

# Consultation Report

## Draft Strategic Plan 2015 to 2020 Draft Annual Improvement Plan 2015-2016

Draft Strategic Plan 2015 Onwards

Draft Annual Improvement Plan  
2015-2016



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January 2015

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# Executive Summary

The Authority is consulting upon both the five year Strategic Plan for 2015-2020, outlining our strategic vision for Mid and West Wales Fire and Rescue Service for the next five years and the 2015/16 Annual Improvement Plan. The strategic plan has a clear focus on improving the safety of our communities and our employees and sets out the corporate strategies for service improvements and reducing risk.

During the five year cycle, Annual Improvement Plans are provided each year in order to identify the Authority's specific areas of improvement for the coming year. The Draft Annual Improvement Plan for 2015-2016 consulted on improvement objectives for the first year of the newly developed Strategic Plan, which we are also consulting upon and were developed in collaboration with the Fire Authority's Improvement Planning Steering Group.

Stakeholders were encouraged to provide their views on the improvement proposals contained within the draft plan. A total of 47 stakeholders accessed the consultation and responded through a questionnaire, unfortunately 18 of these responses were identified as incomplete but no questionnaires were disqualified from the consultation responses, as a sufficient number of questions had been answered. This is the lowest response rate for a consultation that Mid and West Wales Fire and Rescue Authority has undertaken since the 2010-2011 and only reflects 0.0053% of the population that we serve.

The majority of responses were achieved via our external website, where awareness of the consultation was raised through a comprehensive communication and marketing strategy, which was developed and conducted by the Corporate Communications and Democratic Services Department. Also members of the public were given the opportunity to attend local engagement meetings, public meetings and key events throughout the Service area in order to directly engage with and encourage responses from communities.

A total of thirty five Community events were organised within all six of the unitary authorities that make up Mid and West Wales Fire and Rescue Authority by the relevant County Commands to publicise the consultation and encourage respondents to have their say. Attendance at these events was generally good with a combined total of 703 (0.0790% of the population we serve) members of the public / stakeholders attending all. It was established that the attendees were fully supportive of our priorities and objectives and welcomed further collaboration with our emergency partners.

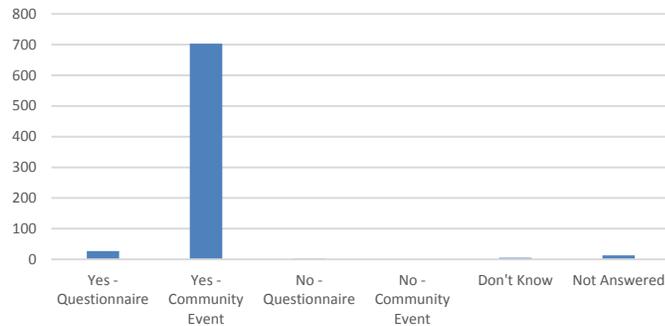
The Authority is extremely grateful to all those who took the time and effort to comment and is very pleased to report on these responses.

This report outlines how the 47 responses from completed questionnaires and verbal comments from the 703 people who attended the various community engagement events throughout the Service area have been considered, and how this information will influence the Fire Authority's Strategic Plan 2015 to 2020 and the Annual Improvement Plan objectives for 2015 - 2016.

Comments were invited on the following Strategic Plan priorities:

**Priority 1 – Collaboration** - Collaboration will support the delivery of better outcomes for our communities and assist in delivering our services in a better, more cost effective and efficient way.

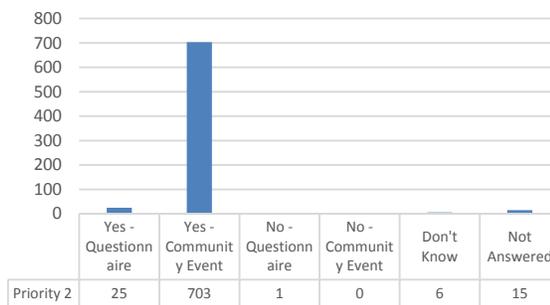
- 27 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; 2 stated they were not supportive, a further 5 stated that they did not know and 13 did not answer the question.



- There was recognition that collaboration and joint working with other public sector bodies could deliver safer communities, further efficiencies with minimal impact on service delivery and protect the existing services delivered by the Service.

**Priority 2 –Innovation** - We will develop our Service through innovation, which is crucial in enabling us to maintain and improve the way our Service meets the present and future needs of our communities.

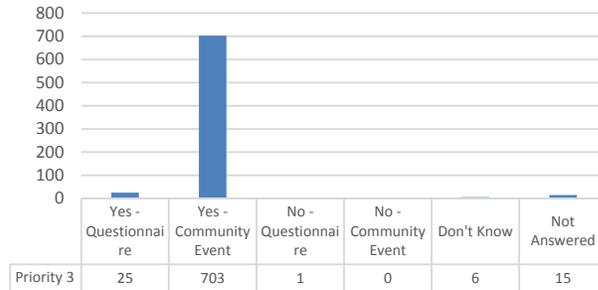
- 25 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; 1 stated they were not supportive, a further 6 stated that they did not know and 15 did not answer the question.



- There was a general view that innovation was critical to the success of the organisation and the safety of the population it serves.
- An issue was raised over the terminology used and whether members of the public would be able to understand the terms used in the documents.

**Priority 3 -Improving our Service Delivery** - We will improve the way we meet the needs of the people that work, live and visit our communities to make them safer.

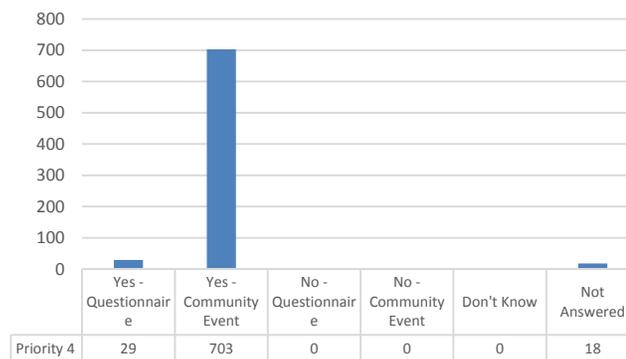
- 28 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; 1 stated they were not supportive, no respondents stated that they did not know and 18 did not answer the question.



- There was support for improving our service delivery in all areas including prevention, protection, response and general business activities.
- Issues were raised over the cost of the improvement activities.

**Priority 4 -Empowering our Staff** - We will ensure that we have a healthy and safe workforce with the right knowledge, skills and behaviours.

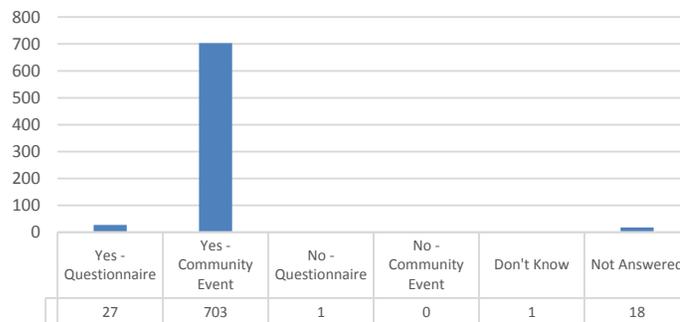
- 29 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; no respondents stated they were not supportive or they did not know and 18 did not answer the question.



- There was support for staff to receive appropriate training and ongoing support such as mentoring for operational duties, dealing with members of the public including equality and diversity.
- A representative body commented on the “positive attitude by Service management in terms of communicating relevant matters and engaging with us, which will assist in maintaining the current positive working relationships”.

**Priority 5 –Making better use of our Assets and Resources** - We will improve and maximise the utilisation of our assets in the most effective, sustainable and environmentally friendly way.

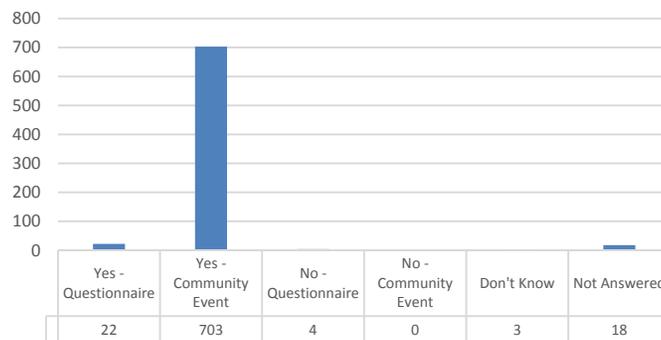
- 27 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective, 1 stated they were not supportive, 1 stated that they did not know and 18 did not answer the question.



- There was support for making better use of our assets and resources as a priority. It was noted that these should be developed to ensure an improved level of service delivery is achieved.
- There were comments surrounding the “increase in resources rather than over using fewer resources as a “mock” efficiency”.

**Priority 6 -Caring for our Environment** - We will work towards minimising the environmental impact our services may have on the environment.

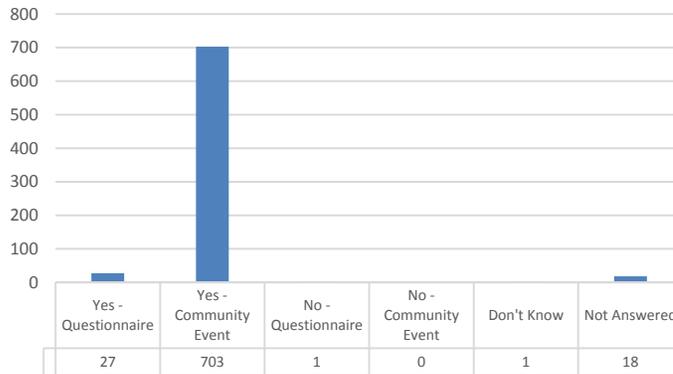
- 22 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective, 4 stated they were not supportive, a further 3 stated that they did not know and 18 did not answer the question.



- This priority was generally supported, but some respondents felt that this should not take precedence over the objectives of an emergency response and intervention service.
- Some doubted whether this would be possible whilst saving lives.

**Priority 7 – Communication and Engagement** - We will to improve the way we communicate and engage with our staff, stakeholders and partners.

- 27 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective, 1 stated they were not supportive, 1 stated that they did not know and 18 did not answer the question.



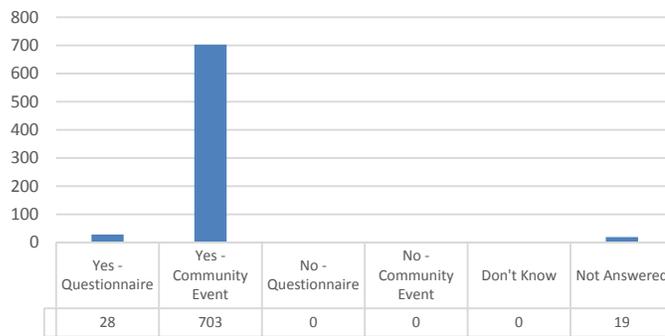
- There was over whelming support for greater communication from the Fire and Rescue Service on the range of activities it undertakes for community safety and budgetary control.
- There is a belief that the Strategic Plan, Annual Improvement Plan and other corporate plans are written in complex, public sector specific language and is often difficult for members of the public to understand.

Comments were also invited on the following Annual Improvement Objectives.

**Improvement Object 1 - Improve service delivery and safety through use of new technology and fire and rescue techniques**

*Our outcome will be to deliver an improved service for our communities in the event they require our response functions.*

- 28 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; no respondents stated they were not supportive or they did not know and 19 did not answer the question.

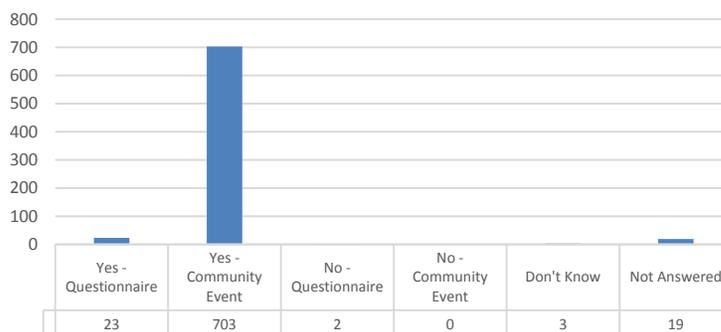


- The respondents agreed with the objective provided that safe systems of work are developed to support the use of new technology and rescue techniques.
- Some respondents felt that the Service would struggle to meet the needs of the community it serves if it does not change the way it conducts its business.

