

**The report is Not Exempt**

**The report is for Information**

**REPORT TO: FIRE AUTHORITY**

**MEETING DATE:** 17  
September 2018

**SUBJECT: DRAFT CORPORATE PLAN 2019-2024**

**SUMMARY**

In accordance with the Local Government (Wales) Measure 2009, the National Fire and Rescue Framework and the Well-being of Future Generations (Wales) Act 2015, all Welsh Fire Authorities are required to deliver and report against Improvement Objectives on an annual basis.

As such, attached at Appendix A, is the Service's Draft Corporate Plan for 2019-2024, which includes six Strategic Aims and Draft Improvement and Well-being Objectives for 2019/20.

**RECOMMENDATIONS:**

That the Fire Authority approve the Draft Corporate Plan 2019-2024 for public consultation.

**REPORT APPROVAL**

<b>Clerk/Monitoring Officer:</b>	<b>Comments: Approved</b> <b>Date: 10.09.18</b>
<b>Relevant Director:</b>	<b>Comments: Approved</b> <b>Date: 10.09.18</b>
<b>Section 151 Officer /Treasurer:</b>	<b>Comments: Approved</b> <b>Date: 11.09.18</b>
<b>Chief Fire Officer/ Deputy Chief Fire Officer</b>	<b>Comments: Approved</b> <b>Date: 11.09.18</b>

**BACKGROUND PAPERS USED IN PREPARATION OF THIS REPORT:**

Mid and West Wales Fire and Rescue Service Corporate Plan 2018-2023  
Local Government (Wales) Measure 2009  
The Well-being of Future Generations (Wales) Act 2015  
Fire and Rescue Service National Framework 2016.

Presenting the Report:	Deputy Chief Fire Officer Rob Quin
Report Author(s) and Designation	Ceri Jackson Head of Corporate Communications and Business Development
Date original report written	29/08/2018

**Mae'r Adroddiad Heb ei eithrio**

**Mae'r Adroddiad ER GWYBODAETH**

**ADRODDIAD I'R: AWDURDOD TÂN**

**DYDDIAD Y CYFARFOD: 17  
Medi 2018**

**TESTUN: CYNLLUN CORFFORAETHOL DRAFFT 2019-2024**

**CRYNODEB:**

Yn unol â Mesur Llywodraeth Leol (Cymru) 2009, Fframwaith Cenedlaethol y Gwasanaeth Tân ac Achub, a Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015, mae'n ofynnol i holl Awdurdodau Tân Cymru gyflawni yn erbyn amcanion Gwella, ac adrodd ar yr amcanion hynny yn flynyddol.

Felly, wedi'i atodi yn Atodiad A y mae Cynllun Corfforaethol Drafft y Gwasanaeth ar gyfer 2019-2024, sy'n cynnwys chwech Nodau Strategol ac Amcanion Gwella Drafft ar gyfer 2019/20.

**ARGYMHELLION:**

Bod yr Awdurdod Tân yn cymeradwyo Cynllun Corfforaethol Drafft 2019-2024 ar gyfer ymgynghoriad cyhoeddus.

**CYMERADWYO'R ADRODDIAD**

<b>Clerc:</b>	<b>Sylwadau: Cymeradwywyd Dyddiad: 10.09.18</b>
<b>Cyfarwyddwr:</b>	<b>Sylwadau: Cymeradwywyd Dyddiad: 10.09.18</b>
<b>Cyllid/Trysorydd:</b>	<b>Sylwadau: Cymeradwywyd Dyddiad: 11.09.18</b>
<b>Prif Swyddog Tân / Dirprwy Brif Swyddog Tân</b>	<b>Sylwadau: Cymeradwywyd Dyddiad: 11.09.18</b>

**PAPURAU CEFNDIR A DDEFNYDDIWDYD WRTH BARATOI'R ADRODDIAD HWN:**

Cynllun Corfforaethol Gwasanaeth Tân ca Achub Canolbarth a Gorllewin Cymru 2018-2023

Mesur Llywodraeth Leol (Cymru) 2009

Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015

Fframwaith Cenedlaethol y Gwasanaeth Tân ac Achub 2016

Yn cyflwyno'r Adroddiad:

Dirprwy Brif Swyddog Tân  
Rob Quin

Awdur(on) yr Adroddiad a'u Swyddi

Ceri Jackson  
Pennaeth Cyfathrebu Corfforaethol a  
Datblygu Busnes

Dyddiad yr ysgrifennwyd yr adroddiad  
gwreiddiol

29/08/2018

**REPORT TO THE FIRE AUTHORITY  
17 SEPTEMBER 2018  
DRAFT CORPORATE PLAN 2019-2024**

**1 Summary**

- 1.1 In accordance with the Local Government (Wales) Measure 2009, the National Fire and Rescue Framework and the Well-being of Future Generations (Wales) Act 2015, all Welsh Fire Authorities are required to deliver and report against Improvement Objectives on an annual basis.
- 1.2 As such, attached at Appendix A, is the Service's Draft Corporate Plan for 2019-2024, which includes six draft Strategic Aims and Draft Improvement and Well-being Objectives for 2019/20.

**2 National/Wales Position**

- 2.1 In accordance with the Local Government (Wales) Measure 2009, the National Fire and Rescue Service Framework and the Wellbeing of Future Generations Act (Wales) 2015, all Welsh Fire Authorities are required to publish and consult on their Improvement Objectives on an annual basis.

**3 Mid and West Wales Fire and Rescue Service Current Position**

- 3.1 In previous years, the Service has produced a five-year Strategic Plan and an accompanying Annual Improvement Plan. With the introduction of the Well-being of Future Generations (Wales) Act 2015, the Service took the opportunity to review the Service's planning process and produced a single integrated Corporate Plan in 2017. This Draft Corporate Plan 2019-2024 outlines the Service's six Strategic Aims and the Service's Draft Improvement and Well-being Objectives for 2019/20.

