are fully prepared for complex incidents that require multi-agency collaboration through shared learning and identification of mutual risks.
- **HOW:** We will increase the frequency and scope of joint exercises with multi-agency partners and ensure we are aligned with National Resilience Wales frameworks. Through shared learning and identification of joint risks we will foster stronger relationships and operational alignment with neighbouring fire and rescue services.

“ WE WILL ADOPT A STRATEGIC, DATA-DRIVEN APPROACH INVOLVING OPTIMISING RESOURCES, IMPROVING OPERATIONAL PROCESSES, AND CONTINUOUSLY MONITORING PERFORMANCE AGAINST A NEWLY DEFINED RESPONSE STANDARD.



Protecting and enhancing the environment

Carrying out our activities in a way that helps sustain the planet for our future generations.

- A resilient Wales
- A Wales of cohesive communities
- A healthier Wales
- A globally responsible Wales

We will implement an accredited Environmental Management System (EMS)

- **WHY:** The Wellbeing of Future Generations (Wales) Act 2015 is helping us to create a Wales that we all want to live in; now and in the future.
- **HOW:** We will implement an accredited Environmental Management System so that we can gain recognition for our environmental practices and demonstrate our commitments to sustainability, consideration of environmental impacts, compliance with legislation, and environmental protection.

Publish an update to our Carbon Reduction Plan

- **WHY:** To support the ambition of Welsh Government to be carbon neutral by 2030, and update our staff, partners, and our communities on what actions we will be taking to support this.
- **HOW:** We will shortly release our new Carbon Reduction Plan that will run up to 2030.

Implement a short, medium, and long term sustainability strategy

- **WHY:** To harness emerging green technologies to reduce our impact on the environment, and to reduce our longer-term energy costs.
- **HOW:** We will explore new green technologies, ways of working, and implement strategic plans to support Welsh Government's carbon neutral commitment by 2030.

“ WE WILL IMPLEMENT AN ACCREDITED ENVIRONMENTAL MANAGEMENT SYSTEM SO THAT WE CAN GAIN RECOGNITION FOR OUR ENVIRONMENTAL PRACTICES AND DEMONSTRATE OUR COMMITMENTS TO SUSTAINABILITY.

Communication and Engagement (internal, external, consultation, social partnership)

Enhancing our communications and engagement with our staff, partners, and communities.

- A resilient Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A more equal Wales

We will carry out an audit of current communications and write and implement a Media and Communications strategy

- **WHY:** We must reach audiences with our warning and informing messages, safety campaigns and recruitment opportunities.
- **HOW:** We will set out how we will develop an effective two-way communication process with all our audiences, which includes our own staff, colleagues in partner organisations, other fire and rescue services, government, media, and the public.

We will make our corporate documents more accessible

- **WHY:** We must reach as wide an audience as possible to connect and engage with all members of our communities.
- **HOW:** We will use clear and simple language, explain the meaning of technical terms, abbreviations, or acronyms.

We will engage with people to protect, support, inspire and influence positive life choices

- **WHY:** Youth interventions help create resilience in young people. The objective is to help young people cope with life challenges and achieve positive outcomes. .
- **HOW:** Referrals are received from partner organisations and allocated according to requirement across the Youth Engagement team. We will continue to adapt the delivery of our youth intervention schemes to ensure we are evolving to meet changes and challenges within our communities.

“ WE WILL SET OUT HOW WE WILL DEVELOP AN EFFECTIVE TWO-WAY COMMUNICATION PROCESS WITH ALL OUR AUDIENCES, WHICH INCLUDES OUR OWN STAFF, COLLEAGUES IN PARTNER ORGANISATIONS, OTHER FIRE AND RESCUE SERVICES, GOVERNMENT, MEDIA, AND THE PUBLIC.



Valuing and developing our people

Putting our people at the heart of our Service by having a diverse and highly developed workforce motivated to deliver for the communities of South Wales.



A Wales of vibrant culture and thriving Welsh language



A more equal Wales



A prosperous Wales



A healthier Wales

In partnership with People Services, Operations will develop a recruitment strategy to address shortfalls in firefighter numbers, ensuring the workforce reflects the diverse communities we serve. This will include a focus on both new entrants and transferees from other services

- **WHY:** Maintaining optimum staffing and crewing levels is crucial for ensuring that we can deliver effective operational services whilst safeguarding the health and well-being of our firefighters.
- **HOW:** We will implement a targeted recruitment strategy to address shortfalls in operational firefighter numbers, ensuring the workforce reflects the diverse communities we serve. We will ensure the retention of skilled operational personnel through enhanced well-being programmes, career development opportunities, and a supportive working environment.

We will ensure that all operational personnel consistently demonstrate behaviours and values aligned with the NFCC Core Code of Ethics, fostering a culture of integrity, inclusivity, and professionalism

- **WHY:** The NFCC Core Code of Ethics sets out the core values and behaviours expected of all fire service personnel, emphasising integrity, professionalism, and respect for all communities. We are also committed to continuing embedding a diverse, inclusive, cohesive, and equitable (DICE) workforce representative of the communities we serve.
- **HOW:** We will integrate these ethics into all aspects of operations, including recruitment, training, and ongoing professional conduct.

We will attract, recruit, and retain personnel to build a competent and robust BFS Department by providing initial and ongoing training to ensure suitable skills, knowledge, experience, and behaviours in relation to technical fire safety ensuring that high risk premises remain a focus

- **WHY:** The BFS department continually experiences periods of change in personnel and recognises the need to implement its recurring development strategy to maintain high standards. A review in relation to key stages of staff training and development is being undertaken to ensure that high-risk premises are considered when qualified BFS inspector numbers are low.
- **HOW:** The training and development team within the BFS department will collect and store information relating to competence through our management information system. This information will be reviewed on a quarterly basis as part of a monitoring process. We will also undertake a review of recruitment and retention of fire safety inspectors.