**Improvement Object 2 – Continue to support safer communities whilst managing reduced budgets**

*Our outcome will be to continue making communities safer through minimising risks and maintaining our standards of service delivery within a reduced budget.*

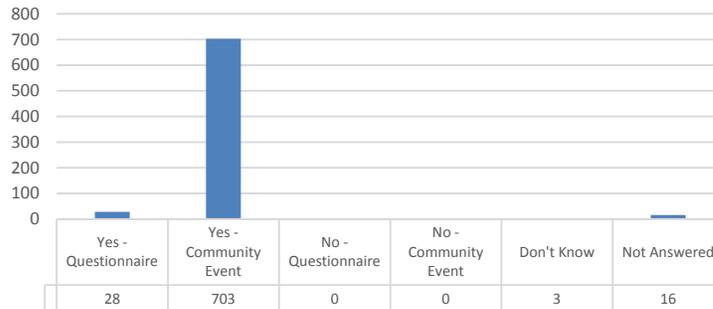
- 23 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; 2 stated they were not supportive, a further 3 stated that they did not know and 19 did not answer the question.



- The general view is that further details on the impact of reduced budgets was needed, but priority should be given to maintaining service delivery in an emergency situation.
- The respondents were generally supported of our development of a community interest Trading Arm to supplement our emergency service funding.

**Improvement Object 3 - Further improve our collaborative activities to reduce risks, costs and improve outcomes for our communities**

- 23 questionnaire respondents and 703 community event participants stated they were supportive of this improvement objective; 2 stated they were not supportive, 3 stated that they did not know and 19 did not answer the question.



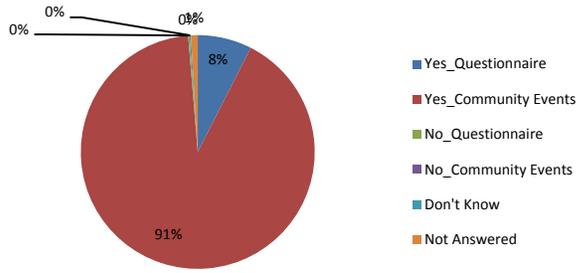
- Most respondents agree with the principle of collaboration with appropriate partners to deliver a safe and effective service for its local communities.
- There is some support for improving our collaboration with the Welsh Ambulance NHS Trust to deliver emergency medical services, although some respondents sought clarification on this point.

A comprehensive breakdown of the comments provided for each focus area is provided in the consultation response section of this document.

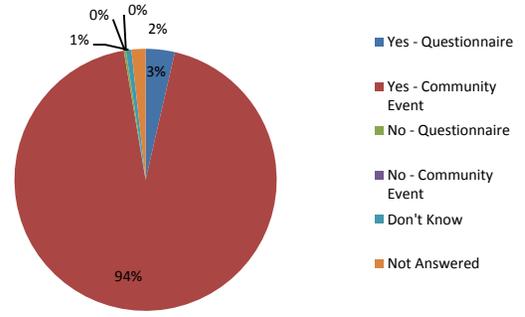
Analysis of the 47 questionnaire responses and those people who attended the community consultation events identified the following emerging common themes, these included:-

- A large number of respondents fully support the direction of the Mid and West Wales Fire Service and its priorities and objectives in its five year Strategic and 2015/15 Annual Improvement Plans.
- A number of respondents commented on the high level of service achieved by the Fire and Rescue Authority.
- Greater communication is needed between the Fire and Rescue Service and the communities it serves.
- Support for an efficient and cost effective service whilst maintaining an appropriate level of emergency cover.
- The Mid and West Wales Fire and Rescue Service was disappointed that no responses were received from Welsh Assembly Members or Members of Parliament.

**Do you agree with the 2015 to 2020  
Strategic objectives  
All Consultees**



**Do you Support our Annual Improvement Plan  
Objectives**



# Introduction

Mid and West Wales Fire and Rescue Authority approved its Draft Strategic Plan 2015 to 2020 and Draft Annual Improvement Plan for 2015-2016 at its meeting on 29th September 2014.

The draft Strategic Plan outlines the Fire and Rescue Service's vision and general direction of service delivery for the next five years. The draft Annual Improvement Plan outlines the Service's activities for the coming year on the principles of its Strategic Plan 2015-2020. A number of areas were identified, where it was considered that specific improvements could be made and stakeholders were asked for their views.

The Authority carried out a wide-scale consultation process to gather the views of the public, key stakeholders and staff on the identified improvement areas. The consultation was undertaken in accordance with Welsh Audit Office requirements.

This report outlines how consultation was undertaken, how the responses were considered and how the Authority will progress its objectives as a result of the consultation.

## Local Government (Wales) Measure 2011

The Local Government (Wales) Measure 2011 sets out improvement planning guidelines for all Local Authorities, Fire and Rescue Authorities and National Parks.

In accordance with the guidance set out by the Local Government (Wales) Measure 2011, we will deliver improvements based on the following:

- Making progress against objectives
- Improving the quality of services
- Improving the availability of our services
- Reducing inequality in accessing or benefiting from services
- Ensuring sustainable development
- Improving efficiency
- Innovation

## Results Based Accountability (RBA)

This year, to further reflect Welsh Government's collaborative agenda we are being even more focused on meaningful outcomes which have a direct or indirect improvement for the communities and citizens within Wales. RBA requires us to determine the end results or 'population outcomes' we want to contribute in the areas of risk or improvement that we have identified as being important. Knowing the desired outcomes enables us to identify what we need to do, how we need to do it and who we need to work with to achieve success.

The Fire and Rescue Service Framework for Wales states Fire and Rescue Authorities...

*'...must consult on and publish their improvement objectives, and report their performance against these. From the outset the Fire and Rescue Authorities must clearly set out how they plan to achieve improvement and how this will be measured.'*

The Draft Annual Improvement Plan provides details of the high level strategic improvement objectives within the Authority for 2015-16. It makes the links to the five year Strategic Plan as well as detailing how we will know how and where we have achieved positive and beneficial outcomes for the communities we serve.

# Consultation

The Draft Strategic and Annual Improvement Plans were released for public consultation on the 1<sup>st</sup> October 2014 to 28th November 2014. The consultation period ran for eight weeks with public engagement events arranged in order to capture views from the public. These were a range of community events organised by the County Commanders to promote and encourage public responses throughout the consultation period. A comprehensive communications plan was developed in order to reach as many stakeholders as possible and in consideration of the focus that the proposals were likely to attract.

Consultation was undertaken in accordance with Welsh Government's guidance. Mid and West Wales Fire and Rescue Service is a partner in a Consultation, Involvement and Engagement Framework that promotes good practice for consultation events and this framework was used to support the process. The Draft Strategic and Annual Improvement Plan were developed in collaboration with the Fire Authority's Improvement Planning Steering Group.

All representative bodies within Mid & West Wales Fire & Rescue Service were provided with separate copies of the document which was also tabled at the Joint Community Consultation meetings, but it was disappointing to only receive comments from two of the four organisations, namely the Fire Officers Association and Unison.

## Stakeholders

A comprehensive list of stakeholders, which is consistent with Welsh Government Guidelines, is maintained and updated. The Authority considered the following organisations to be its key stakeholders and they were asked for their views on the proposals contained within the draft plan either as individuals or as a representative group or association:-

- Assembly Members
- Bordering Fire Authorities
- Brecon Beacon and Pembrokeshire National Parks Authority
- Chamber of Commerce and Business organisations
- Community Safety Partnerships
- Constituent Unitary Authorities and their Chief Executives
- Ethnic minority groups
- HM Coastguard
- Members of Parliament
- Members of Staff
- Members of the Public
- Natural Resources Wales
- Representative Bodies
- South Wales Police, North Wales Police and Dyfed Powys Police
- Town and Community Councils
- Voluntary Organisations
- Welsh Ambulance Service Trust
- Welsh Government

## Production and Distribution of the plan

As with previous years the design and production of the Plan was undertaken in house, providing a document that was concise and easy to read and understand to reflect our work within the community. The Plan was developed to be shared electronically in a portable document format (PDF), printed copies were made available when requested.

Much of this year's communication to promote the consultation to our stakeholders was undertaken electronically. This in conjunction with more emphasis on signposting stakeholders to the Fire Service website ([www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)) through the means of e-mail and the use of social media (Facebook and Twitter) was able to support the Authority's Environmental and Sustainability agenda. Where stakeholders had provided electronic contact details, these were used to publicise the consultation and provide electronic versions of the Draft Plan. With consideration to stakeholders who do not have the provision of a computer, printed copies of the Plan were available on request.

We are grateful to the Local Authorities for their assistance in promoting our Plans and forwarding awareness and promotion e-mails to forums and other partner agencies. Copies of the Plan were available at all fire stations and promoted at a range of public engagement events.

Copies of the Draft Strategic Plan 2015-2020 and the Annual Improvement Plan 2015-2016 were made available to our stakeholders upon request throughout the consultation period and at public engagement events or meetings. In addition to the Draft Plan, posters were produced to encourage stakeholder responses which were distributed to libraries for display.

## Financial Background

During the consultation period the Welsh Government announced the level of efficiency savings required to be achieved by local authorities for the following year. As a result, for planning purposes, we are working towards to making savings of £800,000 for 2015/16. We are examining how we can achieve this level of savings by undertaking a review of our senior management structure, continuing to implement the three watch duty system in the Neath Port Talbot and Swansea Commands and by looking in detail at our Command and Departmental budgets.

Although this discussion formed part of the formal agenda at the meeting of the Fire Authority on 29<sup>th</sup> September 2014, the Authority does not need to formally notify constituent authorities of their budget decisions until the end of December. As such, the final budget decision was taken at the Fire Authority meeting on 15 December 2014.

# Communication Strategy

## Internal stakeholders, Employees and Representative Bodies

Information on the consultation was provided to employees at meetings and at events, in 'This Week in Brief' and more formally by the release of a Chief Fire Officer's memorandum outlining the proposals and encouraging responses.

Each fire station, department and manager was provided with an electronic link to the Plan and employees were advised that the document was available via the internal @Work intranet.

All representative bodies within Mid & West Wales Fire & Rescue Service were provided with electronic copies of the document but it was disappointing to only receive comments from two of the four organisations, namely the Fire Officers Association (FOA) and Unison. No responses were received by the Fire Brigade Union (FBU) or the Retained Firefighters Union (RFU).

## Service Web Site

The Service website has had a dedicated section on the provision of information about the Draft Strategic and Annual Improvement Plans consultation which included a choice of response methods to the consultation such as electronically via the independent host, Survey Monkey or via a link to a printable version of the questionnaire.

## Agreements and Partnership working

Information on the consultation was provided to Health Boards and Police and Communities Together (PACT) teams. The Service engages in continuous consultation through Officer membership of Local Service Boards and Community Safety Partnerships.

## Media strategy

An updated media strategy was prepared in order to promote the consultation and to actively engage with our communities to encourage feedback on how to improve our Service. The Corporate Communications and Democratic Services Department utilised the Media to keep communities informed on the publication of the Plan, the key proposals and associated community safety benefits. It was also used to detail the consultation process and how the public could shape the final plan.

A press statement was issued in order to launch the start of the public consultation and the Service's website was used to encourage responses. Press releases were distributed to the media during the consultation period, in order to encourage responses, encourage attendance at public engagement events and maintain the profile of the consultation.

The majority of responses were achieved via our external website, where awareness of the consultation was raised through a comprehensive communication and marketing strategy, which was developed and conducted by the Corporate Communications and Democratic Services Department.

## Local Media

A wide range of information was made available to the media relating to the consultation and the key improvement objectives; however, despite our best endeavours the Authority had no control over how this was reported.

## Public Engagement Events

In 2013 the Wales Audit Office made recommendations on how we should look to further engage with our communities to seek feedback and comments on our improvement proposals. Acting on this recommendation, the following consultation events were held within the Service area.