**4 Proposal**

- 4.1 That the Fire Authority approve the Draft Corporate Plan 2019-2024 for public consultation.

**5 Financial/Procurement Implications**

- 5.1 The Draft Improvement and Well-being Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, have been designed to drive through improvement and will deliver cashable and non-cashable efficiencies, which are unable to be quantified at this time.

**6 Risk Assessment/Legal Implications**

- 6.1 The Draft Improvement and Well-being Objectives for 2019/20, as outlined within the Draft Corporate Plan 2019-2024 will impact upon all areas of the Service, and compliance with them will improve performance and reduce the likelihood of legal challenge.

## **7 Equality and Diversity Including Welsh Language**

- 7.1 All Objectives and subsequent action plans will be subject to equality and diversity impact assessments, which will include Welsh Language compliance. The Draft Corporate Plan 2019-2024 will be published in Welsh.

## **8 Human Resource and People Development**

- 8.1 The Draft Improvement Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, will impact upon all areas of the Service and improve staff performance.

## **9 Information and Communications Technology (ICT)**

- 9.1 The Draft Improvement Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, will impact upon all areas of the Service.

## **10 Estates**

- 10.1 The Draft Improvement Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, will impact upon all areas of the Service.

## **11 Service Delivery**

- 11.1 The Draft Improvement Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, will impact upon all areas of the Service and improve Service Delivery.

## **12 Fire Authority Governance**

- 12.1 In accordance with the Local Government (Wales) Measure 2009, the National Fire and Rescue Service Framework and the Well-being of Future Generations (Wales) Act 2015, all Welsh Improvement Authorities are required to publish Improvement Objectives on an annual basis.
- 12.2 The Draft Improvement and Well-being Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024, enables the Fire Authority to discharge this responsibility.

## **13 Consultation & Communication**

- 13.1 The Draft Corporate Plan 2019-2024 has been produced in consultation with Fire Authority Members and Representative Bodies at the Corporate Budget Planning Day (06.08.2018). The Draft Corporate Plan 2019-2024 was shared with the Service Leadership Team on 15.08.2018 and approved by the Executive Leadership Team on 06.09.2018.

## **14 Evaluation**

- 14.1 The Draft Improvement and Well-being Objectives for 2019/20 as outlined within the Draft Corporate Plan 2019-2024 will impact upon all areas of the Service and an evaluation programme will be developed for the Objectives upon approval.

## **15 Well-being of Future Generations (Wales) Act 2015**

- 15.1 Examinations will be undertaken to assess how the Service is applying the sustainable development principle when taking steps towards meeting our Improvement and Well-being Objectives.
- 15.2 The Service is committed to ensuring that the key principles of the Well-being of Future Generations (Wales) Act 2015 are supported.
- 15.3 The Service has ensured that our 2019/20 Improvement and Well-being Objectives contribute to the requirements of the Well-being Act, by demonstrating how each of the Service's Improvement Objectives meet the seven well-being goals.

## **16 Data Protection and Privacy Issues**

- 16.1 The report does not include personal information concerning individuals, and there are therefore no Data Protection or Privacy implications associated with this report.

## **17 Recommendations**

- 17.1 That the Fire Authority approve the Draft Corporate Plan 2019-2024 for public consultation.

# **Draft Corporate Plan 2019 - 2024**

# **Corporate Plan 2019 – 2024**

## **Introduction**

Mid and West Wales Fire and Rescue Service  
The Executive Board  
Mid and West Wales Fire and Rescue Authority  
Mid and West Wales Fire and Rescue Service and the Law  
Our Plans  
How are we performing?  
Performance Targets 2019/2020.

## **Developing our Corporate Plan**

Well-being Statement  
Our Strategic Aims  
How are we performing?

## **Our Strategic Aims**

Our Environment  
Our Partnerships  
Our Future  
Our Communities  
Our People  
Our Resources

## **Find out more**

# Corporate Plan 2019 – 2024

## Introduction

We are delighted to introduce our Corporate Plan 2019-2024.

Our Vision is “To be a World Leader in Emergency Response and Community Safety”.

Despite budgetary constraints, we have continued to maintain a level of service, which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

Over the last five years (01/04/2013 to 31/03/2018), we have attended 3,018 house fires, a 0.7% decrease on the previous five years. During the same period, our attendance at road traffic collisions has decreased by 2%, from 5,320 to 5,202. Whilst our attendance at flooding incidents has decreased 17%, from 2,102 to 1,749.

Whilst our attendance at traditional fire service incidents is decreasing as a result of our preventative work in the community, indeed, we have undertaken 100,126 Home Fire Safety Checks and engaged with 163,861 young people through our education programmes over the last five years, we have continued to expand our operational response capabilities. Our firefighters have responded to 12,790 medical response incidents in the last five years. This is a 5% increase on the previous five years.

We have achieved all this despite making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. However, there is no avoiding the fact that the financial climate we are currently operating in, will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further. We will therefore continue to play our part in future budget reductions, by having an ongoing, open discussion with staff and the public, around how we can continue to make improvements and future efficiencies.

We are committed to adapting to these challenges in a positive way and our Corporate Plan 2019-24 sets out our Strategic Aims and Objectives for the next five years. We believe that collaborative working is the future of the emergency services, enabling us to improve the way we work; share our people and financial resources; and ultimately save more lives. We are also committed to finding innovative solutions to improve the way we work, improve Firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial if the Service is to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Strategic Aims and the Improvement and Well-being Objectives we are committing to for 2019/2020.



## Corporate Plan 2019 – 2024

### Mid and West Wales Fire and Rescue Service

The Service was created in 1996 by the Local Government (Wales) Act 1994, following the merger of Dyfed, Powys and West Glamorgan Fire Brigades.