We will train our staff in line with the National Safeguarding Training standards for Wales

- **WHY:** The aim of safeguarding is to stop abuse or neglect wherever possible and to prevent harm. We must ensure we are delivering a quality service which is fit for purpose and protects individuals as well as satisfying our legal obligations.
- **HOW:** We are reviewing our safeguarding service with the aim of streamlining the referrals process. We train staff to recognise signs of abuse and to report concerns using the National Safeguarding Training for Wales standards. A robust reporting system is in place to receive and submit referrals in a timely manner.

We will develop a training and competence matrix across all Community Safety (CS) teams to accurately record competence and qualifications

- **WHY:** Community Safety is made up of several interdependent teams, each with its own area of responsibility. We need to further develop cross-skilling to increase resilience and efficiency.
- **HOW:** All teams within Community Safety have been consulted in the creation of the training matrix and the training aspirations document. We will make skills and capabilities more transferable across all roles, which will add more resilience to the team in the event of absenteeism.

We will create opportunities and well-being for all Fire Cadets

- **WHY:** We need to offer learning and development opportunities to enhance experiences and encourage personal progression.
- **HOW:** We will continue to run and support our cadet scheme which is one of the largest and most successful in the UK. Cadets meet weekly on stations for two hours; following the qualification structure and participating in additional activities linked to the BTEC (Business and Technology Education Council) qualification. National evaluation systems are utilised within the Cadet scheme to track progress within the programme. These are reported to Welsh Government and discussed at the All Wales Children and Young

We will work together to provide excellent development opportunities and training programmes to ensure we have a workforce with the skills, expertise and knowledge to deliver our objectives

- **WHY:** We want to build a competent and motivated workforce with the capabilities and capacity to deliver excellence to our communities in South Wales.
- **HOW:** We will promote progression pathways and continue to develop and promote coaching and mentoring programmes. We will also review our training programmes to embed our standards and vision, values, and mission to be recognised as an employer of choice in South Wales.

Review our approach to firefighter health and safety such as fatigue and decontamination

- **WHY:** To further enhance the safety of SWFRS firefighters.
- **HOW:** We will review the findings of major incidents and identify and implement best practice in preventing and mitigating risks to our firefighters, with special consideration given to fatigue and decontamination procedures.

Innovation transformation

Harnessing and innovating the advancements in technology and data to deliver a modern future proofed service.



A globally responsible Wales



A resilient Wales



A prosperous Wales



A healthier Wales

We will ensure that we strengthen our approach to risk intelligence, aligning it with operational needs and ensuring real-time accessibility during emergencies. We will ensure that all operational firefighters have timely access to current risk-based information for every incident they attend, fully aligned with our risk management frameworks

- **WHY:** We must ensure efficient arrangements are in place for the gathering, storage, and sharing of operational information that will assist in the successful outcome of an incident. The Health and Safety at Work Act 1974 places responsibility on us for ensuring the health and safety of our staff. This includes an obligation to assess identified risks at work and to do all we can to prevent and/or mitigate them. To enhance the safety, effectiveness, and efficiency of firefighters, it is essential that they have access to current and accurate risk-based information relevant to the incidents they may attend.
- **HOW:** A system for the continuous review and updating of this information will be implemented, ensuring it reflects real-time data and evolving community risk profiles. Furthermore, risk-based information will be integrated into operational decision-making and training, enhancing firefighter situational awareness and safety during incidents.

We will identify, source, and implement an operational intelligence system that can support the BFS department in its day-to-day operations and the Risk-Based Inspection Programme (RBIP).

- **WHY:** Our current BFS system was developed as part of a collaborative project, working alongside West Midlands Fire Service. The project ended, and there is a critical need to find a product that best suits our needs and can support the department's risk based inspection programme.
- **HOW:** We will set up a project team to identify and evaluate a system to replace the current BFS system. This must have the ability to assist us in streamlining some of our more time-consuming tasks, such as inefficient allocation of work and production of correspondence.

We will integrate our Risk-Based Inspection Programme (RBIP) into the new operational intelligence system once purchased

- **WHY:** The RBIP is part of our overall integrated approach to risk management by prioritising the inspection programme of premises based on risk profiling and data analysis to direct resources appropriately.
- **HOW:** We will collect and analyse data to identify our high-risk premises visited as part of the RBIP. We will also measure the ability of the system to generate high risk priorities based on the professional judgement of officers.



We will create a Leadership Academy

- **WHY:** To provide leaders with the skills and resources to adopt and embed the right culture within their teams. This will support improvement of morale, better decision making, and personal and team growth.
- **HOW:** Build a leadership and personnel development academy which provides career-long training and education that will be the foundation of success in our organisation.

Develop a Future Fire Think Tank (FFTT)

- **WHY:** To establish a new approach to the delivery of our Service with technology and improved data quality which will inform the way we look ahead and provide a fresh perspective and understanding of the WHY, what, and how of our mission.
- **HOW:** We will develop a FFTT to generate evidence-based research, provide strategic influence through coordinated engagement with our strategic partners, and other professional bodies in fire and rescue services. This will support a philosophy of continuous learning and critical thinking.

Review our key strategic information, communications, and technology (ICT) systems

- **WHY:** To utilise the advancements in technology to deliver a modern, digitally efficient, affordable, and future-proofed service.
- **HOW:** We will review and enhance our systems; including command and control, operational intelligence, and management information.



Developing our plan

THE CONTEXT OF THIS PLAN

We are required to comply with a range of legislation relating to public sector bodies and specifically to Fire and Rescue Authorities. These legal requirements provide context for our plan for 2025-2040 alongside our overarching mission “To serve our communities by reducing risk and responding to emergencies.”