Date	Command	Event
30 <sup>th</sup> Sept 2014	Carmarthenshire	Carmarthenshire Community Safety Partnership
9 <sup>th</sup> Oct 2014	Ceredigion	Ceredigion Community Safety Partnership
10 <sup>th</sup> Oct 2014	Pembrokeshire	Community Meeting Groups - Pembrokeshire
15 <sup>th</sup> Oct 2014	Carmarthenshire	Pembrey Town Council, Carms
16 <sup>th</sup> Oct 2014	Ceredigion	Ystrad Fflur Community Council, Ceredigion
20 <sup>th</sup> Oct 2014	Carmarthenshire	Llandovery Town Council, Carms.
21 <sup>st</sup> Oct 2014	Carmarthenshire	St Clears Town Council, Carms
21 <sup>st</sup> Oct 2014	Swansea	Swansea LSB Engagement Group Meeting in Civic Centre Swansea
22 <sup>nd</sup> Oct 2014	Carmarthenshire	Llandeilo Town Council, Carms
23 <sup>rd</sup> Oct 2014	Swansea	Swansea Bay LGBT & Forum
25 <sup>th</sup> Oct 2014	Ceredigion	Open Day, Cardigan Fire Station, Ceredigion
27 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Welshpool Fire Station
28 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Newtown Fire Station
29 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Montgomery Fire Station
30 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Knighton Fire Station
31 <sup>st</sup> Oct 2014	Powys	Community Safety Awareness Session, Meifod Community Centre
31 <sup>st</sup> Oct 2014	Swansea / Neath Port Talbot	Swansea & Neath Port Talbot Joint Resilience Unit - COEPAC COMAH Operators Group meeting in the Link Room Port Talbot Fire Station
3 <sup>rd</sup> Nov 2014	Ceredigion	Borth Community Council, Ceredigion
3 <sup>rd</sup> Nov 2014	Swansea	SW Police Cockett PACT meeting in Gorse Ave Primary School Townhill Swansea
4 <sup>th</sup> Nov 2014	Pembrokeshire	Picton Centre, Haverfordwest
4 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Neath South PACT meeting in St Joseph's Church Hall Cimla Neath
4 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Llanidloes Fire Station
5 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Mychynlleth Fire Station
6 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Llanfyllin Fire Station
6 <sup>th</sup> Nov 2014	Neath Port Talbot	Neath Town Council Meeting
6 <sup>th</sup> Nov 2014	Swansea	Safer Swansea ASB Core Group meeting in Community Room Morryston Fire Station
10 <sup>th</sup> Nov 2014	Pembrokeshire	Community Meeting Groups - Pembrokeshire
10 <sup>th</sup> Nov 2014	Neath Port Talbot	Neath Port Talbot LSB meeting in NPT Civic Centre
11 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Banwy Bakery, Llanfair Careinion
12 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Sandfields Port Talbot PACT meeting in Twyn Primary School, Sandfields.
13 <sup>th</sup> Nov 2014	Swansea	Healthy City Board Meeting in Civic Centre Swansea
17 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Tonna Neath PACT meeting in Tonna Primary School
19 <sup>th</sup> Nov 2014	Neath Port Talbot	Swansea Bay Regional Equality Board (SBREC) Executive Committee Meeting in Civic Centre Swansea
26 <sup>th</sup> Nov 2014	Carmarthenshire	Carmarthen Town Council
25 <sup>th</sup> Nov 2014	Ceredigion	Newcastle Emllyn Fire Station – Electric Blanket Testing
25 <sup>th</sup> Nov 2014	Ceredigion	Llandysul FRS– Electric Blanket Testing
26 <sup>th</sup> Nov 2014	Carmarthenshire	Llanelli FRS – Electric Blanket Testing
26 <sup>th</sup> Nov 2014	Carmarthenshire	Kidwelly FRS – Electric Blanket Testing
27 <sup>th</sup> Nov 2014	Ceredigion	Lampeter Town Council, Ceredigion
27 <sup>th</sup> Nov 2014	Carmarthenshire	Ammanford FRS – Electric Blanket Testing
27 <sup>th</sup> Nov 2014	Swansea	Safer Swansea Steering Group (SSSG) meeting in the Civic Centre Swansea
27 <sup>th</sup> Nov 2014	Swansea	Morryston Young Firefighters (Yff) Group Meeting at the Community Room Morryston Fire Station
28 <sup>th</sup> Nov 2014	Carmarthenshire	Pontyates FRS – Electric Blanket Testing
28 <sup>th</sup> Nov 2014	Carmarthenshire	Tumble FRS – Electric Blanket Testing

County Commanders continued to play a pivotal role in engaging and communicating with our communities and with a wide range of stakeholders at the above meetings and events, additional detail on these events can be found in appendix 1.

We recognise the importance of engaging at a local level to gather the views of the communities we serve and value the discussions that were undertaken between County Commanders and Town / Community Councils during the consultation. County Commanders provided feedback to officers responsible for the consultation and where appropriate these views have been considered although it must be noted that the majority of discussions were focussed on local issues which the County Commanders were best placed to address.

Leaflets were also handed out to members of the public receiving home fire safety checks during the consultation period raising awareness of the Draft Annual Improvement Plan 2015-16. In addition, the Commands took the opportunity to promote the Draft Strategic and Improvement Plans at safety events, such as electric blanket testing at the various stations throughout the Service area.

## Social Networking

The Authority recognises the increasing use of social networking sites as a mode of communications and used its Twitter and Facebook facilities to provide information on the consultation.

The use of this social media as a sign post to the online consultation enabled the organisation to maintain its commitment to its sustainability and environmental agenda through a reduction in printed media material.

# Response Analysis

All of the responses provided during consultation were considered by the Annual Improvement Planning Member Working Group at its meeting to evaluate the comments and make recommendations on the final Plan and how the work should progress.

Responses to these improvement proposals have been analysed and the points raised have been reported according to the main themes of the responses, reflecting the particular issue being raised along with the profile of the respondent.

This report seeks to accurately and fairly summarise the responses and the strength of feeling for each of the areas of concern, in order to fully reflect the response to the consultation process. Where necessary a Fire Authority comment has been added in order to provide additional information on the points raised. The final Annual Improvement Plan has been carefully developed as a result of the Fire Authority's consideration of the consultation responses. The recommendations of the Member Working Group are reported in the recommendations section of this document.

The Authority is extremely grateful to all those who took the time and effort to comment and is very pleased to report on these responses. This report outlines how the responses have been considered and how this information will influence the Fire Authority's Strategic Plan 2015 to 2020 and Annual Improvement objectives for 2015 – 2016. Comments were invited on the following.

## Strategic Plan 2015 to 2020

Our five year Strategic Plan sets our direction and priorities for the next five years. Our Service plays a vital role in the community and our priorities have been developed in consultation with staff, trade union representative, senior officers and members of our Authority. Whilst the Plan spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.

- Priority 1 – Collaboration
- Priority 2 –Innovation
- Priority 3 -Improving our Service Delivery
- Priority 4 -Empowering our Staff
- Priority 5 –Making better use of our Assets and Resources
- Priority 6 -Caring for our Environment
- Priority 7 – Communication and Engagement

## Annual Improvement Plan 2015/2016

**Improvement Object 1** - Improve service delivery and safety through use of new technology and fire and rescue techniques

**Improvement Object 2** - Continue to support safer communities whilst managing reduced budgets

**Improvement Object 3** - Further improve our collaborative activities to reduce risks, costs and improve outcomes for our communities

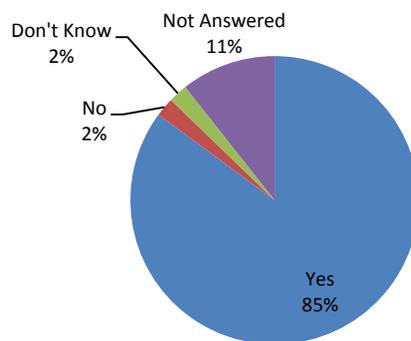
# Consultation Responses

Responses to the seven priorities within the Strategic Plan and the three improvement objectives and additional comments are summarised below.

## Strategic Plan 2015 to 2020

This Strategic Plan highlights how the Service is organised and functions in order to deliver against its statutory duties for a period of five years and facilitates the underpinning evidence for the annual improvement objectives. Our five year Strategic Plan (2015-2020) sets our direction and priorities for the next five years. Our Service plays a vital role in the community and our priorities have been developed in consultation with staff, trade union representative, senior officers and members of our Authority. Whilst this document spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.

**Do you agree with the 2015 to 2020 Strategic objectives**



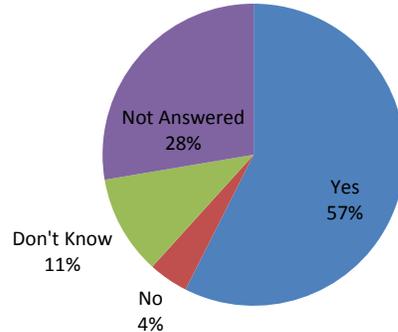
Specific Comments	Respondent Type
<b><i>Do you agree with the strategic objectives?</i></b>	
As long as there are no front line cuts in service, no operational fire fighters jobs or stations being downgraded	Member of the Public
A comprehensive, well thought out and challenging Plan for the future.	Local Authority / Elected Member
Yes, I agree with all the above statements. I especially agree that focus should be on prevention of fires and risk reduction.	Local Authority / Elected Member
We agree with all the above, when you say seek out alternative resources, what do you mean and from where	Local Authority / Elected Member
Yes, the strategic objectives give members of our communities a good overview of what the Service intends to do, its strategic direction and how it intends to do it, e.g. trust and respect will be built with communities, effective management of staff.	Representative Body
The Community Council wishes to highlight the need to protect services to outlying and remote communities. The availability and prompt service of the fire and ambulance service is vital to us.	Town and Community Council or Councillor
We fully support the Authority in their draft strategic Plan but this plan is supposed to be written for the public to be able to make informed decisions on how they would like to see the Fire Service shaped using layman terms. Also we would like to know how many of these forms are responded to.	Local Authority / Elected Member

No one can object with the objectives. They are plausible and sensible and what one would expect from a Government/Public Service. However concerns over "Resources to Priorities". This needs clarification who decides what these resources should be.	Town and Community Council or Councillor
Subject to the various caveats surrounding resources the plan reads well	Town and Community Council or Councillor
Members agreed with the Plans, but were surprised that no actions was identified in the plan to strengthen the Scrutiny and future governance of the FRS as outlined in the Welsh Government White Paper – Reforming Local Government. There was no provision made to accommodating the potential boundary review to reflect the Abertawe Bro Morgannwg University Health Board and the impact on service delivery and resource implications.	Town and Community Council or Councillor
<b>General Comments</b>	
The Strategic Objectives described are very comprehensive	Local Authority / Elected Member
The support and participation of the MAWWF&R Service of the County Commander responsible for Ceredigion, and his Officers, is highly valued and will continue to play an important role in the activities of the Community Safety Partnership in serving our communities and maintaining high standards of safety within the County	Local Authority / Elected Member
I'd like to see the service work closely with other sector organisations (such as the independent ambulance and rescue companies) to assist with meeting objectives as set out in the strategic plan.	Other emergency service
We agree with most of the plan, as long as services remain in the local areas and are not moved to places fifty or sixty miles away, which we think would cost lives.	Local Authority / Elected Member
The city council feel that the service provided by mid and west wales fire & rescue service in St Davids' is outstanding and is very grateful to all of the officers for their dedication and hard work.	Town and Community Council or Councillor
The Fire Officers Association welcomes the Draft Strategic Plan 2015 - 2020 and we support the priority areas identified. We look forward to continuing to engage with the Service in the very positive manner that is currently in place and assisting wherever possible to progress any changes needed to allow the Service to continue to develop.	Representative Body
The Community Council feels strongly that our rural community is served with a reliable fire and rescue service. Ambulance services and waiting times have raised particular concerns.	Town and Community Council or Councillor
We fully support the effective use of public money. How can the service make effective use of Public money to do more with less and deliver a better service?	Local Authority / Elected Member
I appreciate the view from a managerial position is different from that of a consumer, but if I am ever in the position of needing a visit from the fire service then I want a Fire truck not an economist. Plus, paying full time fire crews brings money into the local economy, which promotes economic sustainability. Finally, to take the economist argument a bit further, if we can afford to promote war in Afghanistan then we can afford a well staffed Fire Service.	Town and Community Council or Councillor
The Community Council supports the broad principles in the draft Strategy and Action Plan but is the view that MWW Fire and Rescue Services will have difficulty achieving the targets set out in the draft strategy and plan if the remit of the authority remains the same and local rural fire stations are closed. The Community Council would therefore urge the Authority to avoid local rural fire station closures.'	Town and Community Council or Councillor

## Priority 1 – Collaboration

Collaboration will support the delivery of better outcomes for our communities and assist in delivering our services in a better, more cost effective and efficient way.