Mid and West Wales Fire and Rescue Service covers:



The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km<sup>2</sup>), comprising 58 stations and employing 1,400 staff. It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

There are a variety of risks found within the Service area, ranging from the petrochemical industries in Milford Haven, to the risks associated with heavily populated areas such as Swansea and Neath Port Talbot. There is also a large farming community and many other light industries throughout the area.

These, together with an extensive coastline and inland waterways, form some of the specialised risks found within the Service.

### The Executive Board

The Executive Board is the Service's Senior Management Team, led by the Chief Fire Officer, supported by the Deputy Chief Fire Officer and two Assistant Chief Officers.



Chris Davies



Rob Quin



Roger Thomas



Kevin Jones

## Corporate Plan 2019 – 2024

### Mid and West Wales Fire and Rescue Authority

Mid and West Wales Fire and Rescue Authority is made up of 25 elected members who represent the six Local Authorities within the mid and west Wales area (Carmarthenshire, Ceredigion, Neath Port Talbot, Pembrokeshire, Powys and Swansea).

They are publicly accountable and have a statutory responsibility to maintain a Fire and Rescue Service for our communities.

You can find out more about the Service, the Fire Authority and the responsibilities of our Executive Board by visiting our website: [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)

### Mid and West Wales Fire and Rescue Service and the Law

In Mid and West Wales FRS there are a number of legal frameworks that determine the rules and guidelines on what services we must provide. These include, but are not limited to, those listed below. They enable us to keep the people, communities, businesses and the environment in mid and west Wales safe from fires and other hazards as effectively and efficiently as possible, while improving social, economic and cultural wellbeing.

**Local Government (Wales) Act 1994** - An Act to make provision with respect to local government in Wales.

**Mid & West Wales (Combination Scheme) Order 1995** - This Order makes a Scheme which combines the areas of the following new principal councils in Mid and West Wales, namely Cardiganshire County Council, Carmarthenshire County Council, Neath and Port Talbot County Borough Council, Pembrokeshire County Council, Powys County Council and Swansea County Council (which would otherwise become individual fire authorities on 1st April 1996 by virtue of the Local Government (Wales) Act 1994) into a combined fire area.

**The Fire and Rescue Services Act 2004** is the main legislation for all Fire and Rescue Services (FRS). It sets out what is expected of us and how we must act.

**The Civil Contingencies Act (2004)** establishes a framework for emergency planning and response, ranging from local to national levels.

**The Regulatory Reform (Fire Safety) Order 2005** is the law relating to fire safety in non-domestic premises. The Regulatory Reform (Fire Safety) Order 2005 requires all Fire Authorities to enforce fire safety standards in a variety of commercial premises such as offices, shops, schools, factories, hospitals etc.

**The Local Government (Wales) Measure (2009)** details the legal requirements for service improvement and strategic planning by Fire and Rescue Authorities in Wales. It looks at achieving service improvement in the short term and supporting the wellbeing of communities over the longer term.

**The Fire and Rescue National Framework (2016)** sets out the Welsh Government's vision and priorities for the Fire and Rescue Authorities in Wales. It describes what the Welsh Government expects of Fire and Rescue Authorities and creates the foundation on which to build and promote improvement, efficiency and innovation.

## **Corporate Plan 2019 – 2024**

**The Wellbeing of Future Generations Act (2015)** aims to improve the social, economic, environmental and cultural wellbeing of Wales now and for future generations to come.

### **Our Plans**

#### **Corporate Plan**

Our Corporate Plan sets out our vision for the future, and how this will be achieved through our Strategic Aims and Improvement Objectives.

#### **Annual Performance Assessments**

By the end of October each year, we publish our Annual Performance Assessment. Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the previous year's Improvement Objectives. Our Annual Performance Assessment also identifies how we have contributed to the Well-being goals, set out within the Well-being of Future Generations (Wales) Act 2015.

#### **Sustainability and Environment Plan**

Mid and West Wales Fire and Rescue Service is committed to embracing Sustainability in the delivery of Service excellence. We aim to do this by reducing energy consumption, working towards zero waste to landfill and reducing our Service Wide Carbon Footprint year on year. Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.

### **Equalities**

#### **Strategic Equality Plan**

Our **Strategic Equality Plan** <http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Equality-and-Diversity.aspx> conveys the continued commitment of the Authority and the Chief Fire Officer to promote equality of opportunity across all Mid and West Wales Fire & Rescue Service's functions, policies, practices and procedures and sets out how the Service will seek to fulfil this commitment. We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

#### **Annual Equality Report**

Our **Annual Equality Report** <http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Equality-and-Diversity.aspx> highlights the ways in which we are meeting both our moral and legal obligations to recognise diversity and promote equality. The report reflects the work undertaken within our communities and also reports key equality data.

### **Welsh Language**

As a Service, we are governed by legislation regarding the use of the Welsh Language and must comply with a set of national Welsh Language Standards. We are committed to actively promoting the Welsh language and ensure that it is not treated less favorably than English.

The Welsh Language Commissioner issued a Compliance Notice which sets out which Standards apply to Mid and West Wales Fire and Rescue Authority, along with any exemptions and their implementation dates. In response to the Compliance Notice, the Authority published a doc-

## Corporate Plan 2019 – 2024

ument noting how it intends to comply at a corporate level with the Standards and what its internal processes are for oversight and monitoring implementation, both of these documents are available on our external website. <http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Welsh-Language-Standards.aspx>

### Well-being Statement

We remain committed to the Well-being of Future Generations (Wales) Act 2015, and we have embraced our duties and our role as a statutory partner across our six Public Service Boards (PSBs). The Act is about improving the social, economic, environmental and cultural well-being of Wales, and makes public bodies think more about the long-term, work better with people and communities and each other to take a more joined up approach to preventative strategies.

We understand the purpose and aim of the Act and are committed to ensuring we consider the long-term impact of our decisions on the communities we serve. Our Corporate Plan 2019-2024 outlines our five-year Strategic Aims and our Improvement and Well-being Objectives for 2019/20. We have ensured that our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle and incorporate the five ways of working.