- Fire and Rescue Service Act (2004)
- Local Government (Wales) Measure (2009)
- Fire and Rescue National Framework (2016)
- Equality Act (2010) and Public Sector Equality Duty
- Wellbeing of Future Generations Act (Wales) (2015)
- The Socio-Economic Duty (2021)
- Social Partnership and Public Procurement (Wales) Act (2023)

The Independent Culture Review report and recommendations provide additional context for our plans.



Independent Culture Review

We chose to commission an Independent Culture Review in December 2022, amidst media reports around abusive behaviours from current and ex-members of staff.

In January 2024, we received and published the Independent Culture Review report, authored by Fenella Morris KC. To start addressing the 82 recommendations highlighted in this report, we created the Step Forward Transformation and Change Programme and its nine sub programmes.

A year on from the review, we have released our revised culture statement, aligning with our ambitions and aspirations for the future.

With the communities of South Wales at its heart, the culture statement is our promise to ‘create a safe, modern fire and rescue service in South Wales and to ensure everyone is treated with dignity and respect, free from discrimination, bullying, harassment, and inappropriate behaviours. We make this commitment to our staff, our communities and the partners and stakeholders we work with every day’.

Preceded by an outline for new expectations around behaviours and ways of working, the statement is reinforced by pledges from senior leaders from the Service, including the Welsh Government appointed Commissioners. Our CFO promised a ‘Just Culture’ to ‘ensure transparency, fairness, and a clear strategy to guide us forward’ as well as to ‘celebrate success, recognise achievements, and make sure that all voices across the organisation are heard’.

As part of this cultural overhaul, the new position of Director of Strategic Change and Transformation was created within the service’s Executive Leadership Team. Dominic Mika, who is leading on Step Forward:



“ A YEAR ON FROM THE REVIEW, WE HAVE RELEASED OUR REVISED CULTURE STATEMENT, ALIGNING WITH OUR AMBITIONS AND ASPIRATIONS FOR THE FUTURE. ”

A Programme for Transformation and Change, promised that we will provide a service to the public and communities which is founded on ‘operational excellence’.

The culture statement is another step forward in the journey to reset strong foundations and strong leadership for how people in South Wales Fire and Rescue Service work as one team, with care and compassion for all to protect over 1.5 million people in the communities across the region.



Step Forward Transformation and Change Programme

I am proud of our Service and the dedication and commitment we shown in reducing risk to the communities of South Wales. We continue to grow, learn and improve to make sure we meet the changing needs and risks faced by the public. Our firefighters are highly trained so that we can respond effectively to a wide range of emergencies when our communities need us the most. We should celebrate the work we do every day to prevent harm, protect life, and reduce risk. Our 47 fire stations remain at the heart of our communities, and our staff continue to serve with professionalism and care—24 hours a day, every day of the year.

Dominic Mika
Director of Strategic Change and Transformation



STEP FORWARD

We remain committed to continuous improvement and delivering the highest standards to the public. In doing so, we are progressing an ambitious transformation programme with a clear focus on leadership, communication, inclusive culture, and accountability. Together, we are building on our strengths, addressing areas where we must improve, and ensuring that we remain transparent, trusted, and fit for the future.

Our Step Forward programme includes a series of coordinated programmes of work that make sure we are prepared to meet future demands and challenges. At the heart of the programme are focused actions that will assist, support and develop our staff:

The Step Forward Programme: Aims



Communication and Engagement

Develop excellent communication and engagement with our staff, partners and communities



Digital Transformation

Ambitiously transform our use of data and our digital and technology capability in all areas, to deliver a modern, digitally excellent, affordable and future-proofed fire and rescue service



Diversity, Inclusion, Cohesion and Equity (DICE)

To embed a fair, inclusive, and equitable culture within SWFRS by enhancing diversity, fostering staff engagement, and driving measurable progress in workforce representation and equity



Ethics, Values and Behaviours

Develop a just culture underpinned by our values and ethics to become an elite team with new ways of working



Governance and Strategy

Develop clear governance to run our service with transparency to serve our communities



Leadership

Develop excellent, empowered and selfless leaders



Policies and Procedures

Develop coherent policies and procedures that reduce bureaucracy, balance our risks, empower our people and provide value for money for the taxpayer



Safe and Positive Environment

To embed a culture of professional excellence within SWFRS by fostering psychological safety, modernising facilities, strengthening recognition, and ensuring robust support systems



Talent Management

Work together as one team providing excellent talent management, career progression and development through a people-centred approach

Alongside these programmes, further work relating to the Commissioners' terms of reference has continued, including completion of the review of grievance cases and projects addressing operational implementation of thematic reviews. We are in regular dialogue with Welsh Government on progress and are receiving support from across the sector, including other Fire and Rescue Services, the National Fire Chiefs Council, and the wider public sector. To inform long-term improvement, we requested an independent assessment of the Service by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to supplement the culture review.

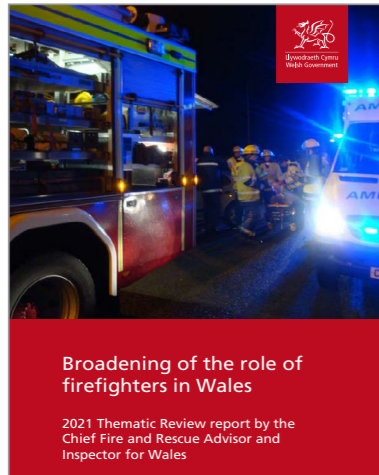
This will provide the basis for strategic planning and prioritisation, with the intent of meeting our commitments acknowledged in our culture statement and aligning with our ambitions and aspirations for the future.