### Do you Support our Priority 1 - Collaboration



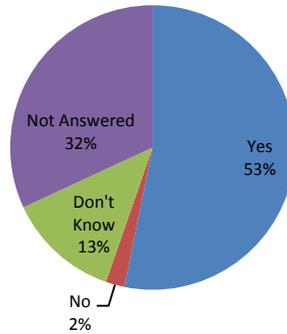
Specific Comments	Respondent Type
<b>Priority 1 – Collaboration</b>	
Collaboration needs to be explored but the outcomes must be beneficial to the service as well as the potential partner. No collaboration for collaborations sake	Member of the Public
Clearly, given finite and ever reducing resources, there must be a continuing emphasis on a collaborative approach to maximise effectiveness.	Local Authority / Elected Member
Possible collaboration with second and third sector organisations for training and support services to assist the MAWW Service to meet their objectives	Other emergency service
Not if it means moving a force from a local area	Local Authority / Elected Member
We feel that the crucial role of community organisations in ensuring that people from protected characteristic groups are aware of and involved in the work of Mid and West Wales Fire and Rescue Service and Authority has been overlooked. Many people from protected characteristic groups feel disempowered and find it difficult to engage with public sector organisations, yet have regular contact with community groups such as BME groups, disabled people's forums, churches and other religious buildings or equality organisations. These community organisations are important avenues to ensuring contact and engagement with all local people. We therefore recommend that an additional action be added to priority 1 stating: Work in partnership with community organisations to reach all our communities and increase their understanding and awareness of our services.	Voluntary Organisation
Yes. The Service has already adopted a very proactive collaborative approach to deliver better services. Examples being with other Welsh FRS through the National Issues Committee, partner agencies for the preventative agenda and with the Welsh Ambulance Service Trust for the co-responder scheme. FOA strongly advocate further development of this work. We see further expansion of the co-responder scheme as very beneficial in allowing the Service to continue to provide an emergency response service to our communities, utilising the skills that our staff possess. The work already undertaken to share information with and obtain data from partner agencies has been successful in making our communities safer. Further development and refinement of such protocols can only serve to improve safety in the community.	Representative Body
Definitely - working together is the way forward.	Town and Community Council or Councillor
Are you intending to become an ambulance service, surely this should be done by the Ambulance people	Member of the Public

Yes, we do believe in collaboration, but how can you deliver a better service to the public when you are cutting front line staff. Also Swansea city pay more for this and get less from it.	Local Authority / Elected Member
Partnership working can engage services with the communities and presumably provide efficiency savings.	Town and Community Council or Councillor

## Priority 2 –Innovation

We will develop our Service through innovation, which is crucial in enabling us to maintain and improve the way our Service meets the present and future needs of our communities.

### Do you support our Priority 2 - Innovation



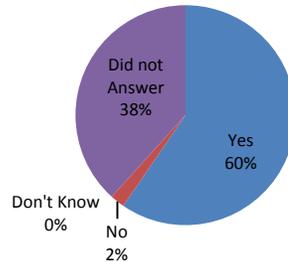
Specific Comments	Respondent Type
<b>Priority 2 –Innovation</b>	
Innovation is crucial in any organisation, but how will you communicate successful innovation to the community.	Calor Gas – Plant Manager Member of the Public
Innovation, and the ability to identify, assess and implement improvements are critical to maintaining a superlative service.	Local Authority / Elected Member
We feel that the only effective way to ensure the continued safety of individuals and communities within a reduced budget is to change the way that services are delivered. Whilst reducing costs it is vital to ensure that education and prevention services and outreach with people from protected characteristic groups is maintained, to ensure that all local residents continue to benefit from prevention and risk reduction actions. We also believe that co-production, involving community representatives and people from across the protected characteristic groups in service planning, design, commissioning and delivery, is vital to ensuring that the views and concerns of all communities can be incorporated into plans to reduce budgets and improve community safety. This method of service design and planning can also identify new and effective methods of working, which can be difficult for staff within the service to identify and ensure that no protected characteristic group is adversely affected by service changes. Furthermore effective co-production can contribute to promoting equality and reducing inequalities. Part of service developments to support safer communities should involve multi-agency working with Police, housing providers, and Councils to identify victims of hate incidents, including low-level harassment and to work together to ensure that prevention and support includes preventing deliberate fire setting, which can be one of the methods of committing hate crimes against people from each protected characteristic groups.	Voluntary Organisation

For any organisation to be successful it must seek out new and innovative ways of working to allow it to deliver on its strategic objectives. FOA is well aware of the innovative approaches the Service has utilised to allow it to deliver an excellent level of service to communities whilst facing very difficult budgetary challenges. A good example of this being different station crewing models adopted to allow the same level of service to be provided whilst making a financial saving. We support innovation as a priority and are pleased to see the proposal for mobile compartment firefighting systems and positive pressure ventilation.	Representative Body
This plan is supposed to be written for member of the public to be able to make informed decisions on how they would like to see the Fire Service shaped ie. Lay Man's Terms	Local Authority / Elected Member
No point delivering the same service within a changing society	Town and Community Council or Councillor

### Priority 3 -Improving our Service Delivery

We will improve the way we meet the needs of the people that work, live and visit our communities to make them safer.

#### Do you agree with our Priority 3 - Improving our Service Delivery

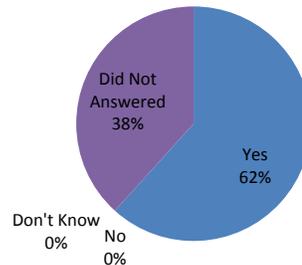


Specific Comments	Respondent Type
<b>Priority 3 -Improving our Service Delivery</b>	
The description provided to support this priority is wide ranging and comprehensive.	Local Authority / Elected Member
Improving service delivery should be an ongoing thing.	Local Authority / Elected Member
Service delivery covers a wide range of activities. We agree that the Service should strive to continue to improve service delivery. There have been some very good achievements over recent years by the Service whilst facing continuing financial pressures. A very good example is continuing to make financial savings whilst delivering an improved level of service. We believe that the Service should continue to improve its prevention, protection, response and general business activities by being innovative, working in partnership, managing its assets carefully, involving its staff in these activities and generating its own outcome. By doing so FOA believe that the Service can continue to improve safety across the Service area.	Representative Body
Improving and maintaining a reliable service is key	Town and Community Council or Councillor
how much does this cost and what benefits can be accurately measured	Member of the Public
How exactly will our communities be safer places to live, work or visit. More detail is required to this question. The Authority should already be managing all the risks in its area in the most effective and efficient way	Local Authority / Elected Member
Maybe the focus is changing from "fire fighting" to fire and accident prevention and emergencies such as natural disasters.	Town and Community Council or Councillor

## Priority 4 -Empowering our Staff

We will ensure that we have a healthy and safe workforce with the right knowledge, skills and behaviours.

### Do you Support our Priority 4 - Empowering our staff

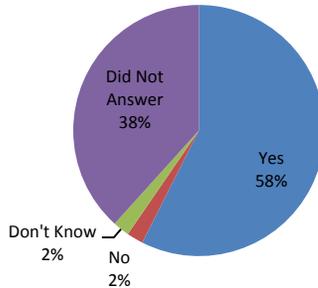


Specific Comments	Respondent Type
<b>Priority 4 -Empowering our Staff</b>	
This is a critical aspect of service improvement within any organisation,	Local Authority / Elected Member
Maintaining up to date and regular skill training is essential	Member of the Public
We welcome the commitment to equality and diversity both in terms of actions to recruit people from under-represented groups and to remove barriers to employment with the Fire and Rescue Service and in terms of workplace practices and policies to facilitate involvement and support staff. We feel that staff networks and targeted support, such as mentoring programmes, may be needed to ensure the progression of all staff and staff from under-represented groups in particular. We also feel that it is vital that every employee receives comprehensive and regular training in the needs, issues and barriers for people from each protected characteristic group specifically, tailored to their job role and circumstances, and that inter-face training, involving people from these groups is important to complement learning with direct interaction and people's experiences.	Voluntary Organisation
We agree that empowering the Service's staff should be a priority. We feel the Service's staff have a very important role to play in driving forward the changes that may be needed to ensure the Service cannot only maintain the level of service required under the current financial pressures but move forward and continue to develop its activities to improve performance and ultimately make our communities safer. We feel it is very important that the current excellent levels of communication between Service senior management and the workforce are maintained and developed. This will allow staff to be aware at all levels of the changes that may be needed and also allow employees to be able to feel confident in communicating any ideas or suggestions they may have to improve service delivery. It is important that staff feel valued as stakeholders in the Service's activities. It is pleasing to note from a representative body perspective, the positive attitude by Service management in terms of communicating relevant matters and engaging with us, which will assist in maintaining the current positive working relationships.	Representative Body
Members of the public and firefighters, is one of the highest priorities and we fully support the Authority in maintaining a competent and safe workforce.	Local Authority / Elected Member
Staff should be trained but also have to engage with the public, so individual skills and abilities are crucial.	Town and Community Council or Councillor

## Priority 5 –Making better use of our Assets and Resources

We will improve and maximise the utilisation of our assets in the most effective, sustainable and environmentally friendly way.

### Do you support Priority 5 - Improving our Assets

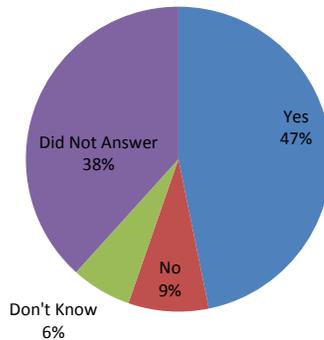


Specific Comments	Respondent Type
<b>Priority 5 –Making better use of our Assets and Resources</b>	
Yes, improving assets and resources should be a priority. The Service has assets than can be classed as physical, financial and its staff. It is important that all are developed to ensure an improved level of service delivery can be achieved. By maintaining and improving buildings, appliances and equipment this will allow them to be continue to be used effectively and safely so they do not become a financial burden, but rather remain as an asset. The Service continues to face very difficult budgetary conditions. It is important the effective financial management demonstrated over the recent years is maintained to allow the most appropriate use of finances. Income generation should also play a key role in improving finances. The Service's workforce at all levels has a very important part to play in improving delivery. We see the continued development of staff along developmental pathways as key to allowing the Service to be innovative and forward thinking. Appropriate further changes to staffing models should be explored to ensure continued improvement in service delivery.	Representative Body
Improving assets, and not increasing them!	Member of the Public
Only if public safety and asset suitability to task is not compromised	Member of the Public
Lack of information to this question	Local Authority / Elected Member
But hold on, it is better to have more resources available when needed rather than over use less resources for "mock" efficiency	Town and Community Council or Councillor

## Priority 6 -Caring for our Environment

We will work towards minimising the environmental impact our services may have on the environment.