Our Improvement and Well-being Objectives have been developed through a series of workshops with our staff, Elected Members and Representative Bodies, and have also been considered by Council Scrutiny Committees as part of a wider period of consultation. As a result of this consultation process, we are confident that our Improvement Objectives for 2019/20 contribute to the requirements of the Well-being Act.

Throughout this Plan we will highlight how our Improvement and Well-being Objectives contribute to the seven Well-being Goals, demonstrating how each one helps us improve the economic, social, environmental and cultural well-being of Wales.

We have ensured that our Improvement and Well-being Objectives have been developed and implemented in accordance with the sustainable development principle, and incorporate the five ways of working, by looking to the long term, so that what happens now does not compromise the ability of future generations to meet their own needs. We will therefore ensure that when making decisions we take into account the impact the decisions could have on the people living their lives in Wales both now and in the future, as well as preventing problems from occurring or from getting worse, by taking an integrated approach and considering how our Objectives might impact on each other and on the achievement of the well-being goals for Wales. We will also remember to give due consideration to the rich diversity of people within mid and west Wales and continue to work collaboratively with others to help the Authority achieve its objectives, and conversely, to help others to achieve theirs.

In developing our Improvement Objectives, we have adopted the **five ways of working**, which are also known as the “**Sustainable Development principle**”.

**Long Term** – We will continue to look at long term trends and undertake analysis of our actions, to ensure that the services we provide are proactive rather than reactive, therefore better meeting the needs of our communities and stakeholders by making our communities as safe as possible, and not compromising the needs of our future generations. We have embedded the long term thinking within our business practices and Improvement and Well-being Objectives and we will continue to adopt a horizon scanning approach as part of our planning processes. When setting our Improvement Objectives, we have ensured that we remain sighted and monitor future trends and long-term challenges, that will have an adverse impact on the services we provide. We will continue to adapt and diversify our activities to better meet the needs of our communities, as well as improve the way we meet the needs of the people that work, live and visit our communities to make them safer.

## Corporate Plan 2019 – 2024

**Prevention** – Prevention, protection and early intervention remain a priority for us, and our commitment to making the communities we serve as safe as possible, by continually reviewing and adapting our intervention services. We will continue to take a proactive, integrated and collaborative approach to the services we provide, by working closely with new and existing partner organisations to deliver tailored safety messages, therefore maximizing the positive impact in our communities. Our focus for prevention is centred around preventing problems from occurring or worsening by ensuring early intervention is undertaken and that our communities are as informed as possible.

**Integration** – We have taken an integrated approach when developing our Improvement and Well-being Objectives, as we believe that working in a more integrated way will enable us to solve problems more effectively and efficiently. By undertaking a joint approach to maximise opportunities, and working collaboratively with our partners and stakeholders, we will reduce duplication of effort across public sector organisations and furthermore share resources, learning and knowledge for the benefit of our communities and future generations.

**Collaboration** – Working collaboratively with our partners is of key importance to us as a Fire and Rescue Service. We work collaboratively with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service in a number of ways and have adapted an All Wales approach in several areas. This collaborative approach has also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Services on several subject matters. We understand that working closely with our partners, maximises the impact of our safety messages on our communities and delivers safety messages with a joint approach. We will therefore continue to build on existing relationships and look for new opportunities to develop new and existing partnerships to make the most effective use of our assets.

**Involvement** - We have consulted widely with our stakeholders, partner organisations and the public. We will fully engage with local communities through events and consultations, encouraging them to get involved in the decisions that affect them, which encourages a two-way dialogue and also ensures that they have their say on our Improvement and Well-being Objectives. Encouraging public participation and involvement in decision making is extremely important to us.

Our Strategic Aims and Improvement and Well-being Objectives will help to achieve the seven **Well-being goals** in a number of ways, and we have ensured that the actions for the Objectives have been developed in accordance with the **sustainable development principle**.

Our contribution towards achieving a **Prosperous Wales** will include providing a greater level of information and support from each of our contacts when we visit people in our communities to keep people safer in their homes. We will also contribute to achieving a **Prosperous Wales** by managing our assets in better, more cost effective and efficient ways, building on existing relationships and looking for new opportunities to maximise the benefit for the community and enhance our contribution to the local economy and reduce costs to society.

Contributions towards a **Resilient Wales** will be achieved through the consideration of new technology and innovation within our Service. We will also better understand our impact on the environment in order for reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of Service Delivery.

A **healthier Wales** will be achieved by an increase in connectivity and digitisation, which will assist the Service in delivering both our emergency and community safety services to citizens, therefore ensuring that we can provide advice and deliver our intervention programmes to assist individuals to improve their lifestyle.

Our contribution towards a **Wales of Cohesive Communities** will be accomplished by improving our digitized solutions and advancing information and communication technologies, by contributing to the progression of connectivity and our delivery of services to the public.

## **Corporate Plan 2019 – 2024**

In order to assist with creating a More **Equal Wales**, we will prioritise our interventions at those individuals who are most vulnerable to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

Our contribution to a **Wales of Vibrant Culture and thriving Welsh Language** is to continue to encourage and promote the use of the Welsh Language within our service area. Where possible, we will promote access to our services through the utilisation of the Welsh language, to ensure that our stakeholders are able to communicate with us in their preferred language. We will also continue to encourage our employees to speak their preferred language in the workplace and provide opportunities to employees who wish to learn Welsh.

We will influence the achievement of a **Globally Responsible Wales** by continuing to make significant changes to reduce the amount of paper used in our activities through encouraging the submission of all electronic correspondence and documentation.

As specified within the Act, Public Services Boards must utilise the sustainable development principle to maximize contribution to the achievement of the seven national well-being goals by addressing the specific well-being needs of the area. We have embraced this principle and are fully committed to providing the utmost contribution as a statutory partner to achieving the well-being goals, and have subsequently implemented the ethos of ensuring that the needs of the present are met without compromising the ability of future generations in our business practices.