WE REMAIN COMMITTED TO CONTINUOUS IMPROVEMENT AND DELIVERING THE HIGHEST STANDARDS TO THE PUBLIC.

Through our self-assessment and these programmes, we are delivering a wide range of improvements that reflect key areas for change. We are developing and implementing new governance structures, including a Portfolio Management Office to oversee our current and future programmes of improvement in a more coordinated and efficient way. New strategies are being introduced in communications and engagement and across our key service delivery areas, we are reviewing and improving our performance management approaches and wider management of risk. At the heart of the programme of improvement is leadership development, and a just culture where our people are trusted and treated fairly. This is underpinned by a focus on improved ethics, values and behaviours. To date our recruitment of senior leaders has included staff engagement and external observation as well as Commissioner oversight to ensure transparency and fairness. We are undertaking a full review of our future recruitment and promotion process to ensure transparency and fairness. A comprehensive policy review will simplify and modernise internal procedures, supported by updated equality impact assessments. We are also enhancing staff engagement, taking action to embed a values-driven, inclusive culture, following our staff led review of our vision, mission and values. These deliverables are designed not only to address current challenges, but to ensure lasting, measurable improvement across all areas of the Service.

Thematic reviews



BROADENING THE ROLE OF FIREFIGHTERS IN WALES (2021)

The Broadening of the Role Working Group, convened by Welsh Government in 2020, considers capacity within the three Welsh fire and rescue services to carry out additional work arising from broadening of the role, safely and without detriment to core functions.

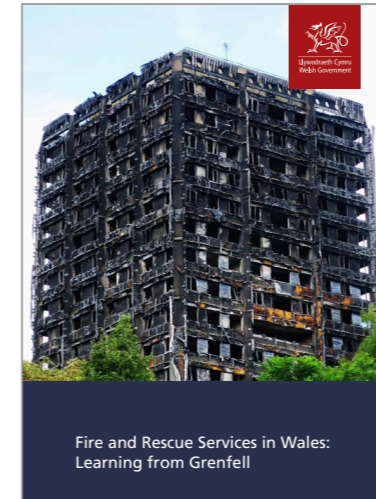
We are making positive progress around addressing Recommendation 1 - reviewing shift systems, 3 - analysis of training, exercising and risk reduction activity and 4 -building in functionality to the control room mobilising system to allocate status codes to specific activities to facilitate more precise analysis of time spent on such activities.

A successful consultation meeting was held with the Fire Brigades Union (FBU) in January 2025, where agreement was reached to implement Operation Reset. This marks a significant step forward in aligning our operational approach with the broader service improvement agenda.

IMPLEMENTATION AND TRAINING:

- Station Commanders have been fully briefed on the objectives of Operation Reset, including the restructuring of the operational day.
- They will lead awareness training sessions with their watches, supported by the Operational Audit & Support Team (OAST) to ensure consistency and effectiveness.

“ A SUCCESSFUL CONSULTATION MEETING WAS HELD WITH THE FIRE BRIGADES UNION (FBU) IN JANUARY 2025, WHERE AGREEMENT WAS REACHED TO IMPLEMENT OPERATION RESET.



LEARNING FROM GRENFELL (2021)

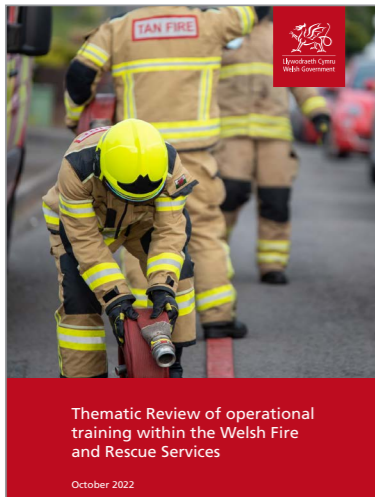
Reports on action taken by the three Welsh fire and rescue services against the recommendations contained within the Grenfell Tower Inquiry (GTI) Phase I report.

We have established a high-rise task force to advance training for our crews, incident commanders and control room operators. Over the next two years, the team will be introducing new high-rise policies and procedures along with the latest firefighting equipment and training resources. Crews and incident commanders also have access to a dedicated high-rise training venue, where operational staff can hone their response.

Last year, the high-rise working group delivered 29 high-rise training sessions at their Brecknock House venue. The training received 4.9 (out of 5) star feedback from our staff who expressed their appreciation for the workshop-style sessions on the core skills of high-rise firefighting and introduction to emergency evacuation. This year, the team will build on those skills with more interactive training, more equipment workshops and more understanding of high-rise construction, firefighting systems, and evacuation.

We will also ensure our control room operators are prepared with the skills and confidence they need for high-rise fires, with the development of an app that will allow them to update the incident commander with instant evacuation and rescue information to ensure we get to those in need as quickly as possible.

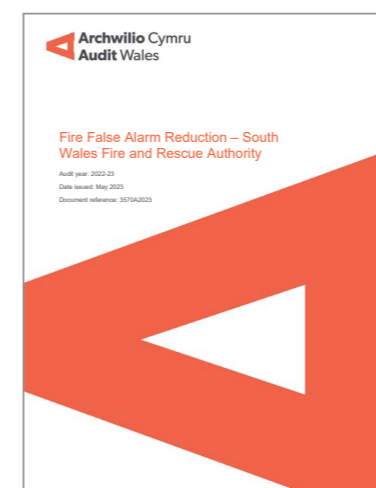
Equipment and tactics are evolving, and we want to ensure our crews, incident commanders and control room staff are ahead of the curve. It is also vital we work alongside our Business Fire Safety and Community Safety colleagues to build a single strategic plan for our landlords and residents.