### Do you support Priority 6 - Caring for the Environment

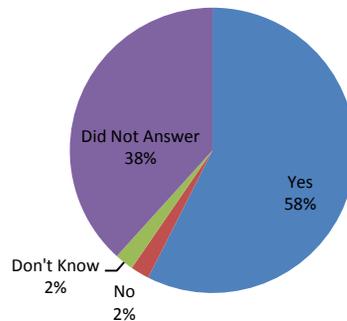


Specific Comments	Respondent Type
<b>Priority 6 -Caring for our Environment</b>	
This should be a low priority compared with the core objectives of an emergency service.	Member of the Public
It is important to recognise that the principle of sustainable development in Wales, especially within the future generations Bill, relates to social, economic and environmental benefits for current and future generations. Therefore environmental actions, whilst vital, should also be seen and evaluated in terms of the social and economic benefits they bring with them, in addition to the environmental benefits.	Voluntary Organisation
The priority area caring for the environment is welcomed and supported in line with the Service's sustainability and environmental strategy. There are opportunities for the Service to progress this work stream in addition to that already carried out. Reducing where possible fuel and energy use and looking at opportunities to offset these costs such as solar panel installations and innovative heating systems could be considered. The already very well developed preventative agenda can also play a part by continuing to reduce fires and other incidents that may adversely affect the environment. The new innovative methods of dealing with fires that are being considered will also play a part in protecting the environment.	Representative Body
Not sure this is possible when saving lives	Town and Community Council or Councillor
We believe that improving the type of vehicle the brigade use for work should take into account the environmental agenda. ie reducing mileage where possible.	Local Authority / Elected Member
sustainable use of resources and reduce carbon footprint	Town and Community Council or Councillor

## Priority 7 – Communication and Engagement

We will to improve the way we communicate and engage with our staff, stakeholders and partners.

### Do you support Priority 7 Communication and Engagement



Specific Comments	Respondent Type
<b>Priority 7 – Communication and Engagement</b>	
Often critical information is provided to a particular watch or even a central fire officer and it is never communicated to the other watches or across the board. There does not seem to be a system for interchange of critical information. There is a silo mentality existing in the organisation.	Member of the Public
Communication, both internally and externally will be a vital aspect of the future, and clearly this cross cuts a number of the priorities identified.	Local Authority / Elected Member
We think that communication is very important.	Local Authority / Elected Member
As a member of the public I am very concerned as to how my council tax is spend by such organisations as the fire and rescue service etc and that I am getting the best possible value for what I contribute.	Member of the Public
We strongly feel that there is still a lack of awareness among the general public, and some equality communities in particular, regarding the range of work that the Fire Service undertakes. It is important to address this gap in order to ensure that all communities can have their say regarding the development and priorities for their local service. We feel that strategic plans, improvement plans and other corporate documents published by Mid and West Wales Fire and Rescue Service and Authority are often written in complex, public sector specific language, which renders them inaccessible to many members of the public. We recommend that ensuring that all public-facing documents are written in Plain English and Cymraeg Clir should be a priority for improving external communication. This should be in addition to making information in alternative formats and languages available on request and clearly indicating this on the front cover of any document in large print and plain language, including examples of alternative formats available and a range of contact methods to request alternative formats. Communication channels must also include community groups and equality organisations to ensure that information flows effectively to and from protected characteristic groups.	Voluntary Organisation
It is particularly important at this time of financial uncertainty that all stakeholders are kept informed of not just budgetary matters but all areas that affect the service provided to our communities. Continuation of the well-established communication channels and engagement opportunities with staff, members of our communities, partner agencies, representative bodies, politicians (both local and Welsh Government) will assist in ensuring the correct information is provided and that stakeholders are able to provide feedback to the Service.	Representative Body

Communication with rural communities is very important Concern re centralization of services	Town and Community Council or Councillor
Communication is key to involving everyone moving forward together	Representative Body
We agree that communication and engagement should be one of your priorities, but the plan should be written in layman's terms so members of the public can understand the document.	Local Authority / Elected Member
What do you mean "improve communication and engagement" surely this should be happening already!	Town and Community Council or Councillor

## Members Comments

Fire Authority Members note the number of positive responses received towards this strategic priority and the public's appetite to understand the financial and service delivery pressures faced by the organisation.

Although the planning documents have been tailored with the members of the public in mind, using plain English terms where appropriate, the Fire Authority note that some respondents feel that our plans still need to continue be simplified, although they also recognise the requirement to produce service specific technical documents and make these accessible to members of the public. Therefore the inclusion of additional items within the glossary of terms should assist readers in understanding the issues being discussed.

Fire Authority Members did note the Draft Plan was subjected to a professional review of the language used prior to publication and will continue to develop this area of communication.

Fire Authority Members noted that a comment was made surrounding the Welsh Assembly's proposals for scrutiny and the lack of detail surrounding any potential local authority boundary changes, a written response has been given to these points by the Chief Fire Officer.

## Recommendations

Fire Authority Members recommend that a more detailed 'Glossary of Terms' is added to the final Annual Improvement Plan 2015-2016.

Fire Authority Members recommend further efforts are made to engage more effectively with a wider audience to ensure members of the public are kept up to date with our continuing efforts to provide a cost effective and efficient emergency service.

Fire Authority Members recommend that communication with members of the public surrounding any potential changes to the scrutiny and boundary changes affecting this organisation is clear and timely.

# Annual Improvement Plan 2015/2016

## Improvement Object 1 - Improve service delivery and safety through use of new technology and fire and rescue techniques

*Our outcome will be to deliver an improved service for our communities in the event they require our help in an emergency.*

We will research and adopt the most advanced fire and rescue technologies and techniques to enable us to make the incident environment safer for both members of the public and firefighters.

### We are improving service delivery and safety because feedback told us

- We need to make the work of our Firefighters as safe as possible.
- We need to improve the survival rates of compartment fires .
- We need to reduce the environmental impact our firefighting techniques wherever possible.
- We need to ensure that we are able to track and maintain a full life history of all of our operational equipment.

### Over the next year, we will:

Explore how we can use technology to ensure our staff are safer and better prepared to deliver improved outcomes for the communities we serve. This will include:

- Research and assessing the benefits of adopting mobile compartment firefighting systems.
- Developing new ways of working to reduce the quantity of water used at incidents, including the use of 'brown water'; containment and recycling of the firefighting water.
- Implementing Positive Pressure Ventilation at key stations throughout the organisation.
- Implementing a service wide asset management system for operational equipment, which will collect information on how we use, test and repair our equipment. This will both inform our future operational requirements and enhance safety through active tracking.

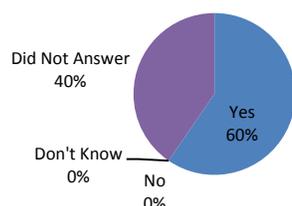
### How we will measure and report our achievements

- We will produce a business case on the suitability of mobile compartment firefighting systems. This will inform the decision making process of any future implementation of this technology.
- We will develop and deliver initial operational procedures which minimise the quantity of water used at incidents.
- We will roll out 'Offensive' Positive Pressure Ventilation techniques to those stations which have the highest historical instances of compartment fires.
- We will implement a service wide asset management system for operational equipment.

### What this will mean to you.

Improving our technology and firefighting techniques will have a positive impact on the service we provide to our communities. These new technologies and techniques will dramatically reduce the risk of fire spread, damage, and overall impact to the environment, reducing the potential for loss of life and serious injury. They will also improve the firefighting environment, resulting in a reduced risk of injury to firefighters.

### Do you Support our Objective 1 - Improve our Service Delivery



Views received on these improvement proposals included.

Specific Comments	Respondent Type
As long as safe systems of work are developed and implemented effectively to support the use of new technology and techniques	Member of the Public
Yes, we agree with this objective. Progression of the matters detailed will have a positive impact on the service to our communities, reduce risk from fire and continue to ensure the safety of Service personnel at operational incidents. By considering the matters detailed this is indicative of the Service's proactive approach to developing its response to incidents.	Representative Body
Locate specialist vehicles where they best meet the needs of the community and improve the type of vehicles for the areas they serve. ie not 3 in 1 vehicle like the RRP at Sketty, which is off the run more than on.	Local Authority / Elected Member
Churchstoke Community Council supports the broad principles in the draft Strategy and Annual Improvement Plan but is the view that MWW Fire and Rescue Services will have difficulty achieving the targets set out in the draft strategy and plan if the remit of the authority remains the same and local rural fire stations are closed. Churchstoke Community Council would therefore urge the Authority to avoid local rural fire station closures.'	Town and Community Council or Councillor

### Members Comments

Fire Authority Members note the number of positive responses received towards this improvement objective.

Fire Authority Members recognise the concerns of some members of staff and the public relating to the introduction of new technologies, community safety and reductions in service delivery models.

The Fire Authority Members noted the concern over an historical introduction of specialist vehicles, but the Plan does not make reference to any changes in vehicles at this stage, as research and evaluation is a key component of this objective, therefore this comment will not be considered.

### Recommendations

Fire Authority Members recommend further efforts are made to engage more effectively with a wider audience to ensure all stakeholders are fully aware of our efforts to improve the ways we deliver services.

## Improvement Object 2 – Continue to support safer communities whilst managing reduced budgets

*Our outcome will be to continue making communities safer through minimising risks and maintaining our standards of service delivery within a reduced budget.*

### We are focusing on our reduced budget because feedback told us that:

- You do not want a reduction in the services that we provide,
- You do want us to provide value for money,
- You do value the community safety and educational work we undertake,
- Our staff want to deliver the best possible services they can.

### The actions we will take are

- Implement the outcomes of the Strategic Review of Service Delivery Management Arrangements for Swansea and Neath Port Talbot.
- Undertake the same review for the other Command areas of Ceredigion, Powys, Carmarthenshire and Pembrokeshire.
- Collaborate with Welsh Fire and Rescue Services and partners to improve services, efficiencies and reduce costs.

### How we will measure and report our achievements

- Seeing a continued reduction in the number of fires, deaths and injuries
- Seeing a continued reduction in hoax and false alarm calls
- Delivering services within budget

### What this will mean to you

We are planning to make savings in the way that we do things but there will be no reduction in response to incidents and the services we provide to make communities safer although we may provide them in a different way.

Where changes in the way we deliver services are required we will continue to engage constructively and positively with staff and their representative bodies.

### Do you Support our Objective 2 - Continue to Support Safer Communities with Reduced Budgets



Views received on these improvement proposals included.

Specific Comments	Respondent Type
Support safer communities but recognise that with reduced budgets you may have to retract to being more reactive than proactive. Identify core statutory requirements and be good at them. you cannot be all things to all men.	Member of the Public
It is difficult to have safer communities, while budgets are being reduced.	Local Authority / Elected Member
As mentioned previously in this response we feel that working with third sector organisations and community equality groups is vital to reaching all communities and to supporting people from protected characteristic groups, who often face discrimination and exclusion, to be safer and feel safer within their communities. This must involve a continued commitment to attending and supporting community events.	Voluntary Organisation
The financial pressures facing not only the Service but all public sector organisations are well known. The innovative approach to providing our services under such conditions over recent years has allowed the Service to maintain the same level of service delivery with reduced budgets. The commitment to evaluation to inform future financial planning is welcomed. It is also pleasing to see the commitment to generate income, which is seen as a very positive move and is indicative of the Service's forward thinking approach. These objectives will allow service delivery not only to be maintained but to be developed to ensure we continue to move forward as an organisation.	Representative Body
Priority should be towards maintaining service delivery in emergency situations	Member of the Public
We believe that all risks in the brigade area should be identified in this section together with the plans on how the authority will deal with all these communities.	Local Authority / Elected Member
What is the budget reduction and why	Town and Community Council or Councillor
Clarification required on the objective "Continue to support safer communities whilst managing reduced budgets in particular, the development of a trading arm to enable revenue generation."	Town and Community Council or Councillor

**Members Comments**

Fire Authority Members reaffirmed the commitment that front line services and safety will not be compromised in an effort to reduce costs.

Fire Authority Members noted that it is our intention to be the best at what we do and not allow the budget reductions to impact on our service delivery.

The support for working with other agencies, partners and stakeholders to deliver shared collaborative outcomes for the communities we service whilst improving performance and efficiency.

**Recommendations**

Fire Authority Members recommended the agreed actions to achieve the financial efficiencies for 2015-2016 agreed at its Fire Authority meeting on 15<sup>th</sup> December 2014 are included within the final Annual Improvement Plan 2015-2016.

### **Improvement Object 3 - Further improve our collaborative activities to reduce risks, costs and improve outcomes for our communities**

*Our outcome will be to communicate ideas and initiatives more effectively with key partners who share our agenda.*

#### **We are focusing on our improvement proposals because feedback told us that:**

- You want us to provide value for money through working with our partners.
- The expectations placed upon us are changing.
- We have the potential to be more than just a Fire and Rescue Service
- There are still some groups of vulnerable people that we are unable to reach.