# Corporate Plan 2019 – 2024

## Our Vision, Mission, Values and Strategic Aims (Image to be added)

### How are we performing?

#### Performance Indicator

Performance Indicator	2017/2018 Actuals	Average 2007/08 to 2011/12	Average 2012/13 to 2016/17	Average 2013/14 to 2017/18	Average Percentage reduction 2012/13 to 2017/18	2021/2022 Target
<b>All Fires</b> FRS/RRC/S/001 (i)	3246	5455	3395	3395	0.0%	-20%
<b>All False Alarms</b> FRS/RRC/S/001 (ii)	4850	5611	4591	4643	1.1%	-10%
<b>All Road Traffic Collisions</b> FRS/RRC/S/001 (iii)	986	1224	1064	1041	-2.2%	-10%
<b>All Other Calls</b> FRS/RRC/S/001 (iv)	4695	3693.8	2014	1993	-1.1%	No target set
<b>Deaths And Serious Injuries From All Fires</b> FRS/RRC/S/002 (i)	49	83	68	69	0.3%	-10%
<b>Deaths And Injuries From All Accidental Fires</b> FRS/RRC/S/002 (ii)	46	56	48	46	-2.5%	-10%
<b>The Percentage Of Dwelling Fires Which Were Contained In The Room Of Origin</b> FRS/EFR/S/003	84.8%		87.1%	86.6%	-0.7%	Maintain target of 87% if possible

Over the past decade, through Improvement Planning and Risk Reduction, we have seen a significant reduction in the number of incidents we attend and better outcomes for those affected and the communities within which they occur.

The table shows the percentage reduction in the number of incidents, injuries and deaths over the last 10 years which provides a clear picture of our success.

Based on these success stories we continue to set challenging targets as performance indicators over the next 5 years.

## Corporate Plan 2019 – 2024

### Developing our Corporate Plan

This Plan outlines our five-year Strategic Aims (2019-2024) and our Improvement and Well-being Objectives for 2019/2020.

In developing our Corporate Plan for 2019-2024 we have considered:

- The improvements we have made in delivering previous Corporate Plans.
- What our communities are telling us.
- What our staff are telling us.
- The resources available to us.
- The views of our partners and the importance of working collaboratively.
- The requirements of the Well-being of Future Generations (Wales) Act 2015.
- Our legislative requirements, including:
  - Local Government (Wales) Measure 2009.
  - Fire and Rescue Service National Framework 2016.
  - National Issues Committee.
  - National Resilience.
  - All Wales Equality and Diversity.
  - Welsh Language Standards.



## **Corporate Plan 2019 – 2024**

### **Our Strategic Aims**

Our Strategic Aims (2019-2024) set our direction of travel for the next five years. Our Service plays a vital role in the community and our aims have been developed in consultation with staff, trade union representatives, senior officers and members of our Authority, and take into consideration the requirements of the Well-being and Future Generations (Wales) Act 2015.

Our Strategic Aims for 2019-2024 ensure we will continue to deliver the best possible services to our communities.

The six Strategic Aims, as outlined, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

### **Our Strategic Aims are:**

#### **Our Environment**

We will improve our working practices and reduce the impact of our activities on the environment. We will continue to embrace our responsibilities by striving to reduce our carbon footprint, whilst exploring other opportunities to protect and improve the environment around us.

#### **Our Partnerships**

We will work with organisations and individuals with the varied range of skills and expertise essential to achieve continued improvement. We will progress open, collaborative and flexible partnerships that put transparency and inclusivity at the heart of Service delivery.

#### **Our Future**

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

#### **Our Communities**

We will improve the safety and well-being of our communities through holistic interventions and partner engagement.

#### **Our People**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

#### **Our Resources**

We will manage our assets and resources responsibly. We will explore opportunities to improve efficiency by working with other organisations to share functions and minimise duplication.

#### **Our Improvement and Well-being Objectives**

Each year, as part of our planning process, we develop Improvement and Well-being Objectives which have been designed to help us deliver against our Strategic Aims. Our Objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year.

## Corporate Plan 2019 – 2024

### Strategic Aim One

#### Our Environment

We will improve our working practices and reduce the impact of our activities on the environment. We will continue to embrace our responsibilities by striving to reduce our carbon footprint, whilst exploring other opportunities to protect and improve the environment around us.

#### Where are we now?

For a number of years, we have been committed to embracing Sustainability in the delivery of Service excellence. We recognise that sustainability is about improving our environmental performance; improving efficiency in our use of resources; and minimising our impact on the environment.

Our Environment Policy outlines the Service's commitment to the environment and our Sustainability and Environmental Strategy 2015-20 sets out the main principles, proposals and actions required to reduce the environmental impacts of the Service's activities and operations.

Since 2014, the Service has successfully maintained its independently assessed Green Dragon Environmental Management Standard, Level 5; the highest level available. The Standard recognises the Service's commitment to environmental matters and environmental legislation, which has provided valuable assistance in supporting the Service in meeting its environmental objectives.

Over the years we have made great strides forward, in our aim to reduce our Carbon Footprint including the purchase of two Hydrogen-fuelled vehicles and electricity assisted bikes. We have implemented several Sustainable initiatives through building design, such as PV Panels, LED Lighting used on Stations both internally and externally (externally PIR switching), and we continue to consider the environmental impacts when reviewing new technologies for the Operational Environment.

#### Where do we want to be?

Our intention is to be a Fire and Rescue Service where sustainable development and environmental issues are embedded in all our decision-making processes; enhancing the economic, social and environmental well-being of our communities.

As a Fire and Rescue Service, we try to ensure that all our operations and activities help reduce the impact fires have on the environment, in addition to the local economy and society.