FRS OPERATIONAL TRAINING (2022)

The Thematic Review of Operational Training is progressing well. Training calendars are being developed to take account of specific hazards, threats, and risks in each station area. The unconstrained analysis has been completed and will be presented to the Senior Leadership Team shortly. Options outlined in the unconstrained analysis will be considered to ensure that our On-Call stations have sufficient time to train on the control measure tactics that they employ at operational incidents.

A comprehensive suite of micro-teaches are being developed for all the training activities not covered in the training manuals, with an additional multi-media developer being employed to expedite this process. Our breathing apparatus and equipment research & development leads have been undertaking trials of new equipment, facilities, and techniques to compliment and improve our existing offering and they are also engaged in national and international research to develop our compartment fire behaviour syllabus. It is anticipated that all this work will be complete by year end 2025.



AUDIT WALES: FIRE FALSE ALARMS

Calls received because of automatic fire alarms (AFAs) activating and, upon investigation by the Fire and Rescue Service (FRS), no fire is found to have occurred are known as unwanted fire signals (UwFS). During 2023-2024 AFAs made up 31.5 percent of all incidents attended – 5,982 calls. Less than one per cent of calls from non-residential AFAs are ultimately recorded as fires – the 99% per cent majority are false alarms. There is no statutory requirement for FRS in England and Wales, as are set out in the Fire and Rescue Services Act 2004, to attend a call to an AFA if no fire is suspected nor confirmed.

As part of our aim to reduce the amount of time and resources spent going to UwFS, from 6th January 2025 (hospital buildings go live date will be the 7th April 2025) we have stopped attending AFAs in most non-residential buildings, such as office blocks or industrial estates – unless a call is also received from a person reporting a fire. This new policy gives us more time and resources to focus on other priorities, such as increasing fire prevention in our communities and freeing up our firefighters to go to real emergencies.

Annual Improvement Plan consultation and engagement

COURAGE TO ACT, COMPASSION TO CARE

Involving others to help develop our Strategy is a crucial part of the planning process to obtain feedback on our areas of focus and key priorities. This ensures that all perspectives are being considered. By listening and understanding to what people have to say, informed decisions can be made to ensure that our plans, projects, and initiatives better reflect the needs of our communities, partners, and staff. The consultation and feedback received this year is especially significant given the challenges faced and the subsequent changes the Service has undertaken since the Independent Culture Review published in early 2024.

Our consultation process runs for 12 weeks following the publication of the Annual Improvement Plan in October www.southwales-fire.gov.uk/who-we-are/our-performance/annual-improvement-plan-2024-25 and incorporates public and stakeholder surveys, face-to-face meetings, and staff workshops. These methods of engagement help to gain agreement on, and opportunities to review and improve our plans and progress, before finalising our proposed objectives.

This information is shared with the Senior Leadership Team (SLT) and the Board of Commissioners (BoC) where the feedback is reviewed, reflected upon, and updated in the proposed strategic themes, priorities, and departmental business plans for future monitoring. Consideration is also given to the laws that impact us and the financial budgets we must work within to ensure that we have the right resources in the right areas to serve and protect our communities in South Wales.

The consultation was open from 31st October 2024 to 24th January 2025 through our annual 'Have Your Say' online survey, face-to-face consultations with Wholetime and On-Call crews at a selection of stations, Joint Fire Control, Cardiff Gate Training and Development Centre and a Fire Cadets Unit. Overall engagement and response numbers for 2024 – 2025 were lower than the

previous year, with 128 people engaging with the online survey, a reduction of 40% (212). This was largely caused by a 50% reduction in staff responses since the last survey and attributed to a recognition that several other surveys and engagement sessions had been introduced across the Service in relation to the Independent Culture Review, Transformation Programme, and His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Review in previous months. Of those who engaged with the survey, 65 (51%) people provided feedback and when combined with the face-to-face sessions, the findings are based on feedback from approximately 145 people.

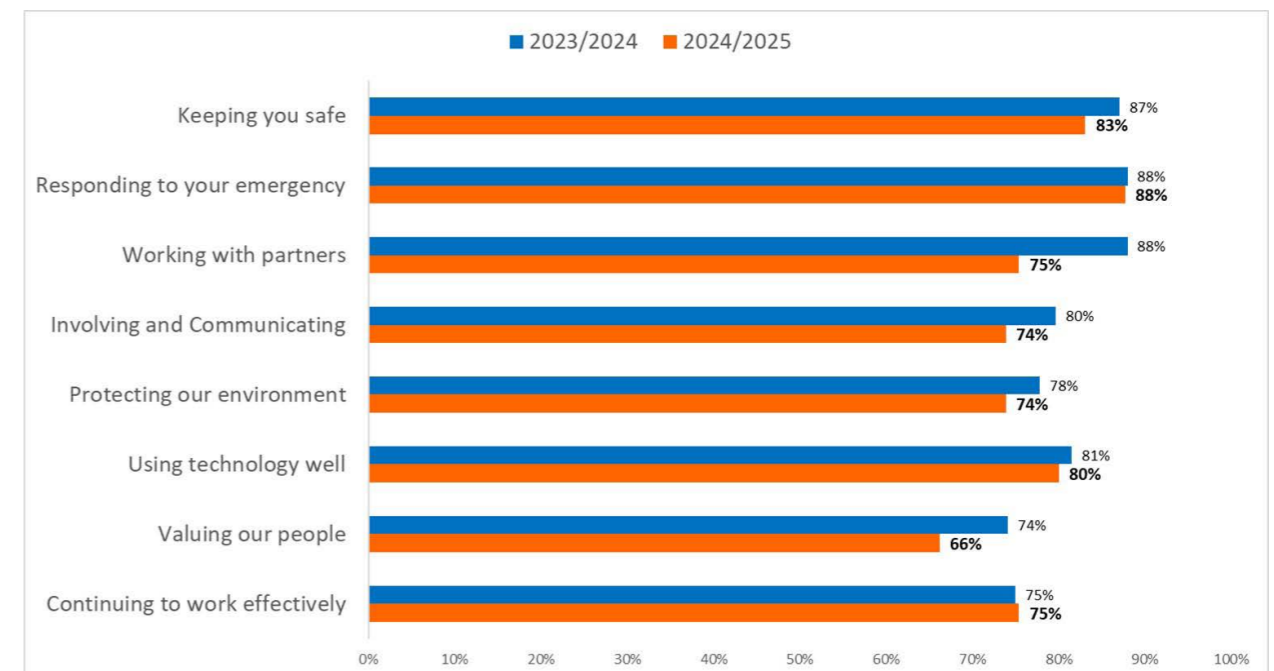
“
**OUR CONSULTATION
PROCESS RUNS FOR 12
WEEKS FOLLOWING THE
PUBLICATION OF THE
ANNUAL IMPROVEMENT
PLAN IN OCTOBER.**