#### **The actions we will take are**

- Further develop our operational delivery of medical response services, in collaboration with the Welsh Ambulance Service NHS Trust (WAST).
- Work with our key partners to improve the services we deliver to ensure they meet the needs of our communities and deliver improved outcomes.
- Expand the number of agreements we have for sharing personal information on vulnerable people to make them safer.
- Continue to drive forward the work of the National Issues Committee to deliver efficiencies and improved performance across the three Welsh Fire and Rescue Services.

#### **How we will measure and report our achievements**

- We will increase the number of medical co-responder schemes in partnership with the Welsh Ambulance Service Trust.
- We will demonstrate increased efficiencies and productivity through the sharing of resources, knowledge and experience between partner agencies and other fire and rescue services.
- We will see increased sharing of personal information to enable vulnerable individuals to receive Home Fire Safety advice.
- We will deliver the National Issue Committee objectives, as contained within the All Wales Improvement work streams.

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

We will improve the organisation and the services we provide by increasing the number of opportunities we have to collaborate with our partners. We know that we will be able to achieve more with the resources available by sharing information, knowledge and working practices. This means we will be able to provide better outcomes for the communities which we serve.

**Do you Support our Objective 3 - Further Improve our Collaborative Activities**



Views received on these improvement proposals included.

Specific Comments	Respondent Type
Don't collaborate for collaborations sake. There must be an identified quantifiable benefit to the collaboration. This benefit must be to all concerned. a lot of collaborations do not really deliver any real savings or benefits. Be clear about what you want to achieve through the collaboration	Member of the Public
The sharing of personal information between Agencies will continue to represent an important facet of collaborative and effective working, not only in emergency situations but also on a day to day basis. The consequences of failing to do so have already been highly publicised, and can be very detrimental to the reputation of a service, and damaging to public confidence.	Local Authority / Elected Member
More cost cutting is not a good idea	Local Authority / Elected Member
There is an expectation that collaborative activities are developed to deliver improved services linked to effective financial management. The objectives identified are welcomed and supported. Development of our medical response arrangements with the Welsh Ambulance Service Trust will undoubtedly ensure our communities are safer. Sharing of information with partner agencies on vulnerable members of our communities is vital to ensure they are protected as far as possible and receive the best possible service. Further development of the Service's already well-established network of communication channels will be a very positive step.	Representative Body
I agree if the collaborative activities show a worthwhile improvement to communities, decided by the people in those communities. do they see a difference?	Member of the Public
We would like a reduction in the number of accidental fires, deaths and injuries within the communities	Local Authority / Elected Member
Members have also queried a matter concerning the third objective "Further improve our collaborative activities to reduce risks, costs and improve outcomes for our communities in partnership with the Welsh Ambulance NHS Trust to expand the provision of medical response services."	Town and Community Council or Councillor

## Annual Improvement General Comments

Specific Comments	Respondent Type
Over the last few years most of the savings on reduced crewing/manning levels has been at the expense of whole time, frontline operational firefighters e.g at Haverfordwest, Pontardawe, Llanelli and more recently Port Talbot. Indeed further cuts are proposed for the 4 remaining 24hr crewed full time stations (Swansea West, Neath, Swansea Central and Murryston).I believe that the Fire Authority should now seriously consider making savings by reviewing the possible downgrading/closing of Day crewed and retained stations based on the recommendations of the Chief Fire Officer. I do not agree that as a council tax payer that I should have to consider paying an increase in my council tax for the Fire Service since this argument could be used for all the other important services that the local authorities provide during the current economic hardship forced on all Welsh local authorities	Member of the Public
There is much talk about cutting costs which cannot be good to maintain a good service.	Local Authority / Elected Member
The Fire Officers Association welcomes the Draft Annual Improvement Plan 2015 - 2016 and we support the objectives identified. We look forward to continuing to engage with the Service in the very positive manner that is currently in place and assisting wherever possible to progress any changes needed to allow the Service to progress and develop.	Representative Body
this plan sets out clearly the way forward for the service in what are very challenging times	Representative Body
I believe it to be important for the Fire & Rescue service to be viewed Holistically. It is a resource of social benefit, providing jobs, training and community cohesion, as well as rescue and emergency services. We should stop seeing it as a cost and instead see it as a benefit.	Town and Community Council or Councillor

## Members Comments

Fire Authority Members noted the support for collaborative working with other agencies, partners and stakeholders to deliver shared collaborative outcomes for the communities we service whilst improving performance and efficiency.

Fire Authority Members noted that a comment was made surrounding the proposal to improve outcomes for our communities in partnership with the Welsh Ambulance NHS Trust to expand the provision of medical response services, a written response has been provided by the Chief Fire Officer.

## Recommendations

Fire Authority Members recommend further efforts are made to engage more effectively with a wider audience to ensure all stakeholders are fully aware of our efforts to improve our collaboration activities to improve the ways we deliver services and reduce costs.

# Consultation Events Comments

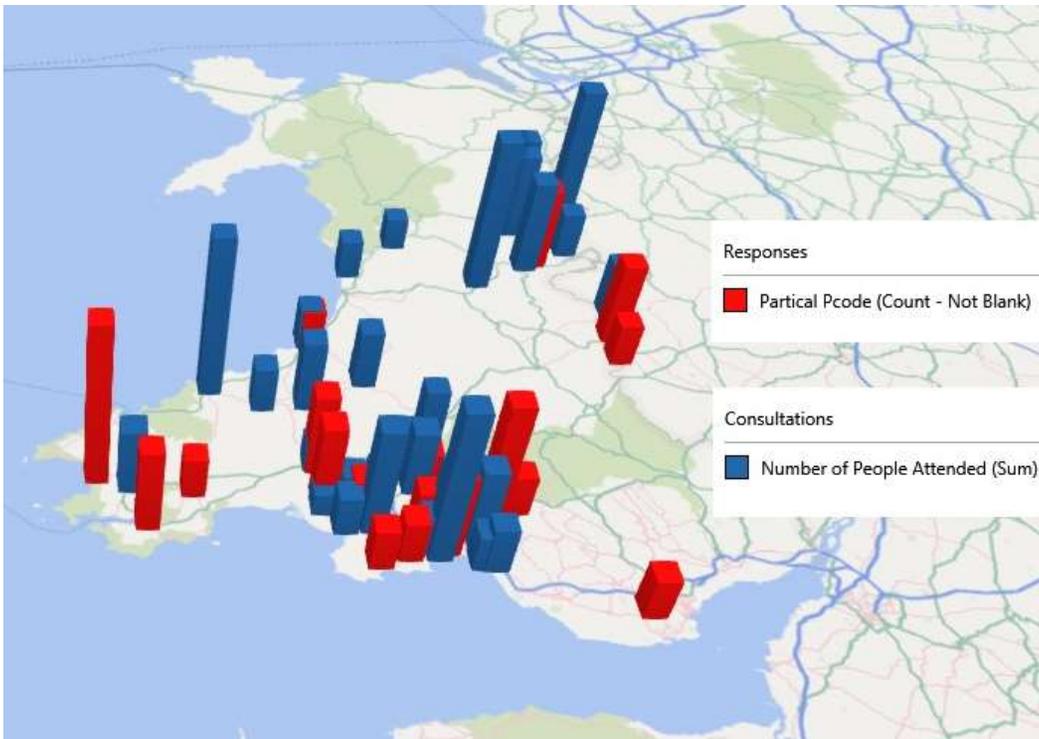
Specific Comments	Respondent Type
<p>Reviewing the draft plans it all looks very positive but with no real mention of how the service propose to manage the reduced budget. I am concerned that any reduction in manning levels, station closures or further reduction in appliance pumping capability may affect the refineries Emergency/COMAH plans.</p> <p>I am encouraged with the highlighted statement which states an improvement in communication with stakeholders, hopefully before any decision is made or finalised.”</p>	Other
<p>Having read the Strategic plan for 2015-20, I am very pleased to say how realistic and flexible the 5 year plan is, taking in to account the current economic state.</p> <p>It is also pleasing that the Service will also be looking at different ways to develop Fire Fighter safety alongside the safety of its communities, this in itself is inspiring.</p> <p>I look forward to working and being a part of this new 5year plan.</p>	Fire Service Employee
<p>Innovative Ideas &amp; Significant interest in expanding our delivery of medical response services</p>	Member of the Public
<p>Recognition of financial pressures faced by Service</p>	Member of the Public
<p>1. It was widely agreed that given the aspiration to work more collaboratively, agencies such as County Councils, Police Forces, Health Boards and Fire and Rescue Services should develop strategic plans concurrently i.e. work collaboratively to develop individual strategic plans which have overarching priorities which are matched over different agencies. As it stands it may well be the aspiration to work collaboratively but in order for this to be effective the outcomes for each partner agency needs to be broadly similar. There was strong support from all present on this point.</p> <p>2. There was a consensus of concern over some of the phraseology within the Strategic Action plan in light of reduced budgets and realistically managing output. The forum felt that “World Leader” and “Improving Service Delivery” led to the document lacking conviction and detracted from its overall honesty. It was suggested that in light of current financial pressures “UK Leader” and “Maintaining the current level of Service Delivery” would be more realistic and achievable. The inclusion in the draft of this aspirational phraseology led to scepticism about the whole document. As with Point 1 there was strong support from all present on this point.</p>	Member of the Public

# Profile of Questionnaire Respondents

In order to encourage as many responses as possible a variety of response options were offered, such as completing an online or hard copy questionnaire, providing comments using e-mail, telephone or letter or personally at meetings and events. The questionnaire provided a free-text section so that comprehensive comments could be provided on each of the Improvement objectives.

Attendance at community events allowed for direct engagement with the public. Response forms enabled respondents to provide a comment on the improvements but also indicate a level of importance for each of the proposals.

Limited personal information is collected which provides anonymity in order to encourage responses. The postcode of the respondent was captured and monitored throughout the consultation process and provided an indication of which area the responses were coming from thus enabling the Service to direct the promotion of the consultation towards the areas where there seem to be little or no responses. The number of people who supplied their postcode was 31 out of a total of 47 questionnaires completed.



This map shows that the majority of respondents were from the Carmarthen, Pembrokeshire and Swansea areas, however, this map highlights that a level of response was received throughout the Mid and West Wales Fire and Rescue Authority's area.

## Equality Monitoring

We are firmly committed to ensuring that equality and diversity is a key component of our Corporate Strategy and we have policies of Equal Opportunity for all members, employees, and prospective employees. Our strategy will not tolerate processes, attitudes and behaviours that amount to discrimination, including harassment and bullying through prejudice, ignorance, and thoughtlessness and stereotyping. We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

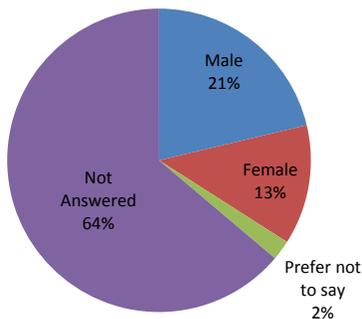
Our key drivers are:

- Managing risk and reputation
- Enhancing individual and business performance
- Developing a creative, innovative culture
- Meeting the needs of our communities
- Attracting, retaining and developing employees
- Compliance with Legislation

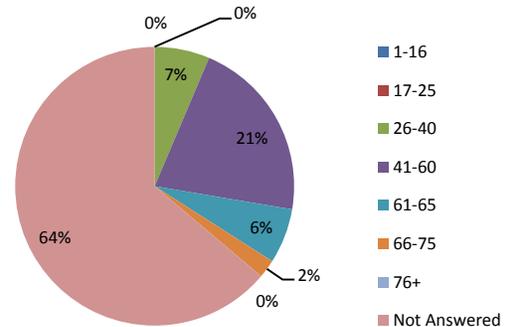
In 2013/14, we achieved a great deal by reviewing what we did, ways to make improvements in not only performance, but also in terms of achieving real results through engagement with our diverse range of staff and customers. This is key to making sure resources and actions truly support equality in the day-to-day business so that we can all reduce discrimination, foster good relations, and promote equality of opportunities both internally and externally.