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### **How we get there? We will delivery this through the following Improvement and Well-being Objectives:**

- We will continue to educate our staff about environmental and sustainable issues, while encouraging and promoting a collective responsibility for future generations.
- We will continue to modernise our estate by utilising environmentally responsible and low carbon emitting renewable technologies.
- We will consider the environment as part of all our decision-making processes and implement environmental improvements where appropriate.
- We will minimise waste and pollution risks by developing and operating sound waste management practices and procedures; focusing on the principles of the waste hierarchy.
- We will create a green infrastructure which will enable us to progress the Ultra-Low Emission Vehicle (ULEV) agenda within the Service.
- We will continue to consult with external stakeholders and learn from sector leaders; incorporating best practice solutions across the Service, as appropriate.

### **What will this mean to you?**

Our efforts in transforming our activities to reduce the negative impact on the global environment will contribute to better air quality. Using less resources to deliver our services will reduce the strain on finite global resources, preserving them for future generations. Producing less waste and re-using and recycling more materials, will reduce our demand for new resources and relieve some of the pressures caused by the processing of wastes such as incineration and landfill.

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## Strategic Aim Two

### Our Partnerships

We will work with organisations and individuals with the varied range of skills and expertise required to achieve continued improvement. We will progress open, collaborative and flexible partnerships that put transparency and inclusivity at the heart of service delivery.

#### Where are we now?

We continue to build on our operational effectiveness with partner organisations, working with the Local Resilience Forum in both Dyfed Powys and South Wales areas, and taking through internal and multi-agency exercising.

As a statutory partner of the Public Service Boards, we are fully committed to the success of the Well-being Plans and are actively developing the foundations in the early stages of these newly formed Boards.

We also continue to work closely with other agencies to deliver efficient and effective services across a broad range of areas including our delivery of medical response through Welsh Ambulance Service Trust, improving patient outcomes across the Service area.

#### Where do we want to be?

We aspire to be recognised as a lead organisation in operational innovation, developing through partnerships, operating systems and equipment; progressing the implementation of a digital fire ground to support firefighter safety across the range of operational activity.

Continued development of Fire Medical response, identifying partnership opportunities that assist participating agencies to meet their corporate objectives; working not only for their specific areas of responsibility but also to genuinely achieve well-being in the community through early intervention.

Delivering thorough structured partnership arrangements, with clear and effective governance and objectives, regularly reviewing the effectiveness to support delivery to the community in the most effective way possible. We aspire to develop streamlined processes, wherever possible, reducing duplication across agencies, improving our own and partnership delivery effectiveness.

#### How we get there?

We will deliver this through the following Improvement and Well-being Objectives: -

- We will work with our partners to establish clear and quality partnership deliverables and timescales, which pledge equal partner involvement through a single agreed process.
- We will continually review and evaluate the success of our partnerships in order to reduce duplication and ensure our partnership arrangements are of value to our communities.
- We will continue to deliver our commitments to the Well Being of Future Generations Act and on our role within Public Service Boards.
- We will continue to build partnerships with other agencies to improve innovation and technological advances across the operational and non-operational functions of the Service.

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### **What will this mean to you?**

Provision of a progressive emergency response through continual technology development to support operational effectiveness.

Delivery of a broader medical service to support early community intervention and well-being.

Delivery of effective partnership services to meet the specific needs of your community.

# Corporate Plan 2019 – 2024

## Strategic Aim Three

### Our Future

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

### Where are we now?

We currently employ a range of IT software systems to support our business processes. However, these are primarily 'standalone' systems with limited interoperability across IT platform, we have an overreliance on bureaucratic, paper-based 'legacy' systems within our administrative functions. From an operational perspective our business processes have evolved incrementally over the past 10-15 years. We currently utilise IT to support our incident management processes e.g. Mobile Data Terminals (MDT's); and Unmanned Aerial Vehicles (UAV's), however there is considerable scope to develop these processes further.

### Where do we want to be?

- Develop integrated IT platforms to improve interoperability, introduce lean systems and reduce our administrative burden.
- Greater use of technology e.g. Skype, in order to reduce our carbon footprint, reduce costs and improve organisational effectiveness.
- Develop further research and development in order to reduce risk to firefighters and our communities.
- Create a culture of innovation within the Service which supports R&D, identifies invest to save opportunities and allows individuals and teams to be 'safe to fail'.

### How we get there? We will deliver this through the following Improvement and Well-being Objectives: -

- We will utilise technology to improve our business processes.
- We will reduce operational risk by investing in improved communication systems and enhancing the way in which we manage our operational data.
- We will develop an IT infrastructure which supports alternative ways of working.
- We will improve our internal communication and decision making to drive forward change.

### What will this mean to you?

The way in which we work will change in the future and staff will need to embrace these changes in order to ensure that the Service maximises opportunities to work more effectively.

### Strategic Aim Four

#### Our Communities

We will improve the safety and well-being of our communities through holistic interventions and partner engagement.

#### Where are we now?

**Partnerships** - Effective partnerships are essential to a holistic approach to safeguarding our communities and the Service is engaged in a wide range of partnerships across the Service area. However, partnership arrangements to support the delivery of community safety can be complex and are subject to change as partner organisations change and re-structure. This has created challenges for partnership working, joined up delivery and providing the right level of intervention within our Communities. Because public bodies do not always share the same geographical boundaries, partnership arrangements can be complex with some organisations having to duplicate activity by servicing a variety of fora within different governance and decision-making arrangements.

These geographical differences add to an already complicated picture and can put a strain on already stretched resources, with staff having to attend multiple meetings and committees. Where partnerships are focused on addressing common problems and are effectively aligned, they can make a positive difference. Examples of these include the relationships between the Service and Dyfed Powys Police in its pilot Safe Well and Independent Living (SWAIL) project based in Llanelli. Relationships developed between the Service and Public Health Wales and Trading Standards in the Making Every Contact Count (MECC) home safety approach is also a good example of effective partnerships. These are a small sample of positive partnerships that thrive as a result of a common understanding and aim on a particular subject matter, in this case, considering the vulnerable members of our society.