Key results:

- Overall, there was broad agreement with our strategic objectives with 77% of responses indicating they 'strongly' or 'somewhat agree'.
- Core areas of service delivery ('Keeping you safe' and 'Responding to your emergency') saw the highest levels of agreement.
- Lowest levels of agreement were for 'Valuing our people.'

Agreement with Strategic Themes and Objectives – Annual comparison of consultation responses



Key themes raised by consultation

Appointment of new Chief Fire Officer (CFO)

The arrival of our new CFO Fin Monahan in the autumn and his subsequent visits and engagement sessions with teams, departments, and stations across the Service has been well received both in the online survey and from staff feedback sessions with positive statements about the future.

Valuing our people

The scrutiny and subsequent changes following the publication of the Independent Culture Review has had a clear impact on staff and levels of morale across the Service. Feedback has highlighted that more collaborative working towards common goals, greater transparency, improved retention, and a more diverse and inclusive workforce are all factors that will contribute to successful change and improved morale in the workplace. Additionally, there was a strong recognition of support from colleagues, citing our staff as being what makes the Service a good place to work.

Improvement of working conditions and facilities at Joint Fire Control

The challenges associated with operating a busy Joint Fire Control response operation have highlighted the need to make improvements to facilities and working arrangements with our emergency service partners. Solutions and recommendations are being developed to address these issues to help support Control staff and ensure that the Service can respond to fire and rescue emergencies as efficiently and effectively as possible.

Invest in efficient and effective technology, prioritising emergency response

Ensuring that our Information Technology (IT) systems are updated and integrated especially around our ability to respond to emergencies was another key theme. Improving and upgrading existing systems whilst also exploring new initiatives and ways of working using robust data and management information, reviewing our digital assets, and exploring emerging technologies as part of the Digital Transformation programme will help focus and deliver in these crucial areas.



Fin Monahan OBE, DFC, PhD, Chief Fire Officer

Build upon existing prevention activities to reduce risk in our communities

Whilst there are many positive initiatives around prevention and risk reduction, feedback suggested that we need to retain a focus on further training and standards around lithium-ion batteries with developers and partners, provide more education around Home Fire Safety Checks for the public and enhanced training for people in key roles.

Partnerships

It is recognised that working with partners can be a key factor in creating value for money and establishing opportunities for shared knowledge and resources to improve effectiveness and efficiency. We will continue to focus on developing more local and long-term relationships and data sharing agreements with our key partners and stakeholders to improve service delivery to the communities of South Wales.

Resources - improve recruitment, retention, and staffing levels

Reviewing resources and ensuring that teams have the right levels and numbers of staff was another key theme. Comments referred to employing new staff where existing skills are already established within the Service, and teams being under resourced, particularly around On-Call availability and the impacts of temporary promotions. The need to create more time and opportunities for training and development was another factor along with enhanced incentives to make promotions more attractive. Recent upgrades to fire-fighting equipment and vehicles were recognised and acknowledged by some but this was not a universal view across the Service.

Continue to minimise waste and reduce the Service's carbon footprint

Many responses commented on the importance of how we operate as an emergency service and balancing the need to review and improve impacts on the environment. Suggestions of using more solar energy sources, reviewing inappropriate vehicle movements, promotion of advances in extending our use of EV's (Electric Vehicles) in our fleet and improving or upgrading older buildings were given as examples that will help with our carbon reduction plan.



THE SCRUTINY AND SUBSEQUENT CHANGES FOLLOWING THE PUBLICATION OF THE INDEPENDENT CULTURE REVIEW HAS HAD A CLEAR IMPACT ON STAFF AND LEVELS OF MORALE ACROSS THE SERVICE.

TESTIMONIALS

"Firefighters do a great job and help charities too. They do a lot here for the community... and should be celebrated."

"You are excellent value for money in my town thank you."

"Our station near us is clean and tidy. It is a smart building now."



His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report on SWFRS

In August 2024, a paper was presented to Commissioners proposing that His Majesty’s Inspectorate of Constabulary and Fire and Resue Services (HMICFRS) should be asked to carry out an inspection of our Service. This report is due in Spring 2025 and will identify areas for improvement which will then be addressed as part of our ongoing strategy.



The role of HMICFRS includes:

Independently assessing and reporting on the effectiveness and efficiency of police forces and fire and rescue services.

Asking the questions that they believe the public wish to have answered, and publishing their findings, conclusions, and recommendations. Using their expertise to interpret the evidence and making recommendations for improvement.

Publishing authoritative information to allow the public to compare the performance of their police force and fire & rescue service against others.

National Fire Chiefs Council (NFCC) Core Code of Ethics

The NFCC Core Code of Ethics is a set of five ethical principles that provide a basis for promoting good behaviour and challenging inappropriate conduct. Everyone in every fire and rescue service is expected to follow the Code, and we are embedding its principles in all aspects of our work and interactions. These principles are echoed in our Step Forward Transformation and Change Programmes that will promote understanding and accountability. By acting in accordance with the Code, we will ensure excellence not only in what we do but how we do it.