The following information identifies the level of response from our resident populations:

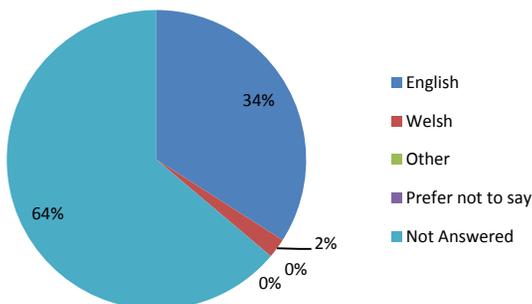
**Analysis of Respondents by Gender**



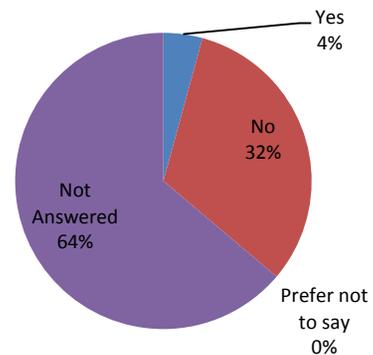
**Analysis of Respondents by Age**



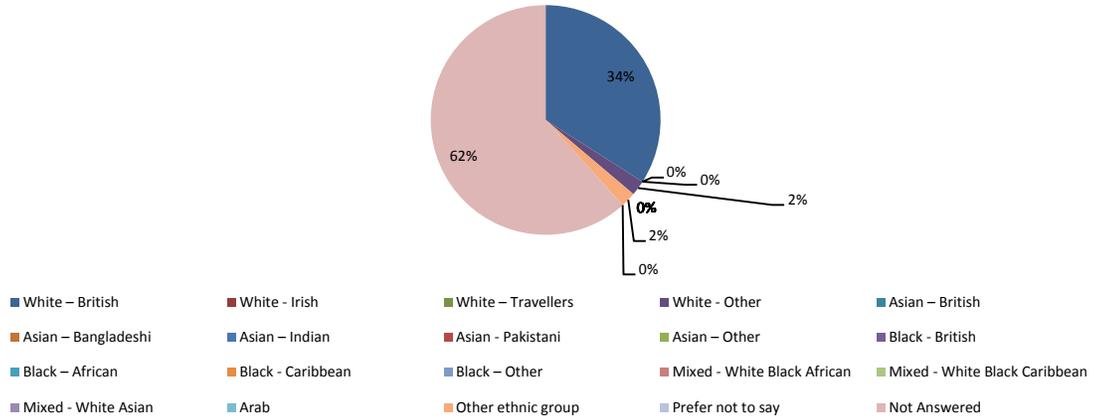
**Analysis of Respondents by First Language**



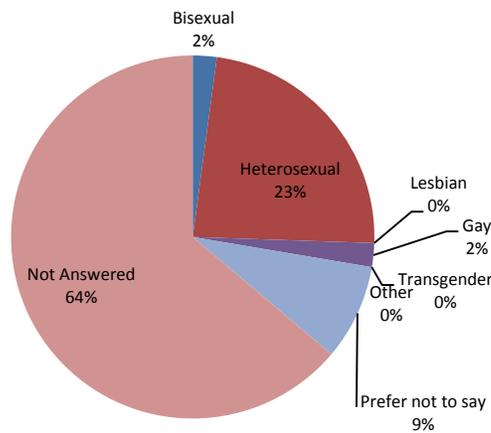
**Analysis of Respondents by Disability**



### Analysis of Respondents by Ethnicity



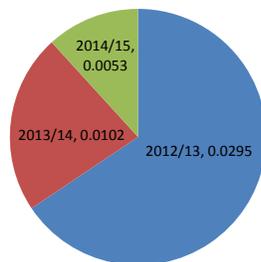
### Analysis of Respondents by Sexual Orientation



### Number of Questionnaire responses

A total of 47 responses were received although unfortunately 18 of these responses were identified as incomplete but no questionnaires were disqualified from the consultation responses, as a sufficient number of questions had been answered.

### Questionnaire Response Rate per Resident Population



This is the lowest questionnaire response rate for a consultation that Mid and West Wales Fire and Rescue Authority has undertaken since 2010-2011, resulting in the 47 responses which only represents 0.0053% of the population of our Service area.

## Questionnaire Respondents by type:-

Questionnaire Respondent Type	%	Number
Member of the Public	40.4%	19
Town and Community Council or Councillor	17.0%	8
Local Authority / Elected Member	10.6%	5
Fire Service Employee	10.6%	5
Not Completed	8.5%	4
Voluntary Organisation	6.4%	3
Representative Body	4.3%	2
Other emergency service	2.1%	1
Assembly Member	0.0%	0
Member of Parliament	0.0%	0
Partnership Organisation	0.0%	0
Health Organisation	0.0%	0
Friend/Family (Fire Service Employee)	0.0%	0
Other (please specify)	0.0%	0
<b>Total</b>	<b>100.00%</b>	<b>47</b>

## Community Events

A number of Community events were organised to publicise the consultation and encourage respondents to have their say. Attendance at these events was generally good with a combined total of 703 members of the public / stakeholders attending the events.

Community Event Location	Number of attendees
Pembrey Town Council, Carmarthen	12
Llandovery Town Council, Carmarthen	14
St Clears Town Council, Carmarthen	9
Llandeilo Town Council, Carmarthen	10
Carmarthen Town Council	14
Kidwelly FRS – Electric Blanket Testing	7
Llanelli FRS – Electric Blanket Testing	33
Ammanford FRS – Electric Blanket Testing	20
Pontyates FRS – Electric Blanket Testing	11
Tumble FRS – Electric Blanket Testing	9
Carmarthenshire Community Safety Partnership	12
<b>Total Carmarthenshire Command</b>	<b>151</b>

Ystrad Fflur Community Council, Ceredigion	8
Llandysul FRS– Electric Blanket Testing	22
Newcastle Emlyn Fire Station – Electric Blanket Testing	14
Open Day, Cardigan Fire Station, Ceredigion	50
Lampeter Town Council, Ceredigion	18
Borth Community Council, Ceredigion	12
Ceredigion Community Safety Partnership	13
<b>Total Ceredigion Command</b>	<b>137</b>
Neath Port Talbot LSB meeting in NPT Civic Centre	10
SW Police Sandfields Port Talbot PACT meeting in Twynyn Primary School, Sandfields.	11
SW Police Tonna Neath PACT meeting in Tonna Primary School	4
Swansea Bay Regional Equality Board (SBREC) Executive Committee Meeting in Civic Centre Swansea	10
SW Police Neath South PACT meeting in St Joseph's Church Hall Cimla Neath	4
Neath Town Council Meeting	23
Swansea& NPT Joint Resilience Unit-COEPAC COMAH Ops Group, Port Talbot Fire Station	14
<b>Total Neath Port Talbot Command</b>	<b>76</b>
Community Meeting Groups - Pembrokeshire	10
Community Meeting Groups - Pembrokeshire	10
Picton Centre, Haverfordwest	20
<b>Total Pembrokeshire Command</b>	<b>40</b>
Community Safety Awareness Session, Banwy Bakery, Llanfair Careinion	26
Community Safety Day, Welshpool Fire Station	46
Community Safety Day, Newtown Fire Station	29
Community Safety Day, Montgomery Fire Station	14
Community Safety Day, Knighton Fire Station	17
Community Safety Awareness Session, Meifod Community Centre	5
Community Safety Awareness Session, Llanidloes Fire Station	47
Community Safety Awareness Session, Mychynlleth Fire Station	10
Community Safety Awareness Session, Llanfyllin Fire Station	22
<b>Total Powys Command</b>	<b>216</b>

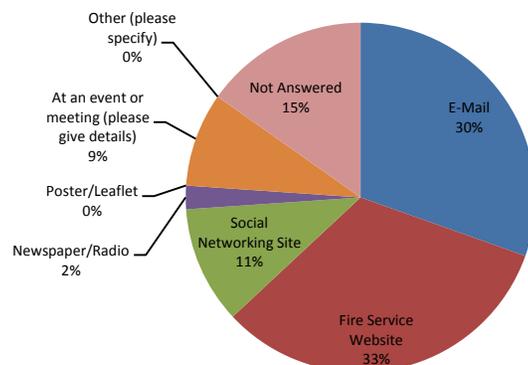
Healthy City Board Meeting in Civic Centre Swansea	12
Swansea LSB Engagement Group Meeting in Civic Centre Swansea	10
Swansea Bay LGBT & Forum	15
Morrison Young Firefighters (Yff) Group Meeting at the Community Room Morrison Fire Station	14
Safer Swansea Steering Group (SSSG) meeting in the Civic Centre Swansea	12
SW Police Cockett PACT meeting in Gorse Ave Primary School Townhill Swansea	12
Safer Swansea ASB Core Group meeting in Community Room Morrison Fire Station	8
<b>Total Swansea Command</b>	<b>83</b>
<b>Total Number of Attendees</b>	<b>703</b>

## Means of Questionnaire Response

A variety of response methods were made available in order to encourage feedback on the improvement objectives. Respondents were also able to complete events questionnaires (at events) or full questionnaires either online or in hard copy. Comments could also be made by e-mail, telephone, and letter or personally at meetings.

Number of Questionnaire Responses	%	Number
E-Mail	30.4%	14
Fire Service Website	32.6%	16
Not Answered	15.2%	7
Social Networking Site	10.9%	5
At an event or meeting (please give details)	8.7%	4
Newspaper/Radio	2.2%	1
Poster/Leaflet	0.0%	0
Other (please specify)	0.0%	0
<b>Total</b>	<b>100.00%</b>	<b>47</b>

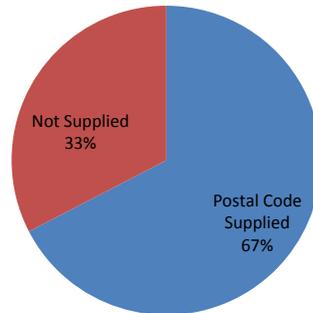
## Where did you hear about our consultation



## Questionnaire Respondents by Authority areas

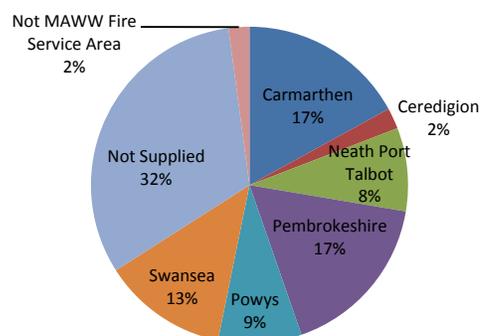
Providing post code information allowed for profiling of respondents by county, 33% of all respondents did not supply a postcode.

### Number of People who Supplied their Postcode



Questionnaire - County of Response	Number of Respondents
Not Supplied	15
Carmarthen	8
Pembrokeshire	8
Swansea	6
Neath Port Talbot	4
Powys	4
Ceredigion	1
Not MAWW Fire Service Area	1
Total	47

### Area of Response



# Lessons Learnt for Future Consultations

From the poor level of completion of all the questions, it may be that the questionnaire takes too long to complete with 18 out of 47 questionnaires identified as incomplete. To ensure that the level of completion improves, it is recommended that all future questionnaires are limited to two pages at a maximum.

A greater level of media involvement would be beneficial to improve the response rate to the consultation, it must be appreciated that members of the public are generally apathetic to the running of the Service unless there is a threat to the provision of the services provided within their locality such as fire station closures.

The response from members of the Service was poor, greater staff involvement in the consultation process should be given more emphasis to ensure staff inclusion and increased participation.

## Conclusion

The Mid and West Wales Fire and Rescue Authority recognises and thanks all respondents for their considered and informative comments.

Overall response to the consultation was poor when considered as a percentage of the population that we serve at just 0.0053% (47 written responses), although the community engagement events attracted a further 703 (0.0790% of our population) members of the public, who are supportive of our strategic priorities and improvement objectives.

Overall, respondents have been supportive of the Strategic and Improvement objectives within the Draft Plans. Primary concerns and objections have been more aligned to the outcomes of these objectives resulting in a lesser or worst service for citizens and communities.

Mid and West Wales Fire and Rescue Authority is committed and determined in its pursuit of service delivery excellence and ensuring that those who live, work or visit our Service area are safe. The objectives within the Draft Strategic and Annual Improvement Plans will support continuous improvement whilst delivering a more efficient and effective Service to our communities.

## Recommendations

Future consultation questionnaires should be shorter and more concise and limited to a maximum of two pages at a maximum to ensure more questionnaires are completed.