**Youth** - Helping children and young people learn more about fire safety is fundamental in making our communities safer in the future. We work with a range of agencies and partners on lots of practical and educational initiatives to engage with young people about keeping safe from fire, and the dangers and consequences of deliberate fire-setting and hoax calls. Our dedicated Youth Team run a variety of activities to enable young people to integrate with the Fire and Rescue Service through programmes such as Crimes and Consequences, Firefighter for a Day, Phoenix and additional targeted work such as the Hillympics at Hillside Secure Centre in Neath.

**Schools Education** – The Service has in place a widespread and comprehensive schools education programme that sees over 40,000 children and young people receive a safety related message from Mid and West Wales Fire and Rescue Service per year. This is supplemented by bespoke messages during high activity periods during targeted campaigns such as Op Bang (Be a Nice Guy) and Dawns Glaw in areas of higher risk.

**Home Safety** - The Service delivers on average 18,000 Home Safety Checks annually using a combination of Community Safety Department staff, Operational Crews and Partners. The traditional 'Fire Safety' message is now being widened to include health and safety messages that promote the safety messages of partners such as the Police, Public Health and Trading Standards. This leads towards a new identity for such intervention as 'Safe & Well' visits with messages

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also being delivered on smoking cessation, scamming, falls prevention and this requires a re-newed approach to such checks.

Our positioning within our Communities as a highly valued and trusted service provider enables us to reach sectors of our Communities unseen by other Partners.

This 'Making Every Contact Count' approach, where every Fire and Rescue Service engagement is seen as an opportunity to deliver the most holistic message to maximise the safety and health of our citizens, is being rolled out but is challenging in terms of the resources required to provide awareness to all teams and staff who deliver home safety.

**Road Safety** - The number of Road Traffic Collisions that the Service attends continues to increase. The Service plays a key role in road safety education both individually and with partners such as the Local Authorities. The Service is well positioned to increase its Road Safety engagement through the development and use of information and education toolkits, that can be delivered by both Operational crews and local Community Safety Teams, however this will require a measured approach against other competing demands placed on the Community Safety teams and Operational Crews.

**Water Safety** - The Service has committed to improving its response to water incidents and this includes our role in educating the community. There is an increasing community expectation that the Service plays a part along with partners in raising awareness of water safety.

**Business Fire Safety** – Of circa 42, 000 business premises held on the Service register, some 2, 000 per annum, are audited in accordance with the Regulatory Reform Order 2005.

## **Where do we want to be?**

**Partnerships** – Partnership working as a means of delivering community-safety outcomes is well established and has been promoted within the Fire and Rescue Service for the last 20 years. Successive national-government policies have given a greater focus to the importance of agencies working together to address community safety. Building trust between partners is a key component of this success.

Our Service as a Statutory Partner on Public Services Boards coupled with its history in establishing effective and meaningful partnerships with a host of Blue Light, Local Authority, Private Sector and Third Sector groups, means that we are well positioned to progress partnerships further.

We aspire to have in place a common goal to improve the safety and wellbeing of our Communities, supported by adequate and appropriate resources, with a range of Partners. This extends to sharing information on a common platform.

**Arson Reduction** – Our arson reduction arrangements are long established and the network of partners that the Service involves in its work is broad and effective. We have used this partnership working effectively to educate and inform our communities and achieved significant success in reducing incidence of deliberate grass fires within the Service to date. While this focus will remain ongoing for the foreseeable future, it is clear that such a collaborative multi-agency approach would prove useful in reducing other areas of deliberate fires, such as where it involves waste fires and empty buildings.



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**Schools Education** – We will continue our Schools education programme and make sure that where it is delivered, that it combines messages from other Partners to help minimise the impact upon the school and maximise meetings from different community safety partners.

**Home Safety** – We will re-brand our Home Fire Safety Check (HFSC) to a Safe & Well Check to enable the wider more holistic messages of our partners to be delivered, which will compliment and maximise the check and support the growing public-sector ethos of making every contact with our citizens (MECC). This re-branding will also enable access to alternative grant funding opportunities to support Safe & Well messages.

**Road Safety** – We will continue to inform Welsh Government through evidence that the limited education and intervention provided by the Service for Road Safety is extremely effective and brings about long-term changes in driving behavior with young drivers. It is our objective to continue using this information to inform a discussion around funding for the Service to invest in its road safety education resources.

**Water Safety** - Establishing a standard educational and awareness message that can be delivered by all water safety partners.

**Business Fire Safety** – While fulfilling our regulatory obligations, it is our ambition to wider our engagement with business owners through a range of safety related messages under the banner of Business Engagement. Already, information on matters relating to Business Continuity are a factor of engagement, however, there is scope to widen this information to provide even greater value in our contact.

### **How we get there? We will deliver this through the following Improvement and Well-being Objectives:-**

- We will work with our Public Service Boards to ensure our prevention and protection activities engage with those most at risk within our communities.
- We will expand our data sharing arrangements with key partners to further inform our community risk profiles and shape our future community and business engagement activities.
- We will continue to ensure that our staff have all the skills and support they require to deliver their engagement activities in a safe, consistent and sustainable manner.
- We will evaluate our community safety interventions and engagement activities to ensure we continue to deliver the services our communities need.

### **What will this mean to you?**

- Establish a clear understanding of the Service's Strategic Aims for supporting our Communities;
- Understand which Partnerships provide different focus and who to contact in our Departments and Commands;
- Know which forums will support our Local and Strategic Community Safety objectives;
- Be informed of what value our local engagement provides the Community;
- Heightened awareness of our prevention and protection work and their ensuing benefits within our Communities.