PUTTING OUR COMMUNITIES FIRST

– we put the interest of the public, the community and service users first.

INTEGRITY

– we act with integrity, including being open, honest, and consistent in everything we do.

DIGNITY AND RESPECT

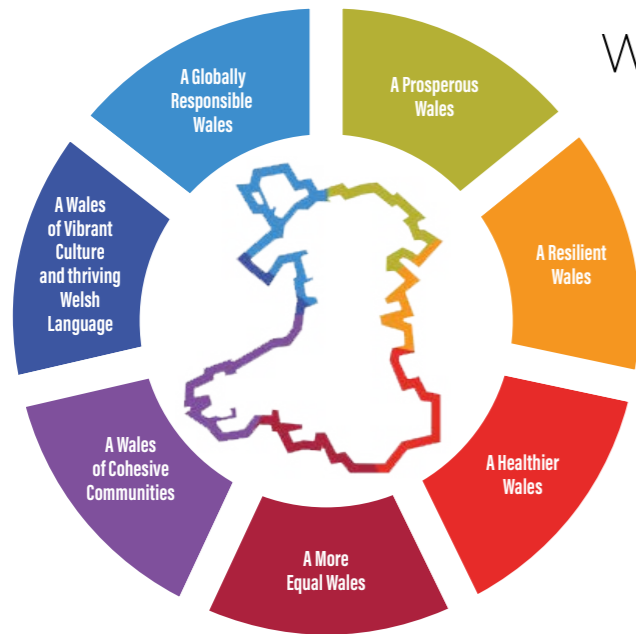
– making decisions objectively based on evidence, without discrimination or bias.

LEADERSHIP

– we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

EQUALITY, DIVERSITY, AND INCLUSION (EDI)

– We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.



Well-being of Future Generations (Wales) Act 2015

The Act puts in place a ‘sustainable development principle’ which tells organisations how to go about meeting their duty under the Act.

In this Act, any reference to a public service body doing something “in accordance with the sustainable development principle” means that the body must 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.

Public service bodies need to make sure that when making their decisions they consider the impact they could have on people living their lives in Wales in the future.

There are five things that public bodies need to think about to show that they have applied the sustainable development principle. Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.



Integration

Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.



Long-term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

THE SOCIO-ECONOMIC DUTY 2021

Since March 2021, public bodies in Wales have had to consider how decisions affect those who live in less favourable social and economic circumstances, for example, experiencing poverty or unequal access to services such as transport. Such disadvantage can result in inequalities of outcome

including poorer health, lower educational success, and less promising work opportunities. We always pay attention to socio-economic disadvantage in making decisions, which contributes to the Well-being of Future Generations (Wales) Act 2015 (WFGA) goals. We complete Equality Impact Assessments, which

are used when developing projects, amending, or writing policies, designing initiatives/campaigns, etc. These assessments are reviewed regularly to ensure our activities are fully inclusive. Dealing with barriers to accessing our services, our focus is on the people we serve.

SOCIAL PARTNERSHIP AND PUBLIC PROCUREMENT (WALES) ACT 2023

This Act is about organisations working together in Wales to deliver public services and how public services spend their money to pay for goods and services. They should be run and paid for in a fair and responsible way and they should help improve peoples’ lives. Deciding who will deliver public services should be done in a fair way and consideration given to the effect it has on people’s well-being.

The Act wants:

- To set up a group called the Social Partnership Council
- Welsh Ministers to talk with partners on the Social Partnership Council when meeting their well-being goals
- Public bodies to talk to their workers and aim to agree their well-being goals and how they will achieve them
- Public bodies to make sure they are responsible about buying goods and services
- Public bodies to write a plan for purchasing
- Public bodies to check that organisations they work with meet their goals and work responsibly
- Public bodies and Welsh Ministers to report on their work to do with purchasing.



STATION PLANS AND OUR COMMUNITY RISK MANAGEMENT PLAN

Our 47 fire and rescue stations create annual station plans based on our community needs, identifying local risks like building safety, water, and roads. These plans include community activities that are planned and support work of Public Service Boards (PSBs).

They also include local information and risks on operational preparedness, operational response, prevention, protection, and people and the impact stations have such as reducing incidents and awareness raising to achieve better outcomes for communities

In our Annual Improvement Plan 2024-2025, we review the areas we serve, highlight specific challenges, and show how they impact our communities. This connects our stations plans to our strategic priorities, coordinated with local authorities and PSBs.

By 2026 the Service will be launching a Service-wide Community Risk Management plan, and when published will include the following.

- Potential fire and rescue related risks
- How the Service will allocate resources across prevention, protection, and response
- Required Service objectives, including resource allocation for mitigating risk
- The Service's management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005.

OUR PUBLIC SERVICE BOARDS

We work with and support our local PSBs who have a duty to prepare and publish local well-being plans. They report yearly on their progress to show how responsibilities under the WFGA are being met.

We will consider the long-term effects of our actions and how we can be effective members of our PSBs by taking a combined approach to delivering services, to help people feel safe and well in their daily lives.

Our work with the PSBs shows our promise to the sustainable development principle of the WFGA, the seven goals of the WFGA and applying the five ways of working.

Please click on the relevant logo below to visit a PSB website.



Other plans and strategies.

We have developed other strategies and plans that support the achievement of our overall objectives and aims including:



Our Annual Improvement Plan 2024-2025 can be found [HERE](#).

Each year we look back at the previous year to review the impact of our planned improvement activities and look forward to the coming year by presenting an outline of proposed actions for public consultation.



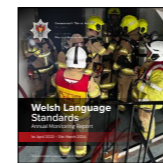
Our Strategic Equality Plan 2023-2026 can be found [HERE](#).

Setting out our equality objectives for the next three years, this plan details how we will work toward our commitment to ensure equality, diversity, and inclusion in all we do.



Our Carbon Reduction Plan 2020-2023 can be found [HERE](#).

This plan sets out how we will continue to improve the ways in which we use our resources to ensure the least harm to our environment. A new version of this report will be launched later in 2025.



Our Welsh Language Monitoring Report can be found [HERE](#).

This document sets out our actions to comply with our duties under the Welsh Language (Wales) Measure 2011.



Our Gender Pay Gap 2024 Report can be found [HERE](#).

From 2017 onwards, any UK organisation employing 250 or more employees must publicly report on its gender pay gap. We will publish our next update 31st March 2025.



Year in review 2023-2024.

Strategic Performance Indicators

COURAGE TO ACT, COMPASSION TO CARE

999 EMERGENCY CALLS RECEIVED

TOTAL NUMBER OF CALLS RECEIVED

36,913

5,490 WERE FIRES | 4,079 WERE SPECIAL SERVICE CALLS | 9,465 WERE FALSE ALARMS

DWELLING FIRES

TOTAL **687** | ACCIDENTAL **621** | DELIBERATE **66**

DELIBERATE FIRES

TOTAL **3,741** | REFUSE **2,216** | WILDFIRES **762**

ROAD TRAFFIC COLISSIONS

TOTAL **870** | INVOLVED EXTRICATION OF PERSONS **118**

CALLS AND ENGAGEMENT

HOAX CALLS

TOTAL **402** | UNNECESSARY MOBILISTATIONS **282**

HOME SAFETY CHECKS

TOTAL **15,003** | WITH ONE OR MORE RISK FACTORS **11,629**

SAFETY TALKS

TOTAL **36,658** | KEY STAGE 1-4 LEARNERS VIA EDUCATIONAL SAFETY TALKS **968**

FIRE SAFETY AUDITS

TOTAL **625** | ENFORCEMENTS **82**

STAFFING

CONTROL **36**

ON-CALL FIREFIGHTERS **593**

CORPORATE **347**

WHOLETIME FIREFIGHTERS **815**

THE SERVICE'S BUDGET WAS AROUND: **£89.3M** / **£1.23** per person, per week for the population of South Wales (1,515,357)

It is important that we evaluate our performance to ensure that we are as efficient and effective as possible. Therefore, we set annual targets against Welsh Government's Strategic Indicators and monitor our performance against these during the year.

	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	5 Year Trend	FY24/25 Projection
The total number of fires attended	5,482	5,481	5,565	6,031	5,460		5,659
The total number of false alarms attended	7,858	8,324	8,367	8,746	9,465		8,849
The total number of road traffic collisions attended	995	643	858	848	870		854
The total number of other special service calls attended	2,569	2,275	2,711	3,080	3,209		3,455
The total number of deaths and injuries arising from all fires	84	49	62	63	40		54
The total number of deaths and injuries arising from accidental fires	64	42	53	52	34		45
The percentage of dwelling fires which were contained in the room in which they originated	84.2%	82.2%	83.8%	82.7%	84.4%		85.0%



Our Budget 2025-2026

Our Service is funded by the 10 unitary authorities we serve, based on the population of each area. In 2025-2026 the budget cost is equivalent to **£1.30 per person per week**. This is an increase from 2024-2025 budgeted cost of £1.23 per person per week. The main drivers for this are general inflationary pressures, increased contractor costs, changes to National Insurance bandings and contributions and annual pay awards.

We will continue to identify efficiencies but will remain subject to inflationary pressures in all areas of the Service.

TOTAL BUDGET 2025-2026	£ 101,349,438
Employees	£ 63,515,057
Pensions	£14,629,019
Premises	£ 7,195,415
Supplies and Services	£ 6,156,182
Support	£ 5,870, 981
Training	£ 1,941,822
Transport	£ 1,666,590
Contracted Services	£ 1,377,270
Income	£-1,002,899



Approximately 62.5% of our budget is assigned to staff and related costs, excluding pensions.

EMPLOYEE BUDGET	£ 63,515,057
Operational staff	£ 46,791,622
Corporate staff	£ 11,739,113
Control staff	£ 1,695,340
Other staff costs Includes overtime, travel and other staff related costs.	£ 3,288,981

With 47 fire and rescue stations and over 1,700 staff, we are there in an emergency for:

<p>10 unitary authorities covering 2,800 sq km with 3.7 sq km of inland water.</p>	<p>Over 650,000 households and more than 1.5m people.</p>	<p>Businesses in South Wales including over 36,000 already in contact with us.</p>	<p>24 hours a day, 7 days a week, 365 days a year – costs approximately £1.30 per person, per week</p>
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Welsh Language

We are committed to fulfilling our duty to ensure the Welsh language is not treated less favourably than the English language, and support those who choose to communicate in Welsh. In accordance with the Welsh Language Standards 2015, the South Wales Fire and Rescue Authority received a Compliance Notice from the Welsh Language Commissioner setting out the Welsh Language Standards that apply to the Authority. This [Compliance Notice](#) is published on our website, and gives details about what the service's 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 "easy read" version of this plan, and both versions will be available on our website with "speak the website" audio facility which also provides a translation option. 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 present information that is meaningful. In doing this, we want to ensure that your views are considered when delivering our activities and reporting on them. For regular updates and invitations to take part in future consultations and surveys, contact us to join our Stakeholder Register.

You can contact us at any time using any of the methods shown below.

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

Email

swfs@southwales-fire.gov.uk

Call us

01443 232000

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

South Wales Fire and Rescue Service
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