A greater level of media involvement would be beneficial to improve the response rate to the consultation.

The response from members of the Service was poor, greater staff involvement in the consultation process should be given more emphasis to ensure staff inclusion and increased participation.

Several questionnaire responses have asked questions such as “how will you achieve this?”, to ensure we provide an effective two way communication process. It is recommended that where members of the public have asked these types of questions and the Service has no means of responding directly, these questions are published on our website with the corresponding answers.

## Outcome of County Commands Consultation Events

Date	Command	Venue	Number of People Attended	Comments from Public
30 <sup>th</sup> Sept 2014	Carmarthenshire	Carmarthenshire Community Safety Partnership	12	Delivery Language: English  No Issues Raised by audience. Written response requested via questionnaires for Annual Improvement & Strategic Plans
9 <sup>th</sup> Oct 2014	Ceredigion	Ceredigion Community Safety Partnership	13	Delivery Language: English  No Issues Raised by audience, but written response requested via questionnaires for Annual Improvement & Strategic Plans
10 <sup>th</sup> Oct 2014	Pembrokeshire	Community Meeting Groups - Pembrokeshire	10	local Community Safety Partnership group and the Wildfire Group
15 <sup>th</sup> Oct 2014	Carmarthenshire	Pembrey Town Council, Carms	12	Delivery Language: English  Issues / Comments Raised: Local matters, but written response requested via questionnaires for Annual Improvement & Strategic Plans
16 <sup>th</sup> Oct 2014	Ceredigion	Ystrad Fflur Community Council, Ceredigion	8	Delivery Language: English & Welsh  Issues / Comments Raised: Innovative Ideas & Significant interest in expanding our delivery of medical response services (4 people). Written response requested via questionnaires for Annual Improvement & Strategic Plans
20 <sup>th</sup> Oct 2014	Carmarthenshire	Llandovery Town Council, Carms.	14	Delivery Language: English  Issues / Comments Raised: Local matters & Significant interest in expanding our delivery of medical response services (12 people). Written response requested via questionnaires for Annual Improvement & Strategic Plans

21 <sup>st</sup> Oct 2014	Carmarthenshire	St Clears Town Council, Carmar	9	<p>Delivery Language: English &amp; Welsh</p> <p>Issues / Comments Raised: Significant interest in expanding our delivery of medical response services (9 people). Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans</p>
21 <sup>st</sup> Oct 2014	Swansea	Swansea LSB Engagement Group Meeting in Civic Centre Swansea	10	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation delivered by GM R. Webborn attended by 10 members of inc SW Police, City &amp; County of Swansea (Cllr &amp; Staff), Natural Resources Wales, ABMU University Health Trust. Presentation circulated.</p> <p>Issues / Comments Raised: written response requested via questionnaires for Annual Improvement &amp; Strategic Plans</p>
22 <sup>nd</sup> Oct 2014	Carmarthenshire	Llandeilo Town Council, Carmar	10	<p>Delivery Language: English</p> <p>Issues / Comments Raised: Recognition of financial pressures faced by Service (3). Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans</p>
23 <sup>rd</sup> Oct 2014	Swansea	Swansea Bay LGBT & Forum	15	<p>Delivery Language: English</p> <p>SM P Greenslade attended the meeting and due to time constraints, Peter was unable to provide the full presentation, only a discussion, but the presentation &amp; consultation questionnaire was forwarded to them.</p> <p>No Issues Raised by audience</p>
25 <sup>th</sup> Oct 2014	Ceredigion	Open Day, Cardigan Fire Station, Ceredigion	50	<p>Delivery Language: English &amp; Welsh</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans</p>

27 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Welshpool Fire Station	46	Delivery Language: English & Welsh Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
28 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Newtown Fire Station	29	Delivery Language: English & Welsh Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
29 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Montgomery Fire Station	14	Delivery Language: English & Welsh Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
30 <sup>th</sup> Oct 2014	Powys	Community Safety Day, Knighton Fire Station	17	Delivery Language: English & Welsh Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
31 <sup>st</sup> Oct 2014	Powys	Community Safety Awareness Session, Meifod Community Centre	5	Delivery Language: English & Welsh Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
31 <sup>st</sup> Oct 2014	Swansea / Neath Port Talbot	Swansea & Neath Port Talbot Joint Resilience Unit - COEPAC COMAH Operators Group meeting in the Link Room Port Talbot Fire Station	14	Delivery Language: English Improvement Plan & Command performance presentation delivered by GM R. Webborn attended by 14 group members, inc SW Police, NPT & City & County of Swansea staff, Natural Resources Wales, Calor Gas, Flow Gas, British Oxygen Company & Royal Mint. Presentation circulated.  Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement & Strategic Plans.

3 <sup>rd</sup> Nov 2014	Ceredigion	Borth Community Council, Ceredigion	12	<p>Delivery Language: English</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
3 <sup>rd</sup> Nov 2014	Swansea	SW Police Cockett PACT meeting in Gorse Ave Primary School Townhill Swansea	12	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation delivered by GM R. Webborn. Meeting attended by 2 SW Police staff, 1 City &amp; County of Swansea elected member and 9 members of the public.</p> <p>Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
4 <sup>th</sup> Nov 2014	Pembrokeshire	Picton Centre, Haverfordwest	20	<p>Delivery Language: English</p> <p>Audience: Public / Councillors / Town Councils / Professional Partners</p> <p>Points raised:</p> <ol style="list-style-type: none"> <li>1. It was widely agreed that given the aspiration to work more collaboratively, agencies such as County Councils, Police Forces, Health Boards and Fire and Rescue Services should develop strategic plans concurrently i.e. work collaboratively to develop individual strategic plans which have overarching priorities which are matched over different agencies. As it stands it may well be the aspiration to work collaboratively but in order for this to be effective the outcomes for each partner agency needs to be broadly similar. There was strong support from all present on this point.</li> <li>2. There was a consensus of concern over some of the phraseology within the Strategic Action plan in light of reduced budgets and realistically managing output. The forum felt that "World Leader" and "Improving Service Delivery" led to the document lacking</li> </ol>

				<p>conviction and detracted from its overall honesty. It was suggested that in light of current financial pressures “UK Leader” and “Maintaining the current level of Service Delivery” would be more realistic and achievable. The inclusion in the draft of this aspirational phraseology led to scepticism about the whole document. As with Point 1 there was strong support from all present on this point.</p> <p>A number of attendees also took hard copies of the questionnaire so may or may not respond over the next few weeks.</p>
4 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Neath South PACT meeting in St Joseph's Church Hall Cimla Neath	4	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation due to be delivered by GM R. Webborn. Meeting attended by 2 SW Police staff &amp; 2 NPT elected members. No members of the public attended.</p> <p>Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
4 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Llanidloes Fire Station	47	<p>Delivery Language: English &amp; Welsh</p> <p>Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.</p>
5 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Mychynlleth Fire Station	10	<p>Delivery Language: English &amp; Welsh</p> <p>Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.</p>
6 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Llanfyllin Fire Station	22	<p>Delivery Language: English &amp; Welsh</p> <p>Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.</p>

6 <sup>th</sup> Nov 2014	Neath Port Talbot	Neath Town Council Meeting	23	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation delivered by GM R. Webborn attended by 23 members of council, members of the public and the press (SW E Post). Presentation to be circulated.</p> <p>Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
6 <sup>th</sup> Nov 2014	Swansea	Safer Swansea ASB Core Group meeting in Community Room Morrision Fire Station	8	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation delivered by GM R. Webborn. Meeting attended by 8 people from SW Police City &amp; County of Swansea, and NPT. . Presentation circulated.</p> <p>Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
10 <sup>th</sup> Nov 2014	Pembrokeshire	Community Meeting Groups - Pembrokeshire	10	<p>Delivery Language: English</p> <p>Local Community Safety Partnership group and the Wildfire Group</p> <p>Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
10 <sup>th</sup> Nov 2014	Neath Port Talbot	Neath Port Talbot LSB meeting in NPT Civic Centre	10	<p>Delivery Language: English</p> <p>Improvement Plan &amp; Command performance presentation delivered by GM R. Webborn attended by LSB members inc NPT Chief Exec, members of council, Neath CVS, SW Police, Dept Work &amp; Pensions, Welsh Government &amp; ABMU University Health Trust. Presentation circulated.</p> <p>Issues / Comments Raised: Written response requested via</p>

				questionnaires for Annual Improvement & Strategic Plans.
11 <sup>th</sup> Nov 2014	Powys	Community Safety Awareness Session, Banwy Bakery, Llanfair Careinion	26	Delivery Language: English & Welsh  Electrical Blanket Testing Carried Out – Questionnaires distributed to the members of the public.
12 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Sandfields Port Talbot PACT meeting in Twynyn Primary School, Sandfields.	11	Delivery Language: English  Improvement Plan & Command performance presentation due to be delivered by GM R. Webborn. Meeting attended by <b>2</b> SW Police staff, 1 NPT elected member and 8 members of the public.  Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement & Strategic Plans.
13 <sup>th</sup> Nov 2014	Swansea	Healthy City Board Meeting in Civic Centre Swansea	12	Delivery Language: English  Improvement Plan & Command performance presentation delivered by SM P. Greenslade. Meeting attended by 12 members of the board (inc C&C of Swansea, ABMU University Health Trust & SW Police). Presentation circulated.  Issues / Comments Raised: Written response requested via questionnaires for Annual Improvement & Strategic Plans.
17 <sup>th</sup> Nov 2014	Neath Port Talbot	SW Police Tonna Neath PACT meeting in Tonna Primary School	4	Improvement Plan & Command performance presentation due to be delivered by GM R. Webborn. Meeting attended by <b>2</b> SW Police staff, 1 NPT elected member and 1 Tonna Community Council member.
19 <sup>th</sup> Nov 2014	Neath Port Talbot	Swansea Bay Regional Equality Board (SBREC) Executive Committee Meeting in Civic Centre Swansea	10	Improvement Plan & Command performance presentation delivered by GM R Webborn. Meeting attended by <b>10</b> SBREC members of the board (inc C&C of Swansea & N&PT elected members & SW Police). Presentation circulated.

26th Nov 2014	Carmarthenshire	Carmarthen Town Council	14	<p>Delivery Language: Welsh</p> <p>Audience: Town and Community Council</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
25 <sup>th</sup> Nov 2014	Ceredigion	Newcastle Emlyn Fire Station – Electric Blanket Testing	14	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
25 <sup>th</sup> Nov 2014	Ceredigion	Llandysul FRS– Electric Blanket Testing	22	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
26th Nov 2014	Carmarthenshire	Llanelli FRS – Electric Blanket Testing	33	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
26th Nov 2014	Carmarthenshire	Kidwelly FRS – Electric Blanket Testing	7	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>

27 <sup>th</sup> Nov 2014	Ceredigion	Lampeter Town Council, Ceredigion	18	<p>Delivery Language: English and Welsh</p> <p>Audience: Town and Community Council</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
27th Nov 2014	Carmarthenshire	Ammanford FRS – Electric Blanket Testing	20	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
28th Nov 2014	Carmarthenshire	Pontyates FRS – Electric Blanket Testing	11	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>
28th Nov 2014	Carmarthenshire	Tumble FRS – Electric Blanket Testing	9	<p>Delivery Language: English and Welsh</p> <p>Audience: Members of the Public</p> <p>Issues / Comments Raised: Only Local Issues Raised. Written response requested via questionnaires for Annual Improvement &amp; Strategic Plans.</p>

27 <sup>th</sup> Nov 2014	Swansea	Safer Swansea Steering Group (SSSG) meeting in the Civic Centre Swansea	12	Improvement Plan & Command performance presentation circulated before meeting and discussed at meeting. Meeting attended by <b>12</b> SSSG members inc SW Police, ABMU University Health Board, City & County of Swansea, and the 3 <sup>rd</sup> Sector. Presentation circulated. E-mail sent on behalf of SSSG endorsing said plans.
27 <sup>th</sup> Nov 2014	Swansea	Morrison Young Firefighters (YFf) Group Meeting at the Community Room Morrison Fire Station	14	Improvement Plan & Command performance presentation delivered by GM R Webborn. Meeting attended by <b>10</b> YFf and <b>4</b> YFf staff
		<b>Total Number of Participants at Events</b>	<b>703</b>	