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### **Strategic Aim Five**

#### **Our People**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

#### **Where are we now?**

Underpinning everything that we do is our belief in performance through people. Through the work of the Human Resources, People Development, and Training Delivery Teams, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports operational employees to maintain their fitness to meet the physical demands of the role and supports all employees with their overall health and well-being through the advice, guidance, and awareness initiatives it has put in place. We have adopted the National Framework for Violence against Women, Domestic Abuse and Sexual Violence. We have also implemented the MIND Blue Light Programme to support mental health and well-being in the workplace and provide for early intervention and support for employees who may find themselves experiencing low mental well-being.

Our implementation of technological solutions to support employee development has enabled employees to access the most up to date learning materials. We have also commenced a transformation of people process with a focus on employee and manager self-service which will provide greater levels of trust and empowerment to our workforce.

#### **Where do we want to be?**

We recognise that against a backdrop of on-going financial pressure for all public-sector authorities, our role is evolving, and innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skill they will need to continue to provide a service that safeguards individuals and the communities we serve.

Delivering an improved and successful Service can only be made possible by employing the right people. We want to have the best employees who are representative of our communities, and who are trained to the highest standards in all aspects of the role they are required to undertake. Our People and Organisational Strategy will provide the framework to enable the Service to meet evolving, current and future expectations of the role of our workforce, and will ensure that we have the appropriate recruitment, development and support mechanisms in place to meet our aim of employing the right people, in the right place at the right time.

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### **How we get there? We will deliver this through the following Improvement and Well-being Objectives: -**

- We will continue to support the transformation of business processes by upskilling and rolling out human resource management and procedural information to commands and departments.
- We will review the Service's talent management procedure to provide alternative and fast track opportunities for individuals earmarked as potential high achievers.
- We will continue to provide our staff with appropriate skills, knowledge and opportunities to ensure they are able to undertake the roles which they are employed to do.
- We will utilise innovative technology to enhance end user experience for recruitment, development, retention and communication.

### **What will this mean to you?**

Effective workforce planning, together with smarter working practices, and the continued streamlining of administrative processes and conversion to E-Systems wherever possible, will improve efficiency.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high-performance culture, whilst making the most effective use of public funds.

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### **Strategic Aim Six**

#### **Our Resources**

We will manage our assets and resources responsibly. We will explore opportunities to improve efficiency by working with other organisations to share functions and minimise duplication.

#### **Where are we now?**

Our assets and resources are the physical infrastructure owned by Mid and West Wales Fire and Rescue Authority and typically refers to vehicles, buildings and equipment.

The number and location of fire and rescue stations ensures that our attendance to emergencies within our area is rapid and efficient. Fire and rescue stations are generally located in prominent locations that not only provide for effective operational deployment, but present a positive and reliable public image, and a strong community link as part of our wider community engagement activities. Most members of the community will know the location of their local fire station and the reputation and status of Mid and West Wales Fire and Rescue Service in the eyes of the public is undoubtedly aided by the nature and location of fire stations in the within local villages and towns/cities.

Our assets need to respond to new risks facing the six Counties of Mid and West Wales such as terrorist threats, climate change, the increased risk of flooding as well as both sparsity and population growth. In meeting these challenges, there has been an increase in the number of our specialist vehicles over the past few years, including those which the Welsh Government has provided for National emergencies. In recent years, we have also seen our facilities being used more widely by partner agencies such as the Ambulance Service and Police. We have also led the way with innovative and technological equipment, such as the provision of unmanned aerial vehicles to aid with coordination of fire and rescue incidents.

#### **Where do we want to be?**

Looking ahead, the next few years are likely to see the public sector, including the Fire and Rescue Service, face further challenges to the way it administers and delivers its services. Affordability is going to be one of the main challenges and alongside every other public-sector body, well informed assessments of what we can afford to provide will be key.

Our Asset Management Framework (AMF) provides the foundation for establishing new priorities for capital investment. The effective management of our assets requires a robust understanding of their behaviour and the most appropriate actions to mitigate asset degradation and failure. This understanding must be supported by reliable information, effective processes and delivered by competent people.

Our aim is to meet our obligations in a manner that is demonstrably world class, with capabilities appropriately matched to the needs of our Service, our communities and our partners. We recognise that the principles of the discipline of asset management will help us deliver these.

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**How we get there? We will deliver this through the following Improvement and Well-being Objectives: -**

- We will develop our work areas and ICT infrastructure to incorporate greater flexible working arrangements where possible.
- We will maximise the use of current software systems, including Microsoft Office 365 functions, Agresso, Asset Management System, Firewatch etc.
- We will explore opportunities to spot hire vehicles as an alternative to the purchasing of vehicles to assess whether this could be a more efficient and effective future option.
- We will ensure we invest wisely by monitoring and reviewing our assets via our Strategic Asset and Capital Management Group and our Asset Management Framework.

### **What will this mean to you?**

A holistic understanding of the whole Organisation is required to deliver services and associated long-term costs of capital, operations and maintenance, and is a critical element of asset management. Our approach will yield fewer service disruptions, more predictable results, and lower total lifecycle costs than a reactive response to repair and replacement; thus, providing greater reassurance and transparency that we are making the best use of our assets and resources for the communities we serve.

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### Find our more

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

Our website contains more detailed information on areas reported in this document. In the Performance Section of our website you will find information on: -

- Corporate Plans
- Annual Improvement Plans
- Consultation Reports
- Wales Audit Office Reports
- Welsh Performance Indicators Reports
- All Wales Dwelling Fire Response Charter

We welcome your comments or suggestions for future planning improvements.

To provide your feedback, you can contact us via our website [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk), telephone us on **0370 6060699** or write to us at **Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP.**

Alternatively, you can email us at [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk)

### **Alternative Versions**

This document is also available in accessible formats. If you would like this information in an alternative language or format, including audio, please contact us on: **0370 6060699** or e-mail: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